

Term → Year ↓	Term 1a	Term 1b	Term 2a	Term 2b	Term 3a	Term 3b
10	Business in the real world Introduction to the different forms and types of business and many different reasons why businesses exist. Consider why people set up in business and the typical objectives that organisations have. Examine the environment in which businesses operate and how this can affect their behavior. Examine the different stakeholders, the impact a business can have on	Business in the real world Examine decisions a business must make regarding location, and how location can affect costs and demand and the overall success of a business. Understand the purpose of a business plan, the main sections and basic financial terms used in a business plan, and calculations used to interpret a business plan. Examine why businesses want to	Influences on business Understand how technology plays an increasingly important role in the activities of many businesses. Consider how developments in information and communication technology have influenced important aspects of business activity. Understand how businesses use ethical and environmental policies as a means of differentiating themselves from competitors. Know	Influences on business Understand what legislation is, how employment and health and safety laws affect businesses, and the effects of laws designed to protect consumers and businesses. Know what is meant by a market and competition and analyse the impact of different levels of competition on businesses. Consider the risks and uncertainties faced by	Finance Understand why businesses need to raise finance, and the different sources of finance used by new and established businesses. Examine the advantages and disadvantages of using these sources of finance, and which sources are most appropriate for given circumstances. Understand why cash flow is important to all	3.6 Finance Understand basic financial terms and calculations, including the difference between variable costs, fixed costs, and total costs. Examine the reasons why businesses invest. Learn how to calculate the average rate of return for an investment, how to interpret break-even charts, and the value of break-even analysis to a business. Learn

	stakeholders and the way in which stakeholders may affect business decision-making. Character virtues/skills: autonomy and creativity in developing business ideas. Careers: Being an entrepreneur/self-employed, Business Development Manager	expand and how they might do this. Character virtues/skills: confidence and critical thinking when making business decisions. Careers: Being an entrepreneur/self-employed, Business Development Manager	what is meant by economic climate and how changes in interest rates, unemployment and consumers' incomes might affect businesses and consumer spending, Character virtues/skills: justice and integrity in regard to understanding ethical issues of businesses, and critical thinking in assessing business environment Careers: Business Analyst, Business Advisor	businesses and how businesses can minimise the risks they face. Explore reasons why entrepreneurs start businesses. Character virtues/skills: Justice in understanding business practices doing the right thing and abiding by legislation Careers: Corporate social responsibility coordinator, Risk Manager	businesses, and how and why cash flow forecasts are constructed. Learn how to interpret cash flow forecasts and how to overcome cash flow problems. Examine the difference between cash and profit. Character virtues/skills: critical thinking and determination in analysing appropriate sources of finance and managing business finance Careers: Financial adviser, bank manager, investment analyst	about the statement of financial position, and the income statement. Understand why businesses prepare financial statements, how to interpret financial statements, and the importance of financial statements. Character virtues/skills: critical thinking, and determination, analysing business calculations Careers: Financial adviser, bank, investment analyst
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11	Business operations Introduction to the production methods and how operations can be undertaken efficiently using as few resources as possible. Consider the issue of quality and the factors influencing good customer service and how this can help a business. Examine the relationship between a business and its suppliers. Understand the difference between just-in-time and just-in-case approaches to managing stock. Consider the factors	Human resources Understand why businesses have different organisational structures, and the different job roles and responsibilities within an organisation. Examine the advantages and disadvantages of centralisation and decentralisation. Understand why businesses need to recruit employees, and the main methods and stages of the recruitment process. Consider the different types of employment such as	Marketing Understand the importance of identifying and satisfying customer needs to enable a business to avoid costly mistakes, increase sales and be competitive. Know what is meant by the term 'the market' and 'segmentation' and examine the different ways of segmenting a market such as by gender, age, location and income. Understand the purpose of conducting market research, maths used in market research, how businesses use	Marketing Know the meaning of the marketing mix, elements of the marketing mix, and factors that influence the appropriate marketing mix. Understand the importance of product, price, place, and promotion in the marketing mix. Examine the factors influencing and the significance of price and place in the marketing mix. Examine how promotional activities enable growth and how to		

	that might influence the choice of suppliers, and the value of effective supply chain management. Understand the meaning and importance of quality in business, and good customer service. Character virtues/skills: autonomy and critical thinking in identifying key issues in regard to business operations Careers: Operations manager, Stock controller, Supply Chain Manager	full and part-time employment, and what a contract of employment is. Know what is meant by the term 'motivation', the main methods of motivation used by businesses, and the benefits to businesses of having motivated staff. Understand what is meant by training, the different types of training and why it is important to a business. Character virtues/skills: teamwork and leadership in understanding having an effective HR department,	market to inform decision-making, and the different primary and secondary research methods. Character virtues/skills: autonomy and critical thinking in evaluating research methods. Careers: Market researcher, customer services manager, data analyst, Marketing Executive	select the right promotional mix. Consider the importance and influences on distribution. Character virtues/skills: autonomy and critical thinking in evaluating marketing and promotional methods. Careers: Marketing manager, sales manager, social media manager, Marketing Executive		
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12	What is business? Business and objectives (3.1.1) Forms of business and stakeholders (3.1.2) Character virtues/skills: autonomy and creativity in developing business ideas. Careers: Being an entrepreneur/self-employed, Business Manager	Managing marketing Marketing Management (3.1.3) Character virtues/skills: autonomy and critical thinking in evaluating marketing and promotional methods.. Careers: Market researcher, customer services manager, data analyst, marketing manager, sales manager, social media manager	Managing finance Financial Management (3.1.4) Character virtues/skills: critical thinking and determination in analysing appropriate sources of finance, business calculations, and managing business finance Careers: Financial adviser, bank manager, investment analyst, Stockbroker, Corporate investor banker, Chartered	Managing people People management (3.2.1) Character virtues/skills: teamwork and leadership in understanding having an effective HR department Careers: HR manager, business manager, management consultant, Office Manager	Managing operations Operations management (3.2.2) Character virtues/skills: autonomy and critical thinking in identifying key issues in regard to business operations Careers: Operations manager, Stock controller, Operational researcher	Managing culture 3.2.3 Managing business culture Character virtues/skills: respect and tolerance in understanding differences in a business setting Careers: business development manager, business project manager

			management accountant			
13	Business and society 3.3.1 Business and society Character virtues/skills: Justice in understanding business practices doing the right thing and abiding by legislation Careers: Corporate social responsibility coordinator	Business and the external environment Business and the external environment (3.3.2) Character virtues/skills: critical thinking in assessing business environment Careers: Business analyst, economist, Business advisor	Business strategy Strategy (3.3.3) Character virtues/skills: critical thinking and creativity in developing strategic business options Careers: Corporate strategy manager, strategy consultant	Business change Change (3.3.4) Character virtues/skills: critical thinking and autonomy in understanding how businesses manage change, risk and uncertainty Careers: Change management officer, project manager		