1. Understanding business activity

Weeks 1–6

理解商业活动

They should be able to

1. understand the purpose of business activity: combining factors of production (land, labour, capital, enterprise) to make goods and services that satisfy people's needs and wants
2. understand the economic problem: needs and wants are unlimited but resources are scarce, so choices must be made
3. understand opportunity cost: the next best alternative given up when a choice is made
4. explain the concept of added value (selling price minus cost of bought-in materials) and how a business can increase added value
5. understand why businesses succeed or fail (e.g. management skill, finance, competition)
6. classify business activity into primary, secondary and tertiary sectors with examples
7. understand the changing importance of business sectors (de-industrialisation) in developed and developing economies
8. distinguish the private sector and the public sector and give the features of each
9. describe the characteristics of a successful entrepreneur (risk-taker, hard-working, innovative, confident, organised)
10. explain the contents and purpose of a business plan and how it helps a business raise finance
11. explain why and how governments support business start-ups (grants, loans, training, advice)
12. measure the size of a business (number of employees, revenue/sales, capital employed) and the limitations of each measure
13. explain why some businesses remain small and why/how businesses grow (internal/organic growth and external growth: mergers and takeovers, horizontal, vertical and conglomerate integration)
14. explain economies and diseconomies of scale (purchasing, financial, managerial, technical, marketing)
15. describe the features, advantages and disadvantages of sole traders, partnerships, private limited companies and public limited companies
16. explain the difference between unlimited and limited liability and between incorporated and unincorporated businesses
17. describe franchises, joint ventures and social enterprises and their advantages and disadvantages
18. explain the features of public sector business organisations (public corporations)
19. explain the objectives a business might have: survival, profit, growth, market share, customer service, social objectives
20. explain the objectives of a social enterprise (economic, social and environmental)
21. identify the main stakeholder groups (owners/shareholders, employees, customers, suppliers, government, local community, banks) and their objectives
22. explain how and why stakeholder objectives may conflict

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	

Stage	Use	Your notes
Check before they leave	Topic test 1 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

2. People in business

Weeks 7–11

企业中的人

They should be able to

1. explain why a well-motivated workforce is important (productivity, low absenteeism, low labour turnover)
2. outline motivation theories: Taylor (money), Maslow (hierarchy of needs), Herzberg (hygiene factors and motivators)
3. describe financial methods of motivation: wage (time/piece rate), salary, commission, bonus, profit sharing, fringe benefits
4. describe non-financial methods: job rotation, job enrichment, job enlargement, autonomy, teamworking, training, opportunities for promotion
5. draw and interpret simple organisational charts; explain hierarchy, chain of command, span of control and delayering
6. explain the role and functions of management (planning, organising, coordinating, commanding, controlling)
7. describe leadership styles: autocratic, democratic and laissez-faire, and when each is appropriate
8. explain the role of trade unions in business
9. describe the recruitment process: job analysis, job description and person specification
10. compare internal and external recruitment and selection methods (application forms, CVs, interviews, tests)
11. describe types of training: induction, on-the-job and off-the-job, and their benefits/limitations
12. explain why a business may need to reduce its workforce (redundancy and dismissal) and the legal controls over employment
13. explain the importance of effective communication and the features of good communication
14. compare one-way and two-way communication and internal and external communication
15. describe communication methods and barriers to effective communication and how to reduce them

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, 2.4 Past-paper sheets 2.1, 2.2, 2.3, 2.4	
Check before they leave	Topic test 2 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

3. Marketing

Weeks 12–16

市场营销

They should be able to

1. explain the role of marketing: identifying and satisfying customer needs, maintaining/increasing sales and market share, building customer loyalty
2. explain why customers are important and the costs of losing them
3. distinguish niche and mass markets and explain market segmentation and its benefits
4. distinguish primary (field) and secondary (desk) market research and their methods
5. explain sampling and the need for accurate, reliable data
6. present and interpret market research data (tables, charts, graphs) to support decisions
7. explain the four elements of the marketing mix (product, price, place, promotion)
8. product: the product life cycle and extension strategies, branding and packaging
9. price: pricing methods (cost-plus, penetration, skimming, competitive, promotional, dynamic) and influences on price
10. place: channels of distribution (wholesaler, retailer, direct, e-commerce)
11. promotion: advertising, sales promotion and the role of technology (internet, social media) in the marketing mix
12. explain how a marketing mix can be used to achieve marketing objectives
13. explain legal controls related to marketing (consumer protection, misleading promotion)
14. explain the opportunities and problems of entering new markets in other countries

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, 3.4 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	

4. Operations management

Weeks 17–21

运营管理

They should be able to

1. describe the methods of production: job, batch and flow production, and their advantages/disadvantages
2. explain productivity and how it can be increased
3. explain lean production and just-in-time (JIT) inventory control and the management of inventory
4. explain how technology has changed production
5. classify costs into fixed, variable, total and average costs
6. construct and interpret break-even charts; identify the break-even level of output and the margin of safety
7. calculate and use break-even output, total revenue, total cost and profit; explain limitations of break-even analysis
8. explain why quality is important to a business
9. distinguish quality control and quality assurance and the methods used to achieve quality
10. explain the factors affecting the location decision of a manufacturing business and a service business
11. explain the factors a business considers when locating in another country and the role of legal controls

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, 4.4 Past-paper sheets 4.1, 4.2, 4.3, 4.4	
Check before they leave	Topic test 4 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

5. Financial information and decisions

Weeks 22–26

财务信息与决策

They should be able to

1. explain why businesses need finance (start-up capital, expansion, working capital, cash-flow problems)
2. distinguish short-term and long-term finance and internal and external sources of finance
3. describe sources of finance (retained profit, sale of assets, owners' savings, bank loan/overdraft, share issue, debentures, leasing, hire purchase, trade credit, microfinance, crowdfunding, government grants)
4. explain the factors that influence the choice of source of finance
5. explain the importance of cash and the difference between cash and profit
6. construct, complete and interpret a cash-flow forecast (inflows, outflows, net cash flow, opening/closing balance)
7. explain working capital and how a business can overcome cash-flow problems
8. identify the main features of an income statement: revenue, cost of sales, gross profit, expenses and profit for the year
9. explain how income statements are used by stakeholders
10. identify the main classifications in a statement of financial position: non-current and current assets, current and non-current liabilities, and owners' equity/capital
11. explain how the statement of financial position is used
12. calculate and interpret profitability ratios: gross profit margin, profit margin and return on capital employed (ROCE)
13. calculate and interpret liquidity ratios: current ratio and acid test (quick) ratio
14. explain how internal and external users use account analysis to make decisions

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	

6. External influences on business activity

Weeks 27–30

影响商业活动的外部因素

They should be able to

1. explain the business cycle (growth, boom, recession, slump/recovery) and its effects on business
2. explain government economic objectives and how taxation, interest rates, inflation, unemployment and exchange rates affect business
3. explain external costs and external benefits of business activity and the meaning of sustainable development
4. explain how business activity can damage or protect the environment and the role of pressure groups
5. explain ethical business behaviour and the possible conflict between ethics and profit
6. explain globalisation, its importance to business and the reasons for it
7. explain the role of multinational companies and their benefits and drawbacks to a country
8. explain how changes in exchange rates affect businesses that import and export

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, 6.3 Past-paper sheets 6.1, 6.2, 6.3	
Check before they leave	Topic test 6 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	