

Term	Week	Focus	Summary	Learning Outcomes	Learning skills
Term 1.1	1	Meeting customer needs – The market	a) Mass markets and niche markets: • characteristics • market size and market share • brands. b) Dynamic markets: • online retailing • how markets change • innovation and market growth • adapting to change. c) How competition affects the market. d) The difference between risk and uncertainty.	Students will be able to analyse the characteristics of different types of markets and form a judgement on it.	Thinking critically about business ideas and issues. Using various business concepts and data to synthesise the information to make judgements. Analysing business scenarios, problems, issues, etc. to identify what is most relevant. Giving considered views, judgements, opinions etc. on business scenarios, problems issues etc.
	2	Meeting customer needs – Market research	a) Primary and secondary market research data (quantitative and qualitative) used to: <ul style="list-style-type: none"> • identify and anticipate customer needs and wants • quantify likely demand • gain insight into consumer behaviour. b) Methods of primary market research: <ul style="list-style-type: none"> • surveys/questionnaires • focus groups/consumer panels • face-to-face/telephone interviews • product trials/test marketing. c) Methods of secondary market research market research: <ul style="list-style-type: none"> • websites/social media • newspapers/magazines/TV/radio • reports • databases. d) Sampling methods: <ul style="list-style-type: none"> • random • quota • stratified. 	Students will be able to critically think about the different research options available to different business scenarios	Students will be able to think critically about research methods utilised by businesses, analysing how each method could impact the business and evaluate which method is most appropriate for a given business scenario.

		Planning a business and raising finance	<p>Planning</p> <p>a) Content of a business plan.</p> <p>b) Relevance and uses of a business plan.</p>	Students will be shown Dragons Den and students will form a judgement whether the entrepreneur will receive the required investment and what percentage of the equity they will have to give up.	
	3	<p>Meeting customer needs – Market positioning</p> <p>Internal finance</p> <p>External finance</p>	<p>a) Product and market orientation.</p> <p>b) Market mapping.</p> <p>c) Market segmentation.</p> <p>d) Competitive advantage of a product or service.</p> <p>e) The purpose of product differentiation.</p> <p>f) Adding value to products/services.</p> <p>Internal finance</p> <p>a) Owner's capital: personal savings.</p> <p>b) Retained profit. • leasing</p> <ul style="list-style-type: none"> • trade credit • grants. <p>c) Sale of assets.</p> <p>External finance</p> <p>a) Sources of finance and their suitability for different circumstances:</p> <ul style="list-style-type: none"> • family and friends • banks • peer-to-peer funding • business angels • crowd funding • other businesses. 	<p>Students will analyse the ice cream brands Wall's, Nestlé and Häagen-Dazs and consider how and why they differentiate their products.</p>	<p>Thinking critically about business ideas and issues. Using various business concepts and data to Synthesise the information to make judgements.</p> <p>Creativity & Collaboration- Market maps could be done for a variety of products using different values for the comparison e.g., price versus quality – mapping different brands of:</p> <ul style="list-style-type: none"> • Make-up • Cars • High Street shops • Sportswear • Mobile phones <p>This should give students an indication of where there are gaps in the market and where there is saturation in the different parts of the market.</p>

Year: 12

Subject: Business

			b) Methods of finance and their suitability for different circumstances: <ul style="list-style-type: none"> • loans • share capital • venture capital • overdrafts 		
	4	<p>The Market - Demand</p> <p>Forms of business Liability</p>	<p>1 Demand</p> <p>a) Factors leading to a change in demand:</p> <ul style="list-style-type: none"> • changes in the prices of substitutes and complementary goods • changes in consumer incomes • fashions, tastes, and preferences • marketing, advertising, and branding • demographics • external shocks • seasonality. <p>Forms of business</p> <p>a) Sole trader, partnership, and private limited company (Ltd).</p> <p>b) Franchising, social enterprise, lifestyle businesses, online businesses.</p> <p>c) Growth of public limited companies (plc) and stock market flotation.</p> <p>5 Liability</p> <p>a) Implications of limited and unlimited liability, including advantages and disadvantages.</p> <p>b) Finance appropriate for limited and unlimited liability businesses.</p>	<p>Students will critically think about all the different factors which might affect the demand for a simple product which they are familiar with such as a bar of chocolate – what factors would make them buy more or less of the product?</p> <p>Students will be able to assess the impact that MNCs (multinational corporations) have on local and national economies. Students will be able to discuss the likely success and appropriateness of different methods of controlling the activities of MNCs and the benefits and drawbacks of each method.</p>	<p>Thinking critically about business ideas and issues. Using various business concepts and data to synthesise the information to make judgements in order to evaluate the scenario and make a realistic judgement</p> <p>Adaptive learning Using existing understanding to solve a problem in a different context.</p>

	5	The Market - Supply	<p>a) Factors leading to a change in supply:</p> <ul style="list-style-type: none"> • changes in the costs of production • introduction of new technology • indirect taxes • government subsidies • external shocks. <p>3 Markets</p> <p>a) The interaction of demand and supply.</p> <p>b) The drawing and interpretation of demand and supply diagrams to show the causes and consequences of changes in demand and supply.</p>	<p>Students will critically think about all the different factors which might affect the supply of a simple product which they are familiar with such as a bar of chocolate – what factors would make them buy more or less of the product?</p>	<p>Thinking critically about business ideas and issues. Using various business concepts and data to synthesise the information to make judgements in order to evaluate the scenario and make a realistic judgement</p> <p>Interpretation- Analysing information and understanding the meaning of that information in finance.</p>
		Financial planning	<p>Sales, revenue, and costs</p> <p>a) Calculation of sales volume and sales revenue.</p> <p>b) Calculation of fixed, variable costs, total costs, and average costs.</p> <p>c) Ways of improving sales volumes and sales revenues.</p> <p>2 Sales forecasting</p> <p>a) Purpose of sales forecasts.</p> <p>b) Factors affecting sales forecasts:</p> <ul style="list-style-type: none"> • consumer trends • economic variables • actions of competitors. <p>c) Difficulties of sales forecasting.</p>	<p>Students will be able to assess information from a statement of comprehensive income and a statement of financial position and make a judgement on the business' performance.</p> <p>Students will be able to calculate a range of ratios and assess the usefulness and limitations of these figures when making decisions</p>	
	6	The Market – Markets	<p>4 Price elasticity of demand (PED)</p> <p>a) Calculation of price elasticity of demand.</p> <p>b) Interpretation of numerical values of price elasticity of demand.</p>	<p>Students will calculate PED and evaluate its importance to the business.</p>	<p>Analysing business scenarios within price elasticity context to identify what is most relevant.</p> <p>Giving considered views, judgements, opinions etc. on business scenarios, problems issues etc.</p>

		Financial Planning	<p>c) The factors influencing price elasticity of demand.</p> <p>d) The significance of price elasticity of demand to businesses in terms of implications for pricing.</p> <p>e) Calculation and interpretation of the relationship between price elasticity of demand and total revenue.</p> <p>Break-even</p> <p>a) Contribution: selling price – variable cost per unit.</p> <p>b) Break-even point:</p> <ul style="list-style-type: none"> total fixed costs + total variable costs = total revenue. <p>c) Using contribution to calculate the break-even point.</p> <p>d) Margin of safety.</p> <p>e) Interpretation of break-even charts.</p> <p>f) Limitations of break-even analysis.</p> <p>4 Cash flow</p> <p>a) Construction and interpretation of simple cash-flow forecasts.</p> <p>b) Use and limitations of cash-flow forecasts.</p> <p>5 Budgets</p> <p>a) Purposes of budgets.</p> <p>b) Types of budgets:</p> <ul style="list-style-type: none"> based on historical figures zero based. <p>c) Variance analysis.</p> <p>d) Difficulties of budgeting.</p>		<p>Interpretation- Analysing information and understanding the meaning of that information. For instance, interpreting breakeven graphs.</p> <p>Intellectual interest and curiosity - Identifying a problem or business opportunity under their own initiative and planning a solution/plan to exploit and carrying this out.</p>
--	--	--------------------	---	--	---

	7	<p>The Markets – Income Elasticity of demand</p> <p>Managing finance</p>	<p>Income elasticity of demand (YED)</p> <p>a) Calculation of income elasticity of demand.</p> <p>b) Normal and inferior goods.</p> <p>c) Interpretation of numerical values of income elasticity of demand.</p> <p>d) The factors influencing income elasticity of demand.</p> <p>e) The significance of income elasticity of demand to businesses.</p> <p>Profit, Profit</p> <p>a) Calculation of:</p> <ul style="list-style-type: none"> gross profit operating profit profit for the year (net profit). <p>b) Ways to increase profits.</p> <p>c) Statement of comprehensive income (profit and loss account):</p> <ul style="list-style-type: none"> measuring profitability: calculation of gross profit margin, operating profit margin, and profit for the year (net profit) margin ways to improve profitability. Liquidity <p>a) Distinction between profit and cash.</p> <p>b) Statement of financial position (balance sheet):</p> <ul style="list-style-type: none"> measuring liquidity: calculating current ratio and acid test ratio ways to improve liquidity, including assets, supplier credit terms, factoring, inventory JIT. <p>c) Working capital and its management: the importance of cash.</p> <ul style="list-style-type: none"> natural phenomena. 	<p>Students will calculate YED and evaluate its importance to the business.</p> <p>Students will be able to assess information from a statement of comprehensive income and a statement of financial position and make a judgement on the business' performance. Students will be able to calculate a range of ratios and assess the usefulness and limitations of these figures when making decisions.</p>	<p>Analysing business scenarios within income elasticity context to identify what is most relevant. Giving considered views, judgements, opinions etc. on business scenarios, problems issues etc.</p> <p>Productivity- Be able to spot opportunities to apply knowledge to questions allowing complex arguments to be articulated in coherent, logical chains of reasoning.</p>
--	---	--	--	---	---

Term 2.2	1	Marketing Mix and Strategy- Marketing objectives and strategy	<p>1 Marketing objectives and strategy</p> <p>a) Marketing objectives</p> <ul style="list-style-type: none"> • increase market share • increase revenue • building a brand. <p>b) The product life cycle and extension strategies.</p> <p>c) The Boston Matrix and the product portfolio</p>	<p>Students will review the promotional strategies Kellogs used to postpone the decline stage of its Nutri-grain bar.</p>	<p>Thinking critically about business ideas and issues. Using various business concepts and data to synthesise the information to make judgements in order to evaluate the scenario and make a realistic judgement</p> <p>Self-Direction- Planning and carrying out problem solving activities or recognising business failure under a student's own direction</p>
		Managing Finance	<p>Business failure</p> <p>a) Internal causes of business failure:</p> <ul style="list-style-type: none"> • poor management of cash flow • overestimation of sales • overtrading • poor inventory control • poor marketing • poor quality. <p>b) External causes of business failure:</p> <ul style="list-style-type: none"> • market conditions • competition • economic • exchange rates • interest rates • government regulations • supplier problems 	<p>Students will be able to assess the various scenarios leading to business failure and form judgments on the causes that lead to business failure.</p>	
	2	Marketing Mix and Strategy- Marketing objectives and strategy	<p>d) The concept of 'marketing mix.'</p> <p>e) Marketing strategies appropriate for different types of market:</p> <ul style="list-style-type: none"> • mass markets • niche markets • business to business (B2B) • business to consumer (B2C). 	<p>Students will analyze the product portfolio of Apple. It will predict where the different Apple products are positioned on a Boston Matrix.</p>	<p>Thinking critically about business ideas and issues. Using various business concepts and data to synthesise the information to make judgements in order to evaluate the scenario and make a realistic judgement in order to evaluate the scenario and make a realistic judgement</p>

			f) Consumer behaviour – how businesses develop customer loyalty.		
	3	Marketing mix and strategy-product /service design	<p>2 Product/service design Design mix and how this might change</p> <p>a) Design mix:</p> <ul style="list-style-type: none"> • function • aesthetics • cost/economic manufacture. <p>b) Changes in the elements of the design mix to reflect social trends:</p> <ul style="list-style-type: none"> • concern over resource depletion: designing for waste minimisation, re-use, and recycling • ethical sourcing. <p>1 Production, productivity, and efficiency</p> <p>a) Methods of production:</p> <ul style="list-style-type: none"> • job • batch • flow • cell. <p>b) Productivity:</p> <ul style="list-style-type: none"> • output per unit of input per time period • factors influencing productivity • link between productivity and competitiveness • ways to improve productivity. 	<p>Students will be able to analyse the design mix and evaluate how changes in elements of the design mix reflect social trends, environmental issues, and ethical sourcing</p> <p>Students will analyze different methods of production and form a judgement on the most suitable method of production for a given business.</p>	Thinking critically about business ideas and issues. Using various business concepts and data to synthesise the information to make judgements in order to evaluate the scenario and make a realistic judgement in order to evaluate the scenario and make a realistic judgement
	4	Marketing mix and strategy-Promotion and branding	<p>3 Promotion and branding</p> <p>a) Types of promotion.</p> <p>b) Types of branding.</p> <p>c) The benefits of strong branding:</p> <ul style="list-style-type: none"> • added value • ability to charge premium prices • reduced price elasticity of demand 	Students will be able to analyse a range of online retailers such as Amazon and Alibaba to evaluate how these companies use branding to gain	Thinking critically about business ideas and issues. Using various business concepts and data to synthesise the information to make judgements in order to evaluate the scenario and make a realistic judgement in order to evaluate the scenario and make a realistic judgement

		Resource management	<p>d) Ways to build a brand:</p> <ul style="list-style-type: none">• unique selling points (USPs)/differentiation• advertising• sponsorship• the use of social media. <p>e) Changes in branding and promotion to reflect social trends:</p> <ul style="list-style-type: none">• viral marketing• social media• emotional branding. <p>Efficiency:</p> <ul style="list-style-type: none">• production at minimum average cost• factors influencing efficiency• ways to improve efficiency. <p>d) The distinction between labour - and capital-intensive production.</p> <p>e) Competitive advantage from short product lead-in times.</p> <p>2 Capacity utilisation</p> <p>a) Capacity utilisation: current output (divided by) maximum possible output (× 100).</p> <p>b) Implications of under- and over-utilisation of capacity.</p> <p>c) Ways of improving capacity utilisation (under and over utilization)</p>	<p>market share and maintain customer loyalty.</p> <p>Students will analyze different methods of production and form a judgement on the most suitable method of production for a given business.</p>	<p>the scenario and make a realistic judgement</p>
5	Marketing mix and strategy – pricing strategies	<p>4 Pricing strategies</p> <p>a) Types of pricing strategy:</p> <ul style="list-style-type: none">• cost plus (mark-up on unit cost) • strength of brand• stage in the product life cycle• costs and the need to make a profit.	<p>Students will answer the case study questions on Play station and evaluate how Play Station decide on an</p>	<p>Analysing business’ pricing strategies to identify what is most relevant. Giving considered views, judgements, opinions etc. on business scenarios, problems issues etc.</p>	

Year: 12

Subject: Business

			<p>c) Changes in pricing to reflect social trends:</p> <ul style="list-style-type: none"> • online sales • price comparison sites. <ul style="list-style-type: none"> • price skimming • penetration • predatory • competitive • psychological. <p>b) Factors that determine the most appropriate pricing strategy for a particular situation:</p> <ul style="list-style-type: none"> • number of USPs/amount of differentiation • price elasticity of demand • level of competition in the business environment 	appropriate pricing strategy	
6	Marketing Mix and Strategy – Distribution	Resource Management	<p>a) Distribution channels:</p> <ul style="list-style-type: none"> • four stage: producer to wholesaler to retailer to consumer • three stage: producer to retailer to consumer • two stage: producer to consumer. <p>b) Changes in distribution methods.</p> <p>Inventory control</p> <p>a) Interpretation of inventory control diagram.</p> <p>b) Buffer inventory.</p> <p>c) Implications of poor inventory control.</p> <p>d) Just in time (JIT).</p> <p>e) Waste minimisation.</p> <p>f) Competitive advantage from lean production.</p>	<p>Students will analyse and evaluate how distribution methods have changed over the years and how many retailers have added more distribution channels to their traditional high street outlets.</p> <p>Students will be able to assess the factors that influence the origin, nature of and reaction to change in a business. Students will be able to discuss</p>	<p>Thinking critically about business ideas and issues. Using various business concepts and data to synthesise the information to make judgements in order to evaluate the scenario and make a realistic judgement in order to evaluate the scenario and make a realistic judgement</p>

			<p>4 Quality management</p> <p>a) Quality:</p> <ul style="list-style-type: none"> • control • assurance • circles. <p>b) Total Quality Management (TQM).</p> <p>c) Continuous improvement (Kaizen).</p> <p>d) Competitive advantage from quality management.</p>	<p>how changes impact a business and what issues may be raised when managing change. Students will be able to assess risk and various degrees of risk mitigation for given businesses when considering contingency planning.</p>	
	7	Managing People – Approaches to staffing	<p>Approaches to staffing</p> <p>a) Staff as an asset; staff as a cost.</p> <p>b) Flexible workforce:</p> <ul style="list-style-type: none"> • multi-skilling • part-time and temporary • zero-hour contracts • flexible hours and home working • outsourcing. <p>c) Distinction between dismissal and redundancy.</p> <p>d) Employer/employee relationships</p> <ul style="list-style-type: none"> • individual approach • collective bargaining. <p>2 Recruitment, selection and training</p> <p>a) Recruitment and selection process:</p> <ul style="list-style-type: none"> • internal versus external recruitment. <p>b) Costs of recruitment, selection and training</p> <p>c) Types of training:</p> <ul style="list-style-type: none"> • induction • on-the-job • off-the-job. 	<p>Students form a judgement on ethical recruitment and analyse the different small and large firms in UAE and their job requirements. They shall compare and evaluate it with the UAE labour law and analyse how the recruitment and selection process is always as per the countrys law.</p>	<p>thinking critically about business ideas and issues. Using various business concepts and data to synthesise the information to make judgements in order to evaluate the scenario and make a realistic judgement in order to evaluate the scenario and make a realistic judgement</p>