

Curriculum Content Map		Subject: Business Year 13											
		Term 1			Term 2			Term 3					
Month	Units of Work	September	October	November	December	January	February	March	April	May	June	July	
	Specification Area	Topic 3.1	Topic 3.2	Topic 3.3	Topic 3.3	Topic 3.4	Topic 3.4	Topic 3.5	Topic 3.6				
Cultural Transmission	Specification Area	Business Objectives and Strategy	Business Growth	Decision-Making Techniques	Decision-Making Techniques	Corporate Influences	Corporate Influences	Assessing Competitiveness	Managing Change				
	Substantive Knowledge	<p>3.1.1 Corporate objectives</p> <p>a) Development of corporate objectives from mission statement/corporate aims</p> <p>b) Critical appraisal of mission statements/corporate aims</p> <p>3.1.2 Theories of corporate strategy</p> <p>a) Development of corporate strategy:</p> <ul style="list-style-type: none"> o Ansoff's Matrix o Porter's Strategic Matrix <p>b) Aim of portfolio analysis</p> <p>c) Achieving competitive advantage through distinctive capabilities</p> <p>d) Effect of strategic and tactical decisions on human, physical, and financial resources</p> <p>3.1.3 SWOT analysis</p> <p>a) SWOT analysis</p> <ul style="list-style-type: none"> o internal considerations: strengths and weaknesses o external considerations: opportunities and threats <p>3.1.4 Impact of external influences</p> <p>a) PESTLE (political, economic, social, technological, legal and environmental)</p> <p>b) The changing competitive environment</p> <p>c) Porter's Five Forces</p>	<p>3.2.1 Growth</p> <p>a) Objectives of growth:</p> <ul style="list-style-type: none"> o to achieve economies of scale (internal and external) o increased market power over customers and suppliers o increased market share and brand recognition o increased profitability <p>b) Problems arising from growth:</p> <ul style="list-style-type: none"> o diseconomies of scale o internal communication o overtrading <p>3.2.2 Mergers and takeovers</p> <p>a) Reasons for mergers and takeovers</p> <p>b) Distinction between mergers and takeovers</p> <p>c) Horizontal and vertical integration</p> <p>d) Financial risks and rewards</p> <p>e) Problems of rapid growth</p> <p>3.2.3 Organic growth</p> <p>a) Distinction between inorganic and organic growth</p> <p>b) Methods of growing organically</p> <p>c) Advantages and disadvantages of organic growth</p> <p>3.2.4 Reasons for staying small</p> <p>a) Small business survival in competitive markets:</p> <ul style="list-style-type: none"> o product differentiation and USPs 	<p>3.3.1 Quantitative sales forecasting</p> <p>a) Calculation of time-series analysis:</p> <ul style="list-style-type: none"> o moving averages (three period/four quarter) o interpretation of scatter graphs and line of best fit – extrapolation of past data to future <p>b) Limitations of quantitative sales forecasting techniques</p> <p>3.3.2 Investment appraisal</p> <p>a) Simple payback</p> <p>b) Average (Accounting) Rate of Return</p> <p>c) Discounted Cash Flow (Net Present Value only)</p> <p>d) Calculations and interpretations of figures generated by these techniques</p> <p>e) Limitations of these techniques</p> <p>3.3.3 Decision trees</p> <p>a) Construct and interpret simple decision tree diagrams</p> <p>b) Calculations and interpretations of figures generated by these techniques</p> <p>c) Limitations of using decision trees</p> <p>3.3.4 Critical Path Analysis</p> <p>a) Nature and purpose of Critical Path Analysis</p> <p>b) Complete and interpret simple networks to identify the critical path</p> <p>c) Calculate:</p> <ul style="list-style-type: none"> o Earliest Start Time o Latest Finish Time o total float <p>d) Limitations of using Critical Path Analysis</p>	<p>3.4.1 Corporate influences</p> <p>a) Corporate timescales: short-termism versus long-termism</p> <p>b) Evidence-based versus subjective decision making</p> <p>3.4.2 Corporate culture</p> <p>a) Strong and weak cultures</p> <p>b) Classification of company cultures:</p> <ul style="list-style-type: none"> o power o role o task o person <p>c) How corporate culture is formed</p> <p>d) Difficulties in changing an established culture</p> <p>3.4.3 Shareholders versus stakeholders</p> <p>a) Internal and external stakeholders</p> <p>b) Stakeholder objectives</p> <p>c) Stakeholder and shareholder influences:</p> <ul style="list-style-type: none"> o stakeholder: that the business considers all of its stakeholders in its business decisions/objectives o shareholder: that the business should focus purely on shareholder returns (increasing share price and dividends) in its business decisions/objectives <p>d) The potential for conflict between profit-based (shareholder) and wider objectives (stakeholder)</p> <p>3.4.4 Business ethics</p> <p>a) Ethics of strategic decisions:</p> <ul style="list-style-type: none"> o trade-offs between profit and ethics 	<p>3.5.1 Interpretation of financial statements</p> <p>a) Statement of comprehensive income (profit and loss account):</p> <ul style="list-style-type: none"> o key information o stakeholder interest <p>b) Statement of financial position (balance sheet)</p> <ul style="list-style-type: none"> o key information o stakeholder interest <p>3.5.2 Ratio analysis</p> <p>a) Calculate:</p> <ul style="list-style-type: none"> o Gearing ratio o Return on capital employed (ROCE) <p>b) Interpret ratios to make business decisions</p> <p>c) The limitations of ratio analysis</p> <p>3.5.3 Human resources</p> <p>a) Calculate and interpret the following to help make business decisions:</p> <ul style="list-style-type: none"> o labour productivity o labour turnover and retention o absenteeism <p>b) Human resource strategies to increase productivity and retention and to reduce turnover and absenteeism:</p> <ul style="list-style-type: none"> o financial rewards o employee share ownership o consultation strategies 	<p>3.6.1 Causes and effects of change</p> <p>a) Causes of change:</p> <ul style="list-style-type: none"> o changes in organisational size o poor business performance o new ownership o transformational leadership o the market and other external factors (PESTLE) <p>b) Possible effects on:</p> <ul style="list-style-type: none"> o competitiveness o productivity o financial performance o stakeholders <p>3.6.2 Key factors in change</p> <p>a) Organisational culture</p> <p>b) Size of organisation</p> <p>c) Time/speed of change</p> <p>d) Managing resistance to change</p> <p>3.6.3 Scenario planning</p> <p>a) Identifying key risks through risk assessment</p> <ul style="list-style-type: none"> o natural disasters o IT systems failure o loss of key staff <p>b) Planning for risk mitigation</p> <ul style="list-style-type: none"> o business continuity 						
	Disciplinary Knowledge	The How!	Application of theory into new business contexts Applying previously learnt theory into new contexts Analysing information Evaluating and making decisions	Application of theory into new business contexts Applying previously learnt theory into new contexts Analysing information Evaluating and making decisions	Application of theory into new business contexts Applying previously learnt theory into new contexts Analysing information Evaluating and making decisions	Application of theory into new business contexts Applying previously learnt theory into new contexts Analysing information Evaluating and making decisions	Application of theory into new business contexts Applying previously learnt theory into new contexts Analysing information Evaluating and making decisions	Application of theory into new business contexts Applying previously learnt theory into new contexts Analysing information Evaluating and making decisions	Application of theory into new business contexts Applying previously learnt theory into new contexts Analysing information Evaluating and making decisions	Application of theory into new business contexts Applying previously learnt theory into new contexts Analysing information Evaluating and making decisions			
	Sequencing (flow)	Retrieval & Extension	Retrieval This link with Topic 1.5.3 Business objectives, 2.5.1 Economics influences.	Retrieval This link with Topic 2.1 Raising Finance and 1.5, Entrepreneurs and leaders	Retrieval This link with Topic 2.2 Financial Planning	Retrieval This link with Topic 1.4.5 Leadership	Retrieval This link with Topic 1.4 Managing People	Retrieval This link with Topic 1.4 Managing People	Retrieval This link with Topic 1.4 Managing People and 1.5 Entrepreneurs and Leaders				
	Summative Assessment		Essay based questions on strategy changes	Essay based questions on growth Calculation questions on profitability	Essay based questions on decision making Calculation questions on MA, IA, CPA and decisions trees	Essay based questions on corporate culture	Essay based questions on decisions from financial information Calculation questions on ratio analysis and HR indicators	Essay based questions on scenario planning					
Personal Empowerment	Virtue	Friendliness & Civility	Justice & Truthfulness	Courage	Generosity	Gratitude	Good Speech	Good Temper & Humour	Self-Mastery	Self-Mastery	Compassion	Good Sense	
	Link to Virtue	The opportunity to reflect, think deeply and responsibly about an issue.	Friendliness and civility are required for international relations	Ethics and environmental issues are explored with links to justice	The elements of the marketing mix will be looked at in the courage to do something differently.	How businesses may choose to be generous as part of their marketing mix	Being thankful for the jobs and how computers have made operations an easier and faster task.	Students will have the opportunity to demonstrate good speech whilst doing presentations	Students will look at how first must show good temper when things do not go their way.	Self-mastery when looking at exam papers to access the higher level marks	Self-mastery when looking at exam papers to access the higher level marks	Students will show compassion for those who are struggling with work and will help them	
Preparation for Work	Skill	Listening	Leadership	Problem-Solving	Creativity	Staying Positive	Speaking	Staying Positive	Aiming High	Aiming High	Speaking	Teamwork	
	Link to Skill	Students will have to listen carefully to instructions	Students will have to show leadership when working with others	Problem solving when trying to deal with the marketing mix	Creative solutions to marketing mix problems	Staying positive when operational decisions are not going well	Students will have the opportunity to demonstrate speaking / oracy whilst doing presentations	Staying positive as we start full exam preparation	Aiming high with exam papers	Aiming high with exam papers	Students will have the opportunity to demonstrate speaking / oracy whilst doing presentations		
Preparation for Citizenship	SMSC & British Values												
	Link to SMSC & British Values	Developing opinions on current issues	Respect and tolerance of different cultures	Rule of law with marketing decisions	Rule of law and following it with careers	Rule of law and following it with finance regulations	Rule of law and following it with HR						