

They should be able to

1. explain the purpose of **business activity**, the concept of **adding value** and the role of the **entrepreneur** and **intrapreneur**
2. explain the characteristics of successful entrepreneurs and the importance of **enterprise** to a country (business start-ups)
3. explain the contents and purpose of a **business plan**
4. explain the classification of business activity (**primary**, **secondary**, **tertiary**, **quaternary** sectors) and the **private** and **public** sectors
5. describe the legal structure of business: **sole trader**, **partnership**, **private and public limited company**, **franchise**, **joint venture**, **social enterprise**
6. explain **limited and unlimited liability**
7. explain how the size of a business is measured and the significance of small businesses
8. explain **internal and external growth** (**mergers and takeovers** — **horizontal**, **vertical**, **conglomerate**) and the reasons for and problems of growth
9. explain **economies and diseconomies of scale**
10. explain the importance of, and influences on, business objectives (**mission statement**, aims, objectives, **SMART objectives**, **strategy and tactics**)
11. explain objectives such as **profit maximisation**, growth, survival, social and ethical objectives and **corporate social responsibility (CSR)**
12. identify **internal and external stakeholders** and their objectives
13. explain how and why the objectives of stakeholders may conflict and how conflicts can be managed

Stage	Use	Your notes
Starter 10 min · retrieval practice	Topic quiz 01 (10 questions, answers on sheet 2)	
Teach the new content	Handout 01 Slide deck 01 (+ notes handout, 6-up) Vocabulary list 01	
Practice guided then independent	Exercise sheets 1.1, 1.2, 1.3, 1.4, 1.5 Past-paper sheets 1.1, 1.2, 1.3, 1.4, 1.5	
Check before they leave	Topic test 1 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

They should be able to

1. explain the purpose and roles of **human resource management (HRM)**: **workforce planning**, **recruitment and selection**, **training and development**
2. explain **redundancy** and **dismissal**, employer/employee rights and the management of change in HR
3. calculate and interpret **labour turnover** and **labour productivity**
4. explain the importance of **motivation** and the main motivation theories (**Taylor**, **Mayo**, **Maslow**, **Herzberg**, **McClelland**, **Vroom**)
5. explain **financial motivators** (wages, salary, **piece rate**, **commission**, bonus, **profit sharing**, **performance-related pay**, fringe benefits)
6. explain **non-financial motivators** (**job enrichment**, **job rotation**, **job enlargement**, **empowerment**, **teamworking**)
7. explain the role and functions of **management** (**Fayol**, **Mintzberg**)
8. explain **leadership** versus management and the importance of effective management

Stage	Use	Your notes
Starter 10 min · retrieval practice	Topic quiz 02 (10 questions, answers on sheet 2)	
Teach the new content	Handout 02 Slide deck 02 (+ notes handout, 6-up) Vocabulary list 02	
Practice guided then independent	Exercise sheets 2.1, 2.2, 2.3 Past-paper sheets 2.1, 2.2, 2.3	
Check before they leave	Topic test 2 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

市场营销

They should be able to

1. explain the role of **marketing**, **market and product orientation**, and **customer relationship marketing (CRM)**
2. explain **market size**, **market growth** and **market share**, **mass and niche markets** and **market segmentation**
3. explain **demand and supply** and the concept of **elasticity** (price, income, cross) and its usefulness
4. distinguish **primary and secondary market research** and **qualitative and quantitative data**
5. explain **sampling methods** and the reliability of data; present and interpret market research findings
6. explain the elements of the **marketing mix** (**product**, **price**, **place**, **promotion**) and their integration
7. product: product development, the **product life cycle**, the **product portfolio (Boston Matrix)**, **branding**
8. price: pricing methods and strategies (**cost-plus**, **penetration**, **skimming**, **competitive**, **price discrimination**, **dynamic**, **psychological**)
9. place and promotion: **distribution channels**, **above- and below-the-line promotion**, and digital/**e-commerce** marketing

Stage	Use	Your notes
Starter 10 min · retrieval practice	Topic quiz 03 (10 questions, answers on sheet 2)	
Teach the new content	Handout 03 Slide deck 03 (+ notes handout, 6-up) Vocabulary list 03	
Practice guided then independent	Exercise sheets 3.1, 3.2, 3.3 Past-paper sheets 3.1, 3.2, 3.3	
Check before they leave	Topic test 3 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

They should be able to

1. explain **operations** as the **transformation of inputs into outputs** and the concept of adding value
2. explain **productivity**, **efficiency**, **capital- and labour-intensive** operations and methods of production (**job**, **batch**, **flow**, **mass customisation**)
3. explain **sustainability** of operations and the use of technology in operations
4. explain the purpose of **inventory** and the costs of holding inventory
5. interpret **inventory control charts** (**re-order level**, **buffer inventory**, **lead time**) and explain **just-in-time (JIT)** and **just-in-case** approaches
6. calculate and interpret **capacity utilisation** and explain the problems of under- and over-utilisation
7. explain **outsourcing** and its benefits and drawbacks

Stage	Use	Your notes
Starter 10 min · retrieval practice	Topic quiz 04 (10 questions, answers on sheet 2)	
Teach the new content	Handout 04 Slide deck 04 (+ notes handout, 6-up) Vocabulary list 04	
Practice guided then independent	Exercise sheets 4.1, 4.2, 4.3 Past-paper sheets 4.1, 4.2, 4.3	
Check before they leave	Topic test 4 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

They should be able to

1. explain the need for **business finance** (**capital expenditure** and **revenue expenditure**, **working capital**)
2. distinguish the meaning of **cash** and **profit**
3. describe internal and external, short- and long-term **sources of finance** (**retained profit**, sale of assets, **share capital**, loans, **debentures**, overdraft, **leasing**, **hire purchase**, **trade credit**, **venture capital**, **crowdfunding**, **microfinance**)
4. explain the factors affecting the choice of source of finance
5. construct and interpret a **cash-flow forecast** and explain the causes of cash-flow problems
6. explain methods of improving cash flow and the importance of working capital management
7. classify costs (**fixed**, **variable**, **direct**, **indirect**, **marginal**, **average**) and use cost information for decision-making
8. construct and interpret **break-even analysis** (**break-even point**, **margin of safety**, **contribution**) and explain its limitations
9. explain the purpose of **budgets** and types of budget (**incremental**, **zero-based**)
10. calculate and interpret **variances** (favourable and adverse) using **variance analysis**

Stage	Use	Your notes
Starter 10 min · retrieval practice	Topic quiz 05 (10 questions, answers on sheet 2)	
Teach the new content	Handout 05 Slide deck 05 (+ notes handout, 6-up) Vocabulary list 05	
Practice guided then independent	Exercise sheets 5.1, 5.2, 5.3, 5.4, 5.5 Past-paper sheets 5.1, 5.2, 5.3, 5.4, 5.5	
Check before they leave	Topic test 5 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

They should be able to

- 1. explain the impact of **economic factors** (**business cycle**, **interest rates**, **exchange rates**, **inflation**, **taxation**, **unemployment**) on business
- 2. explain the impact of **political, legal, social, technological, environmental and ethical** influences on business
- 3. explain the meaning of **strategy** and **strategic management**
- 4. use strategic analysis tools (**SWOT analysis**, and other planning tools) to inform business decisions

Stage	Use	Your notes
Starter 10 min · retrieval practice	Topic quiz 06 (10 questions, answers on sheet 2)	
Teach the new content	Handout 06 Slide deck 06 (+ notes handout, 6-up) Vocabulary list 06	
Practice guided then independent	Exercise sheets 6.1, 6.2 Past-paper sheets 6.1	
Check before they leave	Topic test 6 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

They should be able to

1. explain organisational structures (**hierarchy**, **chain of command**, **span of control**, **centralisation**, **decentralisation**, **delaying**, **matrix structures**)
2. explain **delegation**, **accountability** and the impact of structure on business performance
3. explain the process, methods and importance of effective **communication**
4. explain **barriers to communication** and how to improve communication in a business
5. explain **leadership styles** (**autocratic**, **democratic**, **paternalistic**, **laissez-faire**) and theories of leadership
6. explain **emotional intelligence** and the importance of effective leadership in managing change
7. explain **hard and soft HRM** and the use of **workforce planning**
8. explain the management of change, employer-employee relations and the role of **trade unions**

Stage	Use	Your notes
Starter 10 min · retrieval practice	Topic quiz 07 (10 questions, answers on sheet 2)	
Teach the new content	Handout 07 Slide deck 07 (+ notes handout, 6-up) Vocabulary list 07	
Practice guided then independent	Exercise sheets 7.1, 7.2, 7.3, 7.4	
Check before they leave	<i>nothing in the Library for this stage yet</i>	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

市场营销 (A Level)

They should be able to

- 1. use quantitative marketing analysis: **sales forecasting**, **time-series analysis** (**moving averages**, **trend**, **seasonal variation**), **correlation**
- 2. explain **elasticity** (price, income, cross) and its use in marketing decisions
- 3. explain **marketing planning** and **marketing strategy** (**Ansoff’s matrix**, **product portfolio analysis**)
- 4. explain how marketing strategy is adapted for entering **international markets**

Stage	Use	Your notes
Starter 10 min · retrieval practice	Topic quiz 08 (10 questions, answers on sheet 2)	
Teach the new content	Handout 08 Slide deck 08 (+ notes handout, 6-up) Vocabulary list 08	
Practice guided then independent	Exercise sheets 8.1, 8.2 Past-paper sheets 8.1	
Check before they leave	Topic test 8 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

They should be able to

- 1. explain the factors influencing the **location** and **relocation** of a business (including international location)
- 2. explain the **optimum scale** of operation and the significance of **economies and diseconomies of scale**
- 3. explain the importance of quality and methods of managing quality (**quality control**, **quality assurance**, **total quality management**, **benchmarking**)
- 4. explain operations decisions: **lean production**, **capacity management**, and the use of technology
- 5. use **critical path analysis (CPA)** to plan and manage projects (**EST**, **LFT**, **total float**, **critical path**, minimum project duration)

Stage	Use	Your notes
Starter 10 min · retrieval practice	Topic quiz 09 (10 questions, answers on sheet 2)	
Teach the new content	Handout 09 Slide deck 09 (+ notes handout, 6-up) Vocabulary list 09	
Practice guided then independent	Exercise sheets 9.1, 9.2, 9.3 Past-paper sheets 9.1, 9.2, 9.3	
Check before they leave	Topic test 9 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

They should be able to

- 1. explain the purpose and content of the **income statement** and the **statement of financial position (balance sheet)**
- 2. explain **depreciation** and how financial statements are used by stakeholders
- 3. calculate and interpret **profitability**, **liquidity**, **efficiency** and **gearing ratios**
- 4. use **ratio analysis** to assess and compare business performance and explain its limitations
- 5. calculate and interpret investment appraisal methods: **payback period**, **accounting rate of return (ARR)** and **net present value (NPV)**
- 6. use investment appraisal to make and evaluate investment decisions
- 7. explain the use of **financial data** and **budgets** in strategic decision-making
- 8. evaluate the financial implications of strategic decisions

Stage	Use	Your notes
Starter 10 min · retrieval practice	Topic quiz 10 (10 questions, answers on sheet 2)	
Teach the new content	Handout 10 Slide deck 10 (+ notes handout, 6-up) Vocabulary list 10	
Practice guided then independent	Exercise sheets 10.1, 10.2, 10.3, 10.4 Past-paper sheets 10.3	
Check before they leave	Topic test 10 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	