

Term	Week	Focus	Summary	Learning Outcomes	Learning skills
Term 1.2	1	3.3.1 Business objectives and strategy - corporate objectives and theories of corporate strategy	Students have explored a range of analytical tools and theories and will be tested on their understanding of the uses and limitations of these for businesses developing a corporate strategy.	Students can complete exam style questions on objectives and strategy	<p>Thinking critically about business ideas and issues. Using various business concepts and data to synthesise the information to make judgements.</p> <p>Analysing business scenarios, problems, issues, etc. to identify what is most relevant.</p> <p>Giving considered views, judgements, opinions etc. on business scenarios, problems issues etc.</p>
	2	3.3.1 Business objectives and strategy - SWOT and impact of external influences	Students will learn about SWOT analysis, PESTLE analysis and Porter's Five Forces model	Students can apply all three models to a given business	Students will be able to think critically about the SWOT of given businesses, analysing how each method could impact the business and evaluate which business decision will be more profitable for a given business scenario.
	3	3.3.2 Business growth - Growth, organic and inorganic and problems that arise from growing	Students will explore how and why (and in some cases why not) businesses achieve growth	Students can assess the impact of using various methods of growth and the issues that arise from growing	<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 how these business expand so rapidly and what are</p>

					the pros and cons associated with different types of growth.
	4	3.3.3 Decision-making techniques - QSF and simple payback	Students will explore how businesses can use quantitative decision-making tools in order to increase the accuracy of their predictions and provide an element of predictability.	Students can calculate and interpret moving averages and simple payback. Students will know the uses and limitations of both techniques.	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 Adaptive learning Using existing understanding to solve a problem in a different context and make the correct investment in the suitable project to ensure profitability.
	5	3.3.3 Decision-making techniques - ARR and NPV	Students will explore these investment appraisal techniques and assess their appropriateness. Students should consider the limitations of the techniques and the assumptions on which each are based.	Students can calculate and interpret ARR and NPV. Students will be able to explain the results of their calculations and know the uses and limitations of both techniques.	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 Interpretation - Analysing information and understanding the meaning of that information in finance and justifying the correct project a business should invest in to get the maximum rate of return on capital employed.
	6	3.3.3 Decision-making techniques - Decision Trees	Students will explore the many business uses of decision trees; for example, the probability of success in a choice of product launch, different marketing campaigns, or a decision to relocate. Wherever probabilities can be	Students will be able to construct simple decision trees. Students should be able to complete calculations to determine the expected monetary rewards for different options. Students	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 Interpretation - Analysing information and understanding the meaning of that information in finance and justifying the correct project a

			estimated, there is a role for decision trees. The emphasis is on the interpretation of simple decision trees and being familiar with their key features.	will be able to assess the usefulness of decision trees.	business should invest in to get the maximum benefit by taking a calculated risk.
	7	3.3.3 Decision-making techniques - Critical Path Analysis	Students will explore range of uses for CPA, from the more common examples, such as building projects, to other examples such as the completion of a marketing launch. Students will be familiar with a range of possible uses. Students will learn its purpose is to plan projects in a way that limits the use of limited resources and enables a project to be completed in the shortest time possible.	Students will be able to complete and interpret a network diagram. Students will be able to calculate the EST and LFT. Student will be able to evaluate the usefulness of a CPA network diagram.	<p>Analysing business scenarios within price elasticity context to identify what is most relevant. Giving considered views, judgements, opinions etc. on business scenarios, problems issues etc.</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 by calculating the correct float to ensure that the project is completed on time without any delays which may result in financial loss to the business.</p>
Term 1.2	1	3.3.4 Influences on business decisions - corporate culture, stakeholder v shareholder	Students will explore the qualitative factors that have a major influence on the direction businesses take - the 'human' element.	Students will be able to assess various corporate cultures and identify if they are strong or weak. Students will be able to suggest ways of changing cultures. Students will be able to analyse the importance of various stakeholder groups to a given business.	<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</p>

					arguments to be articulated in coherent, logical chains of reasoning.
	2	3.3.4 Influences on business decisions - stakeholder v shareholder and business ethics	Students will explore the underlying motives that can frame a business's strategy and inform decision making.	Students will be able to assess reasons for stakeholder conflict. Students will be able to evaluate the benefits of operating ethically. Students will be able to discuss the issue of pay and rewards.	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 Self-Direction - Planning and carrying out problem solving activities or recognising business failure under a student's own direction
	3	3.3.5 Assessing competitiveness - interpretation of financial statements and ratio analysis	Students will explore published financial information and make assessments of a business's competitiveness based on this their sustainable and ethical business approach.	Students will be able to analyse the strengths and weaknesses of CSR policies from a given business.	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	3.3.5 Assessing competitiveness - interpretation of financial statements and ratio analysis	Students will explore published financial information and assess a business's competitiveness based on this. An over-arching concept to this section is the stakeholder approach and which groups will be interested in different aspects of a business's performance. Concepts such as profitability, liquidity and	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	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

			solvency are important in analysing a business's financial position with more accuracy.	these figures when making decisions	
5	3.3.5 Assessing competitiveness - human resources	Students will explore various human resource measurements and the underlying issues, which may have resulted in these figures being calculated.	Students will be able to calculate and interpret labour productivity, labour turnover and retention. Students will be able to assess the reason for these figures and make recommendations for business decisions.	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	
6	3.3.6 Managing change	Students will explore how change can be implemented and the factors that influence its likely success. Making business decisions is one thing, but ensuring the desired outcomes for these decisions is another. This section draws together the concepts introduced throughout the theme.	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 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.	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	
7		Students complete a full past paper 3 in class.		Hardworking	