

Long-term planning

Business Studies - Year 10 & Year 11

Year 10 Themes	Autumn term 1	Autumn term 2	Spring term 1	Spring term 2	Summer term 1	Summer term 2
Theme 1 Investigating small business	Students will know that					
	<p>In Topic 1.1, "Enterprise and entrepreneurship," students need to learn the following substantive facts:</p> <p>The dynamic nature of business: This includes understanding why new business ideas emerge due to changes in technology and consumer wants, and products and services becoming obsolete. It also covers how new business ideas originate, either as original ideas or by adapting existing products, services, or ideas.</p> <p>Risk and reward: Students will understand the impact of risk and reward on business activity. Risk involves business failure, financial loss, and lack of security, while reward includes business success, profit, and independence. The role of business enterprise: This involves knowing the purpose of business activity, which is to produce goods or services, meet customer needs, and add value through convenience, branding, quality, design, and unique selling points.</p> <p>The role of entrepreneurship: Students</p>	<p>In Topic 1.2, "Spotting a business opportunity," students need to learn the following substantive facts:</p> <p>Customer needs: This includes identifying and understanding customer needs such as price, quality, choice, and convenience. It also covers the importance of identifying and understanding customers for generating sales and ensuring business survival.</p> <p>The purpose of market research: Students should know that market research is used to identify and understand customer needs, identify gaps in the market, reduce risk, and inform business decisions.</p> <p>Methods of market research: This covers primary research methods like surveys, questionnaires, focus</p>	<p>In Topic 1.3, "Putting a business idea into practice," students need to learn the following substantive facts:</p> <p>Business aims and objectives: Students should understand what business aims and objectives are. They need to know the financial aims and objectives when starting up, such as survival, profit, sales, market share, and financial security. Non-financial aims and objectives include social objectives, personal satisfaction, challenge, independence, and control. They should also understand why aims and objectives differ between businesses.</p> <p>Business revenues, costs and profits: This section covers the concept and calculation of revenue, fixed and variable costs, total costs, profit and loss, interest, break-even level of output, and margin of</p>	<p>For Topic 1.4, "Making the business effective," students need to learn the following substantive facts:</p> <p>The options for start-up and small businesses: This includes understanding the concept of limited liability, differentiating between limited and unlimited liability, and knowing the implications for business owners. Students also need to be aware of the types of business ownership for start-ups, such as sole trader, partnership, and private limited company, along with their respective advantages and disadvantages. Finally, they should understand the option of starting and running a franchise operation, including its advantages and disadvantages.</p>	<p>For Topic 1.5, "Understanding external influences on business," students need to learn the following substantive facts:</p> <p>Business stakeholders: This includes identifying who business stakeholders are (shareholders/owners, employees, customers, managers, suppliers, local community, pressure groups, the government) and their different objectives. Students should also understand how stakeholders are affected by business activity, how they impact business activity, and the possible conflicts between different stakeholder groups.</p> <p>Technology and business: Students need to be aware of different types of technology used by businesses, such as e-commerce, social media, digital communication, and payment systems. They should also understand how technology influences business activity in terms of sales, costs, and the marketing mix.</p> <p>Legislation and business: This covers the purpose of legislation, specifically the principles of consumer law (quality and consumer rights) and employment law (recruitment, pay, discrimination, and health and safety). Students must also understand the impact of legislation on businesses, including costs and the consequences of meeting and not meeting these obligations.</p> <p>The economy and business: Students should understand the impact of the economic climate on businesses, including factors like unemployment, changing levels of consumer income, inflation, changes in interest rates, government taxation, and changes in exchange rates.</p> <p>External influences: This section emphasizes the importance of external influences on business and the</p>	

will know that an entrepreneur organises resources, makes business decisions, and takes risks.

groups, and observation, as well as secondary research methods like the internet, market reports, and government reports.

The use of data in market research:

Students need to understand qualitative and quantitative data, the role of social media in collecting market research data, and the importance of the reliability of market research data.

Market

segmentation: This involves learning how businesses use market segmentation to target customers, including identifying market segments based on location, demographics, lifestyle, income, and age. It also includes market mapping to identify gaps in the market and the competition.

The competitive environment:

Students should understand the competitive environment, including the strengths and

safety. Students also need to interpret break-even diagrams, including the impact of changes in revenue and costs, the break-even level of output, margin of safety, and profit and loss.

Cash and cash-flow:

Students must understand the importance of cash to a business (to pay suppliers, overheads, and employees; to prevent business failure/insolvency) and the difference between cash and profit. They also need to be able to calculate and interpret cash-flow forecasts, including cash inflows, cash outflows, net cash flow, and opening and closing balances.

Sources of business

finance: This involves learning about sources of finance for start-up or established small businesses. Short-term sources include overdraft and trade credit. Long-term sources include personal savings, venture capital, share capital, loans, retained profit, and crowdfunding.

Business location:

Factors influencing business location include proximity to the market, labour, materials, and competitors, as well as the nature of the business activity. Students should also understand the impact of the internet on location decisions, specifically e-commerce and/or fixed premises.

The marketing mix:

Students must know what the marketing mix is (price, product, promotion, place) and the importance of each element. They should understand how these elements work together, how to balance the marketing mix based on the competitive environment, and the impact of changing consumer needs and technology (e-commerce, digital communication) on the marketing mix.

Business plans: This section covers the role and importance of a business plan, which includes identifying the

possible responses by businesses to changes in technology, legislation, and the economic climate.

	<p>weaknesses of competitors based on price, quality, location, product range, and customer service. Additionally, they need to know the impact of competition on business decision-making.</p>		<p>business idea, aims and objectives, target market (market research), forecast revenue, cost and profit, cash-flow forecast, sources of finance, location, and marketing mix. Students should also understand the purpose of planning business activity, particularly the role and importance of a business plan in minimizing risk and obtaining finance.</p>	
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Students will know how

<p>Based on the substantive facts for Topic 1.1, students should be able to do or know how to do the following with this new knowledge: Explain why new business ideas come about by referencing changes in technology, shifts in consumer wants, and products/services becoming obsolete. Describe how new business ideas originate, distinguishing between original ideas and adapting existing products/services/ideas. Analyse the impact of risk and reward on business activity, detailing specific risks</p>	<p>Based on the substantive facts for Topic 1.2, students should be able to do or know how to do the following with this new knowledge: Identify and describe different customer needs, such as price, quality, choice, and convenience. Explain the importance of identifying and understanding customers for generating sales and</p>	<p>Based on the substantive facts for Topic 1.3, students should be able to do or know how to do the following with this new knowledge: Define and differentiate between business aims and business objectives. Identify and explain various financial aims and objectives for start-up businesses, such as survival, profit, sales, market share, and financial security.</p>	<p>Based on the substantive facts for Topic 1.4, students should be able to do or know how to do the following with this new knowledge: Explain the concept of limited liability and differentiate between limited and unlimited liability. Discuss the implications of limited and unlimited liability for business owners. Identify and describe the advantages and</p>	<p>Based on the substantive facts for Topic 1.5, students should be able to do or know how to do the following with this new knowledge: Identify various business stakeholders such as shareholders, employees, customers, managers, suppliers, the local community, pressure groups, and the government. Explain the different objectives of each stakeholder group. Describe how business activity affects stakeholders and how stakeholders, in turn, impact business activity. Analyse possible conflicts that can arise between different stakeholder groups. Identify different types of technology used by businesses, including e-commerce, social media, digital communication, and payment systems.</p>
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like business failure, financial loss, and lack of security, and rewards such as business success, profit, and independence.

Articulate the role of business enterprise, including its purpose to produce goods or services, meet customer needs, and add value through convenience, branding, quality, design, and unique selling points.

Define the role of an entrepreneur by identifying their functions in organizing resources, making business decisions, and taking risks.

ensuring business survival.

State the various purposes of market research, including identifying and understanding customer needs, identifying gaps in the market, reducing risk, and informing business decisions.

Distinguish between and provide examples of primary and secondary market research methods.

Differentiate between qualitative and quantitative data used in market research.

Discuss the role of social media in collecting market research data.

Evaluate the importance of the reliability of market research data.

Explain how businesses use market segmentation to target customers, by identifying segments

Identify and explain various non-financial aims and objectives, including social objectives, personal satisfaction, challenge, independence, and control.

Explain why aims and objectives may differ between different businesses.

Calculate and define key business financial concepts: revenue, fixed costs, variable costs, total costs, profit, loss, and interest.

Calculate the break-even level of output and the margin of safety. **Interpret break-even diagrams** to understand the impact of changes in revenue and costs, break-even level of output, margin of safety, and profit and loss.

Explain the importance of cash to a business, including its role in paying suppliers, overheads, and employees, and preventing business failure (insolvency).

Differentiate between cash and profit. **Calculate and interpret cash-flow forecasts,**

disadvantages of different types of business ownership for start-ups, including sole trader, partnership, and private limited company.

Explain the advantages and disadvantages of operating a franchise.

Identify and explain factors influencing business location, such as proximity to market, labour, materials, and competitors, as well as the nature of the business activity.

Discuss the impact of the internet on location decisions, specifically regarding e-commerce and fixed premises.

Define the marketing mix and state its four elements: price, product, promotion, and place.

Explain the importance of each element of the marketing mix.

Explain how technology influences business activity in terms of sales, costs, and the marketing mix.

State the purpose of legislation relevant to business.

Outline the principles of consumer law related to quality and consumer rights.

Outline the principles of employment law, covering recruitment, pay, discrimination, and health and safety.

Discuss the impact of legislation on businesses, specifically in terms of cost and the consequences of meeting and not meeting legal obligations.

Explain the impact of the economic climate on businesses, considering factors such as unemployment, changing levels of consumer income, inflation, changes in interest rates, government taxation, and changes in exchange rates.

Understand the importance of external influences on business.

Propose possible responses by a business to changes in technology, legislation, and the economic climate.

		<p>based on location, demographics, lifestyle, income, and age.</p> <p>Utilise market mapping to identify a gap in the market and understand the competition.</p> <p>Analyse the competitive environment by assessing the strengths and weaknesses of competitors based on factors like price, quality, location, product range, and customer service.</p> <p>Discuss the impact of competition on business decision-making.</p>	<p>including cash inflows, cash outflows, net cash flow, opening balances, and closing balances.</p> <p>Identify and describe various short-term sources of finance for a start-up or small business, such as overdraft and trade credit.</p> <p>Identify and describe various long-term sources of finance for a start-up or small business, such as personal savings, venture capital, share capital, loans, retained profit, and crowdfunding.</p>	<p>Analyse how the elements of the marketing mix work together.</p> <p>Discuss how to balance the marketing mix based on the competitive environment.</p> <p>Explain the impact of changing consumer needs and technology (e-commerce, digital communication) on the marketing mix.</p> <p>Describe the role and importance of a business plan, including the information it should identify (business idea, aims and objectives, target market, forecast revenue, cost and profit, cash-flow forecast, sources of finance, location, marketing mix).</p> <p>Explain the purpose of planning business activity and the role of a business plan in minimizing risk and obtaining finance.</p>	
Vocabulary and the concepts they link to					

The dynamic nature of business

- **Why new business ideas come about:** changes in technology, changes in what consumers want, products and services becoming obsolete.
- **How new business ideas come about:** original ideas, adapting existing products/services/ideas.

Risk and reward

- **The impact of risk and reward on business activity:**
- **Risk:** business failure, financial loss, lack of security.
- **Reward:** business success, profit, independence.

The role of business enterprise

- **The purpose of business activity:** to produce goods or services, to meet customer needs, to add value (convenience, branding, quality, design, unique selling points).
- **The role of entrepreneurship:** an entrepreneur organises resources, makes business decisions, takes risks.

Customer needs

- **Identifying and understanding customer needs:** what customer needs are (price, quality, choice, convenience); the importance of identifying and understanding customers (generating sales, business survival).

Market research

- **The purpose of market research:** to identify and understand customer needs, to identify gaps in the market, to reduce risk, to inform business decisions.
- **Methods of market research:** primary research (survey, questionnaire, focus group, observation); secondary research (internet, market reports, government reports).
- **The use of data in market research:**

Business aims and objectives

- **What business aims and business objectives are.**
- **Business aims and objectives when starting up:** **financial aims and objectives** (survival, profit, sales, market share, financial security); **non-financial aims and objectives** (social objectives, personal satisfaction, challenge, independence and control).
- **Why aims and objectives differ between businesses.**

Business revenues, costs and profits

- **The concept and calculation of: revenue, fixed and variable costs, total costs, profit and loss, interest, break-even level of output, margin of safety.**

The options for start-up and small businesses

- **The concept of limited liability:** limited and unlimited liability; the implications for the business owner(s) of limited and unlimited liability.
- **The types of business ownership for start-ups:** sole trader, partnership, private limited company; the advantages and disadvantages of each type of business ownership.
- **The option of starting up and running a franchise operation:** the advantages and disadvantages of franchising.

Business location

- **Factors influencing business**

Business stakeholders

- **Who business stakeholders are and their different objectives:** shareholders (owners), employees, customers, managers, suppliers, local community, pressure groups, the government.
- **Stakeholders and businesses:** how stakeholders are affected by business activity, how stakeholders impact business activity, possible conflicts between stakeholder groups.

Technology and business

- **Different types of technology used by business:** e-commerce, social media, digital communication, payment systems.
- **How technology influences business activity in terms of: sales, costs, marketing mix.**

Legislation and business

- **The purpose of legislation:** principles of consumer law (quality and consumer rights); principles of employment law (recruitment, pay, discrimination and health and safety).
- **The impact of legislation on businesses:** cost, consequences of meeting and not meeting these obligations.

The economy and business

- **The impact of the economic climate on businesses:** unemployment, changing levels of consumer income, inflation, changes in interest rates, government taxation, changes in exchange rates.

External influences

- **The importance of external influences on business:** possible responses by the business to changes in: technology, legislation, the economic climate.

		<p>qualitative and quantitative data, the role of social media in collecting market research data, the importance of the reliability of market research data.</p> <p>Market segmentation</p> <ul style="list-style-type: none"> • How businesses use market segmentation to target customers: identifying market segments (location, demographics, lifestyle, income, age); market mapping to identify a gap in the market and the competition. <p>The competitive environment</p> <ul style="list-style-type: none"> • Understanding the competitive environment: strengths and weaknesses of competitors based on (price, quality, location, product range and customer service); the impact of competition on 	<ul style="list-style-type: none"> • Interpretation of break-even diagrams: the impact of changes in revenue and costs, break-even level of output, margin of safety, profit and loss. <p>Cash and cash-flow</p> <ul style="list-style-type: none"> • The importance of cash to a business: to pay suppliers, overheads and employees; to prevent business failure (insolvency); the difference between cash and profit. • Calculation and interpretation of cash-flow forecasts: cash inflows, cash outflows, net cash flow, opening and closing balances. <p>Sources of business finance</p> <ul style="list-style-type: none"> • Sources of finance for a start-up or established small business: short-term sources (overdraft and trade credit); long-term sources (personal savings, venture capital, share capital, loans, 	<p>location: proximity to: market, labour, materials and competitors; nature of the business activity.</p> <ul style="list-style-type: none"> • The impact of the internet on location decisions: e-commerce and/or fixed premises. <p>The marketing mix</p> <ul style="list-style-type: none"> • What the marketing mix is and the importance of each element: price, product, promotion, place. • How the elements of the marketing mix work together: balancing the marketing mix based on the competitive environment. • The impact of changing consumer needs on the marketing mix. • The impact of technology on the marketing 	
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		business decision making.	retained profit and crowd funding).	<p>mix: e-commerce, digital communication.</p> <p>Business plans</p> <ul style="list-style-type: none"> • The role and importance of a business plan: to identify: the business idea; business aims and objectives; target market (market research); forecast revenue, cost and profit; cash-flow forecast; sources of finance; location; marketing mix. • The purpose of planning business activity: the role and importance of a business plan in minimising risk and obtaining finance. 	
Assessment					
<p>1.1 Test Paper – Enterprise and Entrepreneurship</p> <p>AO1: Demonstrate knowledge and understanding of business concepts and issues. This is evident in questions asking to define terms and identify examples.</p> <p>AO2: Apply knowledge and understanding of business</p>	<p>1.2 Test Paper – Spotting a Business Opportunity</p> <p>AO1: Demonstrate knowledge and understanding of business concepts and issues. This understanding is demonstrated by identifying an example</p>	<p>1.3 Test Paper – Putting a- Business Idea into Practice</p> <p>AO1: Demonstrate knowledge and understanding of business concepts and issues: This is demonstrated in questions that require recall of definitions and</p>	<p>1.4 Test Paper – Making the Business Effective</p> <p>AO1: Demonstrate knowledge and understanding of business concepts and issues. This is evident in questions asking for recall of definitions and</p>	<p>1.5 Test Paper – Understanding External Influences on Business</p> <p>AO1: Demonstrate knowledge and understanding of business concepts and issues. This is evident in questions requiring recall of definitions and</p>	<p>Mock Exam – Summative 1.1-1.5</p> <p>Skills Assessed:</p> <p>AO1: Demonstrate knowledge and understanding of business concepts.</p> <p>AO2: Apply knowledge and understanding of business concepts and issues.</p>

<p>concepts and issues to a variety of contexts. This is shown in questions that require linking business concepts to a given scenario, such as explaining how a business can add value through branding or discussing non-financial rewards of starting a business.</p> <p>AO3: Analyse and evaluate business information and issues to demonstrate understanding of business activity, make judgements and draw conclusions. This higher-order skill is assessed in questions requiring justification and evaluation.</p>	<p>of market segmentation, providing examples of market research, and outlining disadvantages of market research.</p> <p>AO2: Apply knowledge and understanding of business concepts and issues to a variety of contexts. This is demonstrated by explaining how a business can use social media to conduct market research, outlining a purpose of collecting market research information, and explaining a benefit of collecting qualitative market research data. Furthermore, it includes stating a customer need a business aims to satisfy and outlining a reason why this business should analyse competitor strengths and weaknesses.</p> <p>AO3: Analyse and evaluate business information and issues to demonstrate understanding of business activity,</p>	<p>identification of examples, such as identifying an example of a fixed cost, identifying examples of non-financial business objectives, and identifying examples of cash inflows.</p> <p>AO2: Apply knowledge and understanding of business concepts and issues to a variety of contexts: This is shown in questions that require linking business concepts to given scenarios or providing explanations, such as explaining a reason why a business may become insolvent, explaining a way a business could improve its cash-flow position, and explaining a financial objective of starting up in business. Additionally, it involves outlining an impact of a business using a bank loan, outlining a non-financial objective that may have motivated it, identifying a variable cost and identifying short-term sources of business finance.</p> <p>AO3: Analyse and evaluate business information and issues to demonstrate understanding of</p>	<p>identification of examples, such as identifying an element that is not part of the marketing mix, identifying a business structure with limited liability, identifying a factor that does not influence business location, and identifying advantages of a partnership.</p> <p>AO2: Apply knowledge and understanding of business concepts and issues to a variety of contexts. This is demonstrated in questions that require linking business concepts to given scenarios or providing explanations, such as explaining a benefit of operating as a franchise, explaining a disadvantage of being a sole trader, and explaining a reason a business might have to adapt its marketing mix. Furthermore, it includes stating a benefit of a business being located in the town centre and outlining a potential drawback of ordering</p>	<p>identification of examples, such as identifying the most likely implication of rising unemployment, identifying the most likely implication of rising levels of consumer income, identifying a non-typical example of a stakeholder, identifying examples of external influences on a business, and defining the term 'social media'.</p> <p>AO2: Apply knowledge and understanding of business concepts and issues to a variety of contexts. This is demonstrated in questions that require linking business concepts to given scenarios or providing explanations, such as explaining an impact of high inflation rates on a small retail business, explaining a way a business could use technology as part of their marketing mix, and explaining a disadvantage of e-commerce to a business. Additionally, it involves outlining an advantage of using digital</p>	<p>AO2: Apply knowledge and understanding of business concepts and issues to a variety of contexts.</p> <p>AO3: Analyse and evaluate business information and issues. (Specifically quantitative skills, calculation of total costs).</p> <p>AO3: Analyse and evaluate business information and issues to demonstrate understanding of business activity, make judgements and draw conclusions.</p>
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	<p>make judgements and draw conclusions. This higher-order skill is assessed by discussing the impact on a business of operating in a competitive environment, analysing the importance to a business of effective market segmentation, justifying which method of market research (primary or secondary) they should use, and evaluating the benefit of market mapping.</p>	<p>business activity, make judgements and draw conclusions: This higher-order skill is assessed in questions requiring calculations, justification, and evaluation, such as calculating total costs based on given data, completing a cash-flow forecast table with missing figures, and calculating the total interest payable on a loan as a percentage. It also includes calculating the margin of safety from a break-even diagram, justifying which option a business should choose to reduce the break-even point, and evaluating whether the business idea is likely to be a success.</p>	<p>ingredients from overseas.</p> <p>AO3: Analyse and evaluate business information and issues to demonstrate understanding of business activity, make judgements and draw conclusions. This higher-order skill is assessed in questions requiring analysis, justification, and evaluation, such as discussing why a new business owner should write a business plan, analysing the impact of a business responding to customer needs, justifying which option they should choose to increase sales, and evaluating the impact of technology on the marketing mix.</p>	<p>communication for price negotiation.</p> <p>AO3: Analyse and evaluate business information and issues to demonstrate understanding of business activity, make judgements and draw conclusions. This higher-order skill is assessed in questions requiring analysis, justification, and evaluation, such as discussing the impact on a small business of the Government introducing new consumer protection legislation, analysing the importance of focusing on the consumer to the future success of a business, justifying which options a business should choose and evaluating the importance of technology.</p>	
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Diversity & development of cultural capital

This GCSE Business qualification promotes diversity and the development of cultural capital by:

- **Inclusive Design:** The qualification is designed with equality and fairness as central principles. It aims to ensure that all students, including those with protected characteristics, have equal opportunities to access qualifications and assessments, and that their achievements are recognized fairly.
- **Diverse Business Contexts:** The curriculum requires students to apply their knowledge and understanding to various business contexts, including small enterprises and large multinationals, operating in local, national, and global settings. This exposure to different business environments helps students understand diverse operational models and cultural impacts on business behaviour.
- **Globalisation and Ethics:** Theme 2 of the curriculum explicitly explores the impact of globalisation on businesses, including imports, exports, changing business locations, and multinationals. It also covers ethical and environmental considerations, examining how this influence business activity and potentially lead to trade-

offs between ethics, environment, sustainability, and profit. This encourages students to consider diverse perspectives and the societal impact of business decisions.

- **Stakeholder Analysis:** Students learn about various business stakeholders, including shareholders, employees, customers, managers, suppliers, local community, pressure groups, and the government, and how these groups are affected by and impact business activity. Understanding potential conflicts between stakeholder groups helps students appreciate different viewpoints and interests within and around a business.
- **Transferable Skills:** The qualification promotes the development of transferable skills, which are crucial for students to adapt to diverse demands in higher education and the workplace. These skills include interpersonal skills like communication, relationship-building, and collaborative problem-solving, which are essential for navigating diverse cultural and professional environments. The design of the qualification is guided by an "Efficacy Framework" that puts learner outcomes at its heart, ensuring the learning is future-oriented.

Cross-curricular opportunities and enrichment

This GCSE Business qualification offers several cross-curricular opportunities and enrichment:

- **Quantitative Skills (Mathematics):** The course explicitly integrates quantitative skills, requiring students to apply mathematical concepts in business contexts. This includes calculations of percentages, averages, revenue, costs, profit, gross and net profit margins, average rate of return, and cash-flow forecasts. Students will also interpret data from graphs and charts, and analyse financial, marketing, and market data. The minimum level of mathematics in the question papers will be equivalent to Key Stage 3 mathematics. This provides a strong link to mathematics education.
- **Literacy and Communication (English/Humanities):** The assessment includes extended-writing questions, which require students to develop well-argued, well-evidenced, balanced, and structured arguments. The course also emphasizes effective communication within business contexts, which aligns with broader literacy goals. Students will also be required to interpret and use business terminology.
- **Critical Thinking and Problem-Solving (General Studies/PSHE):** The qualification aims to develop students as critical and reflective thinkers with enquiring minds. It encourages an enquiring, critical approach to make informed judgments and develop problem-solving and decision-making skills relevant to business. Students will investigate, analyse, and evaluate business opportunities and issues, and make justified decisions using both qualitative and quantitative data.
- **ICT Literacy:** The course addresses the impact of technology on business activity, including e-commerce, social media, digital communication, and payment systems. It also covers the use of technology in marketing mix (e-commerce, digital communication) and promotion (targeted advertising online, viral advertising via social media, e-newsletters). This directly links to ICT literacy skills.
- **Real-World Application and Enterprise (PSHE/Careers):** The qualification focuses on real and relevant business examples and contemporary contexts. It aims to develop students as commercially minded and enterprising individuals with the ability to think commercially and creatively, demonstrate business acumen, and solve business problems. The curriculum starts with exploring how and why businesses start, and moves through the issues and decisions businesses make as they grow.
- **Understanding Society and Ethics (PSHE/Citizenship):** The course content includes understanding external influences on business such as stakeholders, legislation, and the economy. It also explores ethical and environmental considerations, including the potential impact of pressure group activity on the marketing mix. This provides opportunities to discuss societal impact, ethical dilemmas, and the role of businesses within a wider community.
- **Global Awareness (Geography/Humanities):** The curriculum introduces students to local, national, and global business contexts. It specifically examines the impact of globalization, including international trade, imports, exports, and multinationals. This fosters a broader understanding of the interconnectedness of global economies.

Year 11 Themes	Autumn term 1	Autumn term 2	Spring term 1	Spring term 2	Summer term 1	Summer term 2
Theme 2 Building a business	Students will know that					
	<p>For Topic 2.1, "Growing the business," students need to learn the following substantive facts:</p> <p>Methods of business growth and their impact: This includes internal (organic) growth, such as new products (innovation, research and development) and new markets (through changing the marketing mix or taking advantage of technology and/or expanding overseas). It also covers external (inorganic) growth, including merger and takeover. Students should also know about the types of business ownership for growing businesses, specifically public limited companies (plc).</p> <p>Sources of finance for growing and established businesses: This involves understanding internal sources like retained profit and selling assets, and external sources such as loan capital, share capital (including stock market flotation for public limited companies).</p>	<p>For Topic 2.2, "Making marketing decisions," students need to learn the following substantive facts:</p> <p>Product: This includes understanding the design mix, which comprises function, aesthetics, and cost. Students should also learn about the product life cycle, including its various phases and extension strategies. The importance of differentiating a product or service for a business is also a key learning objective.</p> <p>Price: This section covers different pricing strategies and the various influences on pricing strategies, such as technology, competition, market segments, and the product life cycle.</p> <p>Promotion: Students need to understand appropriate promotion strategies for different market segments, including advertising, product</p>	<p>For Topic 2.3, "Making operational decisions," students need to learn the following substantive facts:</p> <p>The purpose of business operations: This involves understanding that the purpose is to produce goods and to provide services.</p> <p>Production processes: Students should learn about different types of production processes: job, batch, and flow. They also need to understand the impact of these different types on keeping productivity up and costs down, allowing for competitive prices.</p> <p>Impacts of technology on production: This includes understanding how technology influences the balancing of cost, productivity, quality, and flexibility in production.</p> <p>Managing stock: Students must be able to interpret bar gate stock graphs. They should also understand the use of Just In Time (JIT) stock control.</p>	<p>For Topic 2.4, "Making financial decisions," students need to learn the following substantive facts:</p> <p>Business calculations: This includes understanding and being able to calculate gross profit and net profit. They also need to calculate and interpret gross profit margin, net profit margin, and average rate of return.</p> <p>Understanding business performance: Students should be able to use and interpret quantitative business data to support, inform, and justify business decisions. This data includes information from graphs and charts, financial data, marketing data, and market data. Furthermore, they need to understand the use and limitations of financial information in understanding business performance and</p>	<p>For Topic 2.5, "Making human resource decisions," students need to learn the following substantive facts:</p> <p>Organisational structures: This involves understanding different organisational structures (hierarchical and flat, centralised and decentralised) and when each is appropriate. Students should also know the importance of effective communication, including the impact of insufficient or excessive communication on efficiency and motivation, and barriers to effective communication. Additionally, they need to be aware of different ways of working, such as part-time, full-time, flexible hours, and permanent, temporary, and freelance contracts, as well as the impact of technology on ways of working (efficiency, remote working).</p> <p>Effective recruitment: Students should understand different job roles and responsibilities, specifically key job roles like directors, senior managers, supervisors/team leaders, and operational and support staff. They also need to learn how businesses recruit people, including the documents used (person specification, job description, application form, CV) and recruitment methods (internal and external recruitment) used to meet different business needs.</p> <p>Effective training and development: This covers how businesses train and develop employees, including different ways of training (formal and informal, self-learning, ongoing training) and the use of target setting and performance reviews. Students should also understand why businesses train and develop employees, linking training to motivation and retention, and retraining for new technology.</p> <p>Motivation: Students must understand the importance of motivation in the workplace, focusing on attracting employees, retaining employees, and</p>	

Changes in business aims and objectives:

Students need to understand why business aims and objectives change as businesses evolve, in response to market conditions, technology, performance, legislation, and internal reasons. They should also know how these aims and objectives change, such as a focus on survival or growth, entering or exiting markets, growing or reducing the workforce, or increasing or decreasing the product range.

Business and globalisation:

This includes understanding the impact of globalisation on businesses, specifically imports (competition from overseas, buying from overseas) and exports (selling to overseas markets). It also covers changing business locations and barriers to international trade like tariffs and trade blocs. Finally, students should learn how businesses compete internationally, including the use of the internet and e-commerce, and changing the marketing mix to compete internationally.

trials, special offers, and branding. They should also learn about the use of technology in promotion, such as targeted advertising online, viral advertising via social media, and e-newsletters.

Place: This focuses on methods of distribution, specifically retailers and e-tailers (e-commerce).

Using the marketing mix to make business decisions:

Students should understand how each element of the marketing mix can influence other elements. They also need to learn how to use the marketing mix to build competitive advantage and how an integrated marketing mix can influence competitive advantage.

The role of procurement:

This involves understanding relationships with suppliers, specifically concerning quality, delivery (cost, speed, reliability), availability, cost, and trust. Additionally, students need to know the impact of logistics and supply decisions on costs, reputation, and customer satisfaction.

Managing quality:

Students need to grasp the concept of quality and its importance in the production of goods and the provision of services, including quality control and quality assurance. They should also understand how managing quality allows a business to control costs and gain a competitive advantage.

The sales process: This covers elements such as product knowledge, speed and efficiency of service, customer engagement, responses to customer feedback, and post-sales service. Students should also understand the importance for businesses of providing good customer service.

making business decisions.

productivity. They should also learn how businesses motivate employees through financial methods (remuneration, bonus, commission, promotion, fringe benefits) and non-financial methods (job rotation, job enrichment, autonomy).

Ethics, the environment and business: Students need to understand the impact of ethical and environmental considerations on businesses. This includes how ethical considerations influence business activity and the possible trade-offs between ethics and profit. It also covers how environmental considerations influence business activity and the possible trade-offs between the environment, sustainability, and profit. Finally, they should understand the potential impact of pressure group activity on the marketing mix.

Students will know how

Based on the substantive facts that the students should know for topic 2.1, they should be able to:
Identify and describe various methods of business growth, distinguishing between internal (organic) growth (new products, new markets, innovation, research and development, technology, overseas expansion) and external

Based on the substantive facts that the students should know for topic 2.2, they should be able to:
Product: Identify and define the components of the design mix: function, aesthetics, and cost.
Describe the phases of the product life

Based on the substantive facts that the students should know for topic 2.3, they should be able to:
Explain the primary purpose of business operations: to produce goods and to provide services.
Identify and describe different types of production processes: job, batch, and flow.

Based on the substantive facts that the students should know for topic 2.4, they should be able to:
Business calculations:
Calculate gross profit and net profit.
Calculate and interpret gross profit margin, net profit

Based on the substantive facts that the students should know for topic 2.5, they should be able to:
Organisational structures: Identify and describe different organisational structures, including hierarchical, flat, centralised, and decentralised, and explain when each is appropriate.
Explain the importance of effective communication, including the impact of insufficient or excessive communication on efficiency and motivation, and identify barriers to effective communication.

(inorganic) growth (merger, takeover).

Recognize public limited companies (plc) as a type of business ownership relevant to growing businesses.

Identify and categorize different sources of finance for growing and established businesses, differentiating between internal sources (retained profit, selling assets) and external sources (loan capital, share capital, stock market flotation for plcs).

Explain why business aims and objectives evolve, citing influencing factors such as market conditions, technology, performance, legislation, and internal reasons.

Describe how business aims and objectives can change, including shifts in focus (survival vs. growth), market entry/exit, workforce adjustments, and product range modifications.

Explain the impact of globalization on businesses, specifically in terms of imports (overseas competition, buying from overseas) and exports

cycle and various extension strategies.

Explain the importance of differentiating a product or service for a business.

Price: Identify and describe different pricing strategies. Explain how factors such as technology, competition, market segments, and the product life cycle influence pricing strategies.

Promotion: Identify and explain appropriate promotion strategies for different market segments, including advertising, sponsorship, product trials, special offers, and branding.

Describe how technology is used in promotion, such as targeted advertising online, viral advertising via social media, and e-newsletters.

Place: Identify and explain methods of distribution,

Analyse the impact of different production processes on productivity, cost control, and competitive pricing. Explain how technology influences the balance of cost, productivity, quality, and flexibility in production.

Interpret bar gate stock graphs.

Explain the concept and use of Just in Time (JIT) stock control.

Describe the role of procurement, including the importance of relationships with suppliers regarding quality, delivery (cost, speed, reliability), availability, cost, and trust.

Analyse the impact of logistics and supply decisions on costs, reputation, and customer satisfaction.

Define the concept of quality and explain its importance in the production of goods and provision of services, including quality control and quality assurance.

margin, and average rate of return.

Understanding business performance: Use and interpret quantitative business data from graphs and charts, financial data, marketing data, and market data to support, inform, and justify business decisions.

Understand the uses and limitations of financial information when assessing business performance and making decisions.

Describe different ways of working, such as part-time, full-time, flexible hours, and permanent, temporary, and freelance contracts.

Analyse the impact of technology on ways of working, including its effects on efficiency and remote working.

Effective recruitment: Identify and explain different job roles and responsibilities, specifically directors, senior managers, supervisors/team leaders, and operational and support staff.

Describe how businesses recruit people, including the use of documents like person specifications, job descriptions, application forms, and CVs.

Identify and explain various recruitment methods (internal and external recruitment) used to meet different business needs.

Effective training and development: Describe how businesses train and develop employees, including formal and informal training, self-learning, ongoing training, and the use of target setting and performance reviews.

Explain the reasons why businesses train and develop employees, specifically linking training to motivation, retention, and retraining for new technology.

Motivation: Explain the importance of motivation in the workplace, focusing on attracting employees, retaining employees, and productivity.

Identify and describe financial methods of motivating employees (remuneration, bonus, commission, promotion, fringe benefits).

Identify and describe non-financial methods of motivating employees (job rotation, job enrichment, autonomy).

(selling to overseas markets).
Identify how globalization leads to changing business locations and the rise of multinationals.
Recognize barriers to international trade, such as tariffs and trade blocs.
Describe strategies businesses use to compete internationally, including the use of the internet, e-commerce, and adaptations to the marketing mix.
Analyse how ethical considerations influence business activity and the potential trade-offs between ethics and profit.
Analyse how environmental considerations influence business activity and the potential trade-offs between the environment, sustainability, and profit.
Understand the potential impact of pressure group activity

specifically retailers and e-tailers (e-commerce).
Using the marketing mix to make business decisions: Analyse how each element of the marketing mix can influence other elements.
Explain how to use the marketing mix to build competitive advantage.
Explain how an integrated marketing mix can influence competitive advantage.

Explain how managing quality contributes to cost control and competitive advantage.
Describe the key elements of the sales process: product knowledge, speed and efficiency of service, customer engagement, responses to customer feedback, and post-sales service.
Explain the importance of providing good customer service for businesses.

on a business's marketing mix.

Vocabulary and the concepts they link to

Topic 2.1: Growing the business

Methods of business growth and their impact

Internal (organic) growth: new products (innovation, research and development), new markets (through changing the marketing mix or taking advantage of technology and/or expanding overseas).
External (inorganic) growth: merger, takeover.
Types of business ownership for growing businesses: public limited company (plc).

Sources of finance for growing and established businesses

Internal sources: retained profit, selling assets.
External sources: loan capital, share capital, including stock market flotation (public limited companies).

Changes in business aims and objectives

Why business aims and objectives change as businesses evolve: in response to market

Topic 2.2: Making marketing decisions

Product

The design mix: function, aesthetics, cost.
The product life cycle: the phases of the product life cycle, extension strategies.

The importance to a business of differentiating a product/service.
Price
Pricing strategies
Influences on pricing strategies: technology, competition, market segments, product life cycle.

Promotion
Appropriate promotion strategies for different market segments: advertising, sponsorship, product trials, special offers, branding.
The use of technology in promotion: targeted advertising online, viral advertising via social media, e-newsletters.

Place

Topic 2.3: Making operational decisions

The purpose of business operations

To produce goods.
To provide services.

Production processes
Different types: job, batch, flow.

The impact of different types of production process: keeping productivity up and costs down and allowing for competitive prices.

Impacts of technology on production

Balancing cost, productivity, quality and flexibility.

Managing stock

Interpretation of bar graph stock graphs.

The use of just in time (JIT) stock control.

The role of procurement

Relationships with suppliers: quality, delivery (cost, speed, reliability), availability, cost, trust.

The impact of logistics and supply decisions on: costs, reputation, customer satisfaction.

Managing quality

Topic 2.4: Making financial decisions

Business calculations

Gross profit: concept and calculation.
Net profit: concept and calculation.

Calculation and interpretation of: gross profit margin, net profit margin, average rate of return.

Understanding business performance

The use and interpretation of quantitative business data to support, inform and justify business decisions.

This data includes information from graphs and charts, financial data, marketing data, and market data.

The use and limitations of financial information in understanding business performance.

The use and limitations of financial information in making business decisions.

Topic 2.5: Making human resource decisions

Organisational structures

Different organisational structures and when each are appropriate: hierarchical and flat, centralised and decentralised.

The importance of effective communication: the impact of insufficient or excessive communication on efficiency and motivation, barriers to effective communication.

Different ways of working: part-time, full-time and flexible hours, permanent, temporary, and freelance contracts.

The impact of technology on ways of working: efficiency, remote working.

Effective recruitment

Different job roles and responsibilities: key job roles and their responsibilities: directors, senior managers, supervisors/team leaders, operational and support staff.

How businesses recruit people: documents: person specification and job description, application form, CV.

Recruitment methods used to meet different business needs (internal and external recruitment).

Effective training and development

How businesses train and develop employees: different ways of training and developing employees: formal and informal training, self-learning, ongoing training for all employees, use of target setting and performance reviews.

Why businesses train and develop employees: the link between training, motivation and retention, retraining to use new technology.

Motivation

conditions, technology, performance, legislation, internal reasons.
 How business aims and objectives change as businesses evolve: focus on survival or growth, entering or exiting markets, growing or reducing the workforce, increasing or decreasing product range.

Business and globalisation

The impact of globalisation on businesses: imports (competition from overseas, buying from overseas), exports (selling to overseas markets), changing business locations, multinationals. Barriers to international trade: tariffs, trade blocs. How businesses compete internationally: the use of the internet and e-commerce, changing the marketing mix to compete internationally.

Ethics, the environment and business

The impact of ethical and environmental considerations on businesses: how ethical considerations influence business activity (possible trade-offs between ethics and profit).

Methods of distribution: retailers and e-tailers (e-commerce).

Using the marketing mix to make business decisions

How each element of the marketing mix can influence other elements.
 Using the marketing mix to build competitive advantage.
 How an integrated marketing mix can influence competitive advantage.

The concept of quality and its importance in: the production of goods and the provision of services: quality control and quality assurance.
 Allowing a business to control costs and gain a competitive advantage.

The sales process

Product knowledge, speed and efficiency of service, customer engagement, responses to customer feedback, post-sales service.
 The importance to businesses of providing good customer service.

The importance of motivation in the workplace: attracting employees, retaining employees, productivity.
 How businesses motivate employees: financial methods: remuneration, bonus, commission, promotion, fringe benefits.
 Non-financial methods: job rotation, job enrichment, autonomy.

<p>How environmental considerations influence business activity: possible trade-offs between the environment, sustainability and profit.</p> <p>The potential impact of pressure group activity on the marketing mix.</p>				
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Assessment

<p>2.1 Test will be looking at the following assessment objectives:</p> <p>AO1: Demonstrate knowledge and understanding of business concepts. This is evident in questions that require direct recall of definitions or identification of examples from business concepts. For instance, the multiple-choice questions in Section A.</p> <p>AO2: Apply knowledge and understanding of business concepts and issues to a variety of contexts. This objective is assessed through questions that ask students to link business concepts to specific scenarios or provide explanations that apply their knowledge. Examples include explaining a benefit of a source of finance for business expansion or</p>	<p>2.2 Test will be looking at the following assessment objectives:</p> <p>AO1: Demonstrate knowledge and understanding of business concepts. This objective is evident in questions that require direct recall of definitions or identification of examples from business concepts without requiring application to a specific scenario. For instance, Section A includes questions asking students to identify a stage of the Product Life Cycle, a recognized pricing strategy, a method of promotion, and elements of the Design Mix.</p>	<p>2.3/2.4 Test will be looking at the following assessment objectives:</p> <p>AO1: Demonstrate knowledge and understanding of business concepts. This is evident in questions that require direct recall of definitions or identification of examples from business concepts without requiring application to a specific scenario. Examples include identifying a limitation of financial data, identifying methods of production, and identifying an example of procurement. Questions asking to identify buffer stock level and lead time from a graph also fall under this objective.</p> <p>AO2: Apply knowledge and understanding of business concepts and issues to a variety of contexts. This objective is assessed through questions that ask students to link business concepts to specific scenarios or provide explanations that apply their knowledge. For instance, questions asking to calculate sales revenue from a given graph and sales price, or calculating total units ordered from a stock graph, apply quantitative knowledge to a scenario. In Section B, identifying an example of stock and outlining how a business might have upgraded its sales process are also examples of AO2.</p> <p>AO3: Analyse and evaluate business information and issues. This higher-order skill is tested in questions that require more complex cognitive processes such as calculations, analysis, justification, and evaluation. Examples include calculating gross</p>	<p>2.5 Test will be looking at the following assessment objectives:</p> <p>AO1: Demonstrate knowledge and understanding of business concepts. This is evident in questions that require direct recall of definitions or identification of examples from business concepts. For instance, in Section A, students are asked to identify a type of organizational structure that is not valid, and to identify a feature of a person specification.</p> <p>AO2: Apply knowledge and understanding of business concepts and issues to a variety of contexts. This objective is assessed through questions that ask students to link business concepts to specific scenarios or provide explanations that apply their knowledge. Examples include calculating sales revenue based on provided data, calculating gross profit margin and net profit margin from a table of financial information, explaining a benefit of being able to retain employees, and explaining an impact of insufficient communication within a business. In Section B, students are asked to state a benefit of a business offering ongoing training and outline a reason why it offers a weekly bonus.</p> <p>AO3: Analyse and evaluate business information and issues. This higher-order skill is tested in questions that require more complex cognitive processes such as analysis, justification,</p>
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outlining how business objectives might have evolved.

AO3: Analyse and evaluate business information and issues.

This higher-order skill is tested in questions that require more complex cognitive processes such as calculations, analysis, justification, and evaluation. Examples include calculating, analysing an advantage of being a global business, justifying a strategic option for increasing sales, and evaluating a business as an ethical employer.

AO2: Apply knowledge and understanding of business concepts and issues to a variety of contexts.

This objective is assessed through questions that ask students to link business concepts to specific scenarios or provide explanations that apply their knowledge. Examples include explaining a benefit of using a pricing strategy, a disadvantage of operating online, or a benefit of understanding target market needs when developing a product. In Section B, students are asked to state a benefit of an online presence and outline an influence on pricing strategy for a business.

AO3: Analyse and evaluate business information and issues. This higher-order skill is tested in questions that require more complex cognitive processes such as analysis, justification,

profit margin and net profit margin, analysing which project should receive investment based on provided financial data, analysing the importance of market and marketing data to a business, justifying which option the business should choose to improve gross profit margin, and evaluating the importance of managing quality to that business.

and evaluation. Examples include analysing which project should receive investment based on provided financial data and project lifespans. In Section B, students are asked to analyse the benefit to a business of having a motivated workforce, justify whether they should keep their current decentralized structure or change to a centralized one, and evaluate whether it would benefit from adopting a recruitment process that focuses more on an applicant's ability to meet the requirements of a person specification.

and evaluation. Examples include discussing the advantage of implementing an extension strategy, analysing the advantage of a unique selling point for a business, justifying a promotional approach, and evaluating the importance of the product element of the marketing mix for a business's growth.

Diversity & development of cultural capital

This GCSE Business qualification promotes diversity and the development of cultural capital by:

- **Inclusive Design:** The qualification is designed with equality and fairness as central principles. It aims to ensure that all students, including those with protected characteristics, have equal opportunities to access qualifications and assessments, and that their achievements are recognized fairly.
- **Diverse Business Contexts:** The curriculum requires students to apply their knowledge and understanding to various business contexts, including small enterprises and large multinationals, operating in local, national, and global settings. This exposure to different business environments helps students understand diverse operational models and cultural impacts on business behaviour.
- **Globalisation and Ethics:** Theme 2 of the curriculum explicitly explores the impact of globalisation on businesses, including imports, exports, changing business locations, and multinationals. It also covers ethical and environmental considerations, examining how this influence business activity and potentially lead to trade-offs between ethics, environment, sustainability, and profit. This encourages students to consider diverse perspectives and the societal impact of business decisions.
- **Stakeholder Analysis:** Students learn about various business stakeholders, including shareholders, employees, customers, managers, suppliers, local community, pressure groups, and the government, and how these groups are affected by and impact business activity. Understanding potential conflicts between stakeholder groups helps students appreciate different viewpoints and interests within and around a business.
- **Transferable Skills:** The qualification promotes the development of transferable skills, which are crucial for students to adapt to diverse demands in higher education and the workplace. These skills include interpersonal skills like communication, relationship-building, and collaborative problem-solving, which are essential for navigating diverse cultural and professional environments. The design of the qualification is guided by an "Efficacy Framework" that puts learner outcomes at its heart, ensuring the learning is future-oriented.

Cross-curricular opportunities and enrichment

This GCSE Business qualification offers several cross-curricular opportunities and enrichment:

- **Quantitative Skills (Mathematics):** The course explicitly integrates quantitative skills, requiring students to apply mathematical concepts in business contexts. This includes calculations of percentages, averages, revenue, costs, profit, gross and net profit margins, average rate of return, and cash-flow forecasts.

Students will also interpret data from graphs and charts, and analyse financial, marketing, and market data. The minimum level of mathematics in the question papers will be equivalent to Key Stage 3 mathematics. This provides a strong link to mathematics education.

- **Literacy and Communication (English/Humanities):** The assessment includes extended-writing questions, which require students to develop well-argued, well-evidenced, balanced, and structured arguments. The course also emphasizes effective communication within business contexts, which aligns with broader literacy goals. Students will also be required to interpret and use business terminology.
- **Critical Thinking and Problem-Solving (General Studies/PSHE):** The qualification aims to develop students as critical and reflective thinkers with enquiring minds. It encourages an enquiring, critical approach to make informed judgments and develop problem-solving and decision-making skills relevant to business. Students will investigate, analyse, and evaluate business opportunities and issues, and make justified decisions using both qualitative and quantitative data.
- **ICT Literacy:** The course addresses the impact of technology on business activity, including e-commerce, social media, digital communication, and payment systems. It also covers the use of technology in marketing mix (e-commerce, digital communication) and promotion (targeted advertising online, viral advertising via social media, e-newsletters). This directly links to ICT literacy skills.
- **Real-World Application and Enterprise (PSHE/Careers):** The qualification focuses on real and relevant business examples and contemporary contexts. It aims to develop students as commercially minded and enterprising individuals with the ability to think commercially and creatively, demonstrate business acumen, and solve business problems. The curriculum starts with exploring how and why businesses start, and moves through the issues and decisions businesses make as they grow.
- **Understanding Society and Ethics (PSHE/Citizenship):** The course content includes understanding external influences on business such as stakeholders, legislation, and the economy. It also explores ethical and environmental considerations, including the potential impact of pressure group activity on the marketing mix. This provides opportunities to discuss societal impact, ethical dilemmas, and the role of businesses within a wider community.
- **Global Awareness (Geography/Humanities):** The curriculum introduces students to local, national, and global business contexts. It specifically examines the impact of globalization, including international trade, imports, exports, and multinationals. This fosters a broader understanding of the interconnectedness of global economies.