



Business Studies Key Stage 5 Curriculum 2022/23

	Topic/Big Question	Focus
Year 12	<p>Topic 3.1.1 Understanding the nature and purpose of business</p> <p>What would the world look like if businesses did not exist?</p>	<p>To understand why businesses exist</p> <p>To understand the relationship between mission and objectives</p> <p>To examine common business objectives</p> <p>To understand why businesses set objectives</p> <p>To understand the measurement and importance of profit.</p>
	<p>Topic 3.1.2 Understanding different business forms</p> <p>Would you only invest in a business for the purpose of getting dividends?</p>	<p>To understand reasons for choosing different forms of business and for changing business forms</p> <p>To understand the role of shareholders and why they invest</p> <p>To learn about influences on share price and the significance of share price changes</p> <p>The effects of ownership on mission, objectives, decisions and performance</p>
	<p>Topic 3.1.3 Understanding that businesses operate within an external environment</p> <p>How does the environment within which a business is operating force it to be creative and resilient?</p> <p>Do all businesses suffer when the economy is bad?</p>	<p>To understand how the external environment can affect costs and demand</p>
	<p>Topic 3.2.1 Understanding management, leadership and decision making</p> <p>Should managers always seek to minimise the amount of resources that a business uses to produce goods and</p>	<p>To understand what managers do</p> <p>To be aware of types of management and leadership styles and influences on these</p> <p>To understand the effectiveness of different styles of management and leadership</p>

<p>services? To what extent is being a good communicator more important than the leadership style adopted by a manager?</p>	
<p>Topic 3.2.2 Understanding management decision making</p> <p>How valuable is intuition and past experience to the decision making process?</p>	<p>To learn about the value of decision making based on data (scientific decision making) and on intuition To understand the use and value of decision trees in decision making To understand the influences on decision making</p>
<p>Topic 3.2.3 Understanding the role and importance of stakeholders</p> <p>Is it possible to keep all of a business's stakeholders happy or is a conflict of interests between some stakeholders inevitable?</p>	<p>To learn about considering stakeholders' needs when making decisions To learn about stakeholder needs and the possible overlap and conflict of these needs To understand influences on the relationship with stakeholders To learn about how to manage the relationship with different stakeholders</p>
<p>Topic 3.3.1 Setting marketing objectives</p> <p>Do you think marketing should be more of a science than an art? In what ways do you think that marketing a product is different from just selling a product?</p>	<p>To understand the value of setting marketing objectives To learn about external and internal influences on marketing objectives and decisions</p>
<p>Topic 3.3.2 Understanding markets and customers</p> <p>To what extent should a business's decisions and planning be influenced by market research?</p>	<p>To learn about the value of primary and secondary marketing research To learn about the value of sampling To understand the interpretation of marketing data To understand the value of technology in gathering and analysing data for marketing decision making To understand the interpretation of price and income elasticity of demand data To understand the value of the concepts of price and income elasticity of demand to marketing decision makers To learn about the use of data in marketing decision making and planning</p>
<p>Topic 3.3.3 Making marketing</p>	<p>To learn about the process and value of segmentation, targeting and positioning</p>

<p>decisions: segmentation, targeting, positioning</p> <p>How will the types of products that people buy change in the next 60 years? How will peoples' lifestyles change?</p>	<p>To learn about the influences on choosing a target market and positioning</p>
<p>Topic 3.3.4 Making marketing decisions: using the marketing mix</p> <p>Why do hotels target different customer segments? Why do some hotel groups have a range of hotel brands? How might the marketing mix vary for Holiday Inn and Crowne Plaza?</p>	<p>To understand the elements of the marketing mix (7Ps)</p> <p>To learn about the influences on and effects of changes in the elements of the marketing mix</p> <p>To learn about product decisions</p> <p>To learn about pricing decisions</p> <p>To understand decisions about the promotional mix</p> <p>To learn about distribution (place) decisions</p> <p>To learn about decisions relating to other elements of the marketing mix: people, process and physical element</p> <p>To understand the importance of and influences on an integrated marketing mix</p> <p>To understand the value of digital marketing and ecommerce</p>
<p>Topic 3.4.1 Setting operational objectives</p> <p>Consider the possible impact on society throughout the operations process involved in extracting, refining, transporting and selling petrol. How might these operations activities affect different stakeholders?</p>	<p>To understand the value of setting operational objectives</p> <p>To learn about external and internal influences on operational objectives and decisions</p>
<p>Topic 3.4.2 Analysing operational performance</p> <p>In 2013 the world car industry had the capacity to produce 107 million cars but only produced 83 million. What do you think the possible implications of this data are for car companies?</p>	<p>To learn about the interpretation of operations data</p> <p>To calculate operations data</p>
<p>Topic 3.4.3 Making</p>	<p>To understand the importance of capacity</p>

	<p>operational decisions to improve performance: increasing efficiency and productivity</p> <p>If capacity utilisation is 10% what does this mean? What might be the cause?</p>	<p>To understand the importance of efficiency and labour productivity To learn about how to increase efficiency and labour productivity To understand the benefits and difficulties of lean production To learn about the difficulties increasing efficiency and labour productivity To learn about how to choose the optimal mix of resources To learn about how to utilise capacity efficiently To understand how to use technology to improve operational efficiency</p>
	<p>Topic 3.4.4 Making operational decisions to improve performance: improving quality</p> <p>Is an expensive product necessarily a good quality product? What quality targets could be set for a school, a hospital, a hotel, a retailer?</p>	<p>To learn about the importance of quality To learn about methods of improving quality To learn about the benefits and difficulties of improving quality To learn about the consequences of poor quality</p>
	<p>Topic 3.4.5 Making operational decisions to improve performance: managing inventory and supply chains</p> <p>What do you think determines how much inventory a retailer holds? Why do you think there has been an increased interest in the way that businesses manage their supply chains post Brexit?</p>	<p>To learn about the ways and value of improving flexibility, speed of response and dependability To understand how to manage supply to match demand and the value of doing so To learn about the influences on the amount of inventory held To learn about influences on the choice of suppliers To learn about how to manage the supply chain effectively and efficiently and the value of this To understand the value of outsourcing</p>
	<p>Topic 3.5.1 Setting financial objectives</p> <p>Which of a plc's stakeholders would be interested in the profits earned by the business over a financial year? Why</p>	<p>To understand the value of setting financial objectives To understand the distinction between cash flow and profit To understand the distinction between gross profit, operating profit and profit for the year To learn about revenue, costs and profit objectives To learn about cash flow objectives To learn about objectives for investment (capital expenditure) levels To learn about capital structure objectives</p>

	would they be interested?	To understand external and internal influences on financial objectives and decisions
	<p>Topic 3.5.2 Analysing financial performance</p> <p>The owners and managers of small businesses often do not use budgets. Why might this be the case?</p>	<p>To learn how to construct and analyse budgets and cash flow forecasts</p> <p>To understand the value of budgeting</p> <p>To learn how to construct and interpret break-even charts</p> <p>To learn how to calculate and illustrate on a break-even chart the effects of changes in price, output and cost</p> <p>To calculate the value of break-even analysis</p> <p>To learn how to analyse profitability</p> <p>To learn how to analyse timings of cash inflows and outflows</p> <p>To understand the use of data for financial decision making and planning</p>
	<p>Topic 3.5.3 Making financial decisions: sources of finance</p> <p>Why have small and medium-sized enterprises (SMEs) traditionally relied heavily on overdrafts?</p>	<p>To learn about internal and external sources of finance</p> <p>To understand the advantages and disadvantages of different sources of finance for short and long-term uses</p>
	<p>Topic 3.5.4 Making financial decisions: improving cash flow and profits</p> <p>How can an asset rich business go under because of cash flow problems?</p>	<p>To learn about methods of improving cash flow</p> <p>To learn about methods of improving profits and profitability</p> <p>To learn about difficulties improving cash flow and profit</p>
	<p>Topic 3.6.1 Setting human resource objectives</p> <p>Why is talent development important to an organisation's performance and success?</p>	<p>To understand the value of setting human resource objectives</p> <p>To learn about internal and external influences on human resources objectives and decisions</p>
	<p>Topic 3.6.2 Analysing human resource performance</p> <p>Will labour productivity become a less important determinant of a business's performance as technology advances and is used more widely in production?</p>	<p>To calculate and interpret human resource data</p> <p>To understand the use of data for human resource decision making and planning</p>

<p>Topic 3.6.3 Making human resource decisions: improving organisational design and managing the human resource flow</p> <p>Surveys of employees have shown that the majority of people prefer to work within a 'flat' organisation. Why might this type of structure be particularly popular with junior employees?</p>	<p>To learn about influences on job design To learn about influences on organisation design To learn about influences on delegation, centralisation and decentralisation To learn about the value of changing job and organisational design To understand how managing the human resource flow helps meet human resource objectives</p>
<p>Topic 3.6.4 Making human resource decisions: improving motivation and engagement</p> <p>What motivates you - internal desire or external stimuli? Does this vary according to the circumstances?</p>	<p>To learn about the benefits of motivated and engaged employees To understand how to improve employee engagement and motivation To understand the value of theories of motivation To learn about the use of financial methods of motivation To learn about the use of non-financial methods of motivating employees To learn about influences on the choice and assessment of the effectiveness of financial and non-financial rewards systems</p>
<p>Topic 3.6.5 Making human resource decisions: improving employer-employee relations</p> <p>Which stakeholders suffer the most when an industrial dispute takes place?</p>	<p>To learn about influences on the extent and methods of employee involvement in decision making To learn about how to manage and improve employer-employee communications and relations To understand the value of good employer-employee relations</p>

	Topic/Big Question	Focus
Year 13	<p>Topic 3.7 Analysing the strategic position of a business</p> <p>Why are employees' values of importance in some businesses but not in others?</p>	<p>To learn about influences on the mission of a business</p> <p>To learn about internal and external influences on corporate objectives and decisions</p> <p>To understand the distinction between strategy and tactics</p> <p>To learn about the links between mission, corporate objectives and strategy</p> <p>To learn about the impact of strategic decision making on functional decision making</p> <p>To understand the value of SWOT analysis</p>
	<p>Topic 3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis</p> <p>Are all stakeholders interested in a business's financial statements?</p>	<p>To learn about how to assess the financial performance of a business using balance sheets, income statements and financial ratios</p> <p>To understand the value of financial ratios when assessing performance</p>
	<p>Topic 3.7.3 Analysing the existing internal position of a business to assess strengths and weaknesses: overall performance</p> <p>What other factors apart from wage costs might global manufacturers take into account when assessing the strength of their workforce?</p>	<p>To learn about how to analyse data other than financial statements to assess the strengths and weaknesses of a business</p> <p>To understand the importance of core competences</p> <p>To learn about assessing short- and long-term performance</p> <p>The value of different measures of assessing business performance</p>
	<p>Topic 3.7.4 Analysing the external environment to assess opportunities and threats: political and legal change</p> <p>Does the state of the UK's infrastructure have a major impact on strategic decisions made by foreign multinationals on whether or</p>	<p>To learn about the impact of changes in the political and legal environment on strategic and functional decision making</p>

	not to locate in this country?	
	<p>Topic 3.7.5 Analysing the external environment to assess opportunities and threats: economic change</p> <p>Is historic economic data of limited use to managers?</p>	<p>To learn about the impact of changes in the UK and the global economic environment on strategic and functional decision making</p> <p>To understand reasons for greater globalisation of business</p> <p>To learn about the importance of globalisation for business</p> <p>To learn about the importance of emerging economies for business</p>
	<p>Topic 3.7.6 Analysing the external environment to assess opportunities and threats: social and technological</p> <p>Are businesses in the fashion and technological industries most likely to be affected by the forecast change in population?</p>	<p>To learn about the impact of the social and technological environment on strategic and functional decision making</p> <p>To learn about the pressures for socially responsible behaviour</p>
	<p>Topic 3.7.7 Analysing the external environment to assess opportunities and threats: the competitive environment</p> <p>Why are many of the gas and electricity suppliers in the UK so powerful?</p>	<p>To learn about Porter's five forces, how and why these might change, and the implications of these forces for strategic and functional decision making and profits</p>
	<p>Topic 3.7.8 Analysing strategic options: investment appraisal</p> <p>Should only managers whose companies operate in stable economic environments use techniques of investment appraisal?</p>	<p>To understand financial methods of assessing an investment</p> <p>To learn about the factors influencing investment decisions</p> <p>To learn about the value of sensitivity analysis</p>
	<p>Topic 3.8.1 Strategic direction: choosing which markets to compete in and what products</p>	<p>To understand factors influencing which markets to compete in and which products to offer</p> <p>To understand the reasons for choosing and value of different options for strategic direction</p>

<p>to offer</p> <p>Do you think that diversification is inevitably riskier than market penetration?</p>	
<p>Topic 3.8.2 Strategic positioning: choosing how to compete</p> <p>Do you think that it is becoming more difficult for businesses to protect themselves from competitors?</p>	<p>To learn about how to compete in terms of benefits and price</p> <p>To learn about influences on the choice of a positioning strategy</p> <p>To learn about the value of different strategic positioning strategies</p> <p>To understand the benefits of having a competitive advantage</p> <p>To understand the difficulties of maintaining a competitive advantage</p>
<p>Topic 3.9.1 Assessing a change in scale</p> <p>Do you think the desired growth of a business is likely to be driven by managers' own desires to achieve something for themselves?</p>	<p>To understand the reasons why businesses grow or retrench</p> <p>To understand the difference between organic and external growth</p> <p>To learn about how to manage and overcome the problems of growth or retrenchment</p> <p>To learn about the impact of growth or retrenchment on the functional areas of the business</p> <p>To assess methods and types of growth</p>
<p>Topic 3.9.2 Assessing innovation</p> <p>Do you think that it is a good idea to try to be the most innovative business in your industry?</p>	<p>To learn about the pressures of innovation</p> <p>To understand the value of innovation</p> <p>To learn about ways of becoming an innovative organisation</p> <p>To learn about how to protect innovation and intellectual property</p> <p>To learn about the impact of an innovation strategy on the functional areas of the business</p>
<p>Topic 3.9.3 Assessing internationalisation</p> <p>Do the benefits of MNCs outweigh their potential disadvantages?</p>	<p>To learn about reasons for targeting, operating in and trading with international markets</p> <p>To understand factors influencing the attractiveness of international markets</p> <p>To learn about reasons for producing more and sourcing more resources abroad</p> <p>To learn about ways of entering international markets and value of different methods</p> <p>To learn about influences on buying, selling and producing abroad</p> <p>To learn about managing international business including pressures for local responsiveness and pressures for cost reduction</p> <p>To understand the impact of internationalisation for the functional areas of the business</p>
<p>Topic 3.9.4 Assessing greater use of digital technology</p> <p>Do you think that having</p>	<p>To learn about the pressures to adopt digital technology</p> <p>To understand the value of digital technology</p> <p>To learn about the impact of digital technology on the functional areas of the business</p>

	<p>access to more data is bound to improve decision making?</p>	
	<p>Topic 3.10.1 Managing change</p> <p>Des change always present potential opportunities for businesses?</p>	<p>To learn about causes of pressures for change To understand the value of change To understand the value of a flexible organisation To understand the value of managing information and knowledge To learn about barriers to change To learn how to overcome barriers to change</p>
	<p>Topic 3.10.2 Managing organisational culture</p> <p>How would you describe the culture of your school?</p>	<p>To understand the importance of organisational culture To learn about the influences on organisational culture To learn about the reasons for and problems of changing organisational culture</p>
	<p>Topic 3.10.3 Managing strategic implementation</p> <p>Why do you think many strategies are implemented badly? Do you think that organisational structures in general need to become more organic?</p>	<p>To learn how to implement strategy effectively To understand the value of leadership in strategic implementation To understand the value of communication in strategic implementation To understand the importance of organisational structure in strategic implementation To understand the value of network analysis in strategic implementation</p>
	<p>Topic 3.10.4 Problems with strategy and why strategies fail</p> <p>What do you think managers make bad decisions? What do you think are the dangers of not having diversity in the board of directors?</p>	<p>To learn about difficulties of strategic decision making and implementing strategy To learn about planned vs emergent strategy To understand reasons for strategic drift To learn about the possible effect of the divorce between ownership and control To evaluate strategic performance To understand the value of strategic planning To learn about the value of contingency planning</p>