



Queen Elizabeth's Girls' School

Educating Women of the Future

Business Key Stage 4 Curriculum 2026/27

	Topic/Big Question	Focus
Year 10	Topic 1.1.1 The dynamic nature of business <i>If business did not exist how would goods and services be obtained?</i> <i>Do you have any original ideas that you can turn into a business?</i>	Why new business ideas come about: • changes in technology • changes in what consumers want • products and services becoming obsolete. How new business ideas come about: • original ideas • adapting existing products/services/ideas.
	Topic 1.1.2 Risk and reward <i>Would you take a big risk if you knew that you could make £1 million if it meant you might lose everything else that is important to you?</i>	The impact of risk and reward on business activity: • risk: business failure, financial loss, lack of security • reward: business success, profit, independence.
	Topic 1.1.3 The role of business enterprise <i>What characteristics do successful entrepreneurs have that make them different from those who fail?</i>	The role of business enterprise and the purpose of business activity: • to produce goods or services • to meet customer needs • to add value: convenience, branding, quality, design, unique selling points. The role of entrepreneurship: an entrepreneur: organises resources, makes business decisions, takes risks.
	Topic 1.2.1 Customer needs <i>Do businesses value customer needs and opinions or are they simply focussed on making a profit?</i>	Identifying and under-standing customer needs: • what customer needs are: price, quality, choice, convenience • the importance of identifying and under-standing customers: generating sales, business survival.
	Topic 1.2.2 Market research <i>Is market research a total waste of time and money or is it an important part of a</i>	The purpose of market research: • to identify and understand customer needs • to identify gaps in the market • to reduce risk

	<i>business's success?</i> - to inform business decisions. Methods of market research: - primary research: survey, questionnaire, focus group, observation - secondary research: internet, market reports, government reports. The use of data in market research: - qualitative and quantitative data - the role of social media in collecting market research data - the importance of the reliability of market research data.
	Topic 1.2.3 Market segmentation <i>Which market segment do you belong to in terms of demographics and lifestyle?</i> How businesses use market segmentation to target customers: - identifying market segments: location, demographics, lifestyle, income, age - market mapping to identify a gap in the market and the competition.
	Topic 1.2.4 The competitive environment <i>Should businesses focus on making excellent quality goods and offering good service for the best price possible or should their focus be on making the biggest profit possible?</i> Understanding the competitive environment: - strengths and weaknesses of competitors based on: price, quality, location, product range and customer service - the impact of competition on business decision making.
	Topic 1.3.1 Business aims and objectives <i>Are financial aims more important than non-financial aims?</i> <i>Does a business's aims and objectives change as the business moves from being a start-up business to being more established?</i> What business aims and business objectives are. Business aims and objectives when starting up: - financial aims and objectives: survival, profit, sales, market share, financial security - non-financial aims and objectives: social objectives, personal satisfaction, challenge, independence and control. Why aims and objectives differ between businesses.
	Topic 1.3.2 Business revenues, costs and profits <i>How long should a business take to break-even? If it does not make a profit within the first six months of trading should it close down?</i> The concept and calculation of: - revenue - fixed and variable costs - total costs - profit and loss - interest - break even level of output - margin of safety.

		Interpretation of break even diagrams: - the impact of changes in revenue and costs - break even level of output - margin of safety - profit and loss
	Topic 1.3.3 Cash and cash-flow <i>What is the difference between cash and profit? Can a business survive for long with a consistently negative cash flow?</i>	The importance of cash to a business: - to pay suppliers, overheads and employees - to prevent business failure (insolvency) - the difference between cash and profit. Calculation and interpretation of cash-flow forecasts: - cash inflows - cash outflows - net cash flow - opening and closing balances
	Topic 1.3.4 Sources of business finance <i>Do start-up businesses find it easy to raise finance? Do more established businesses find it easier to raise finance? Do you think that crowdfunding is a good way for a business to raise finance?</i>	Sources of finance for a start-up or established small business: - short-term sources: overdraft and trade credit - long-term sources: personal savings, venture capital, share capital, loans, retained profit and crowdfunding
	Topic 1.4.1 The options for start-up and small businesses <i>Sole traders and their businesses are seen as the same entity in the eyes of the law which means that they can lose their house and personal possessions of their business fails. However, they get to keep all of the profits if the business is successful. Do you think this is a worthwhile risk to take?</i>	The concept of limited liability: - limited and unlimited liability - the implications for the business owner(s) of limited and unlimited liability. The types of business ownership for start-ups: - sole trader, partnership, private limited company - the advantages and disadvantages of each type of business ownership. The option of starting up and running a franchise operation: - the advantages and disadvantages of franchising.
	Topic 1.4.2 Business location <i>If a business exists as both 'clicks' and 'bricks' do you think that where it locates its</i>	Factors influencing business location: - proximity to: market, labour, materials and competitors - nature of the business activity - the impact of the internet on location decisions: e-commerce and/or fixed premises.

	<i>'bricks' is as important?</i>	
	Topic 1.4.3 The marketing mix <i>Would you buy a product that you didn't really want because you liked the advertisement and/or packaging or because you were offered a free gift?</i>	What the marketing mix is and the importance of each element: - price, product, promotion, place. How the elements of the marketing mix work together: - balancing the marketing mix based on the competitive environment - the impact of changing consumer needs on the marketing mix - the impact of technology on the marketing mix: e-commerce, digital communication.
	Topic 1.4.4 Business plans <i>Do you think that having a good business plan increases the chances of a business being successful?</i>	The role and importance of a business plan: - to identify: the business idea; business aims and objectives; target market (market research); forecast revenue, cost and profit; cash-flow forecast; sources of finance; location; marketing mix. The purpose of planning business activity: - the role and importance of a business plan in minimising risk and obtaining finance.
	Topic 1.5.1 Business stakeholders <i>Are some business stakeholders more important and influential than others?</i>	Who business stakeholders are and their different objectives: - shareholders (owners), employees, customers, managers, suppliers, local community, pressure groups, the government. Stakeholders and businesses: - how stakeholders are affected by business activity - how stakeholders impact business activity - possible conflicts between stakeholder groups.
	Topic 1.5.2 Technology and business <i>Has technology enabled businesses to be more profitable? If so, in what ways?</i> <i>Can social media make or break a business?</i>	Different types of technology used by business: - E-commerce - social media - digital communication - payment systems. How technology influences business activity in terms of: - Sales - costs marketing mix
	Topic 1.5.3 Legislation and business <i>Is legislation simply bureaucratic or does it actually protect consumers, employees, employers and businesses?</i>	The purpose of legislation: - principles of consumer law: quality and consumer rights - principles of employment law: recruitment, pay, discrimination and health and safety. The impact of legislation on businesses: - cost - consequences of meeting and not meeting these obligations
	Topic 1.5.4 The economy and business <i>Do all businesses do badly when the economy is bad? If not, which businesses thrive</i>	The impact of the economic climate on businesses: unemployment, changing levels of consumer income, inflation, changes in interest rates, government taxation, changes in exchange rates.

	during a recession?	
	Topic 1.5.5 External influences <i>What would happen to a business if it fails to keep up with changes in technology?</i> <i>How does a strong or weak economy affect a business's success?</i>	The importance of external influences on business: possible responses by the business to changes in: technology, legislation, the economic climate.

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Year 11	Topic 2.1.1 Business growth (1) <i>Do all businesses aim to grow as big as possible as quickly as possible?</i>	Methods of business growth and their impact: - internal (organic) growth: new products (innovation, research and development), new markets (through changing the marketing mix or taking advantage of technology and/or expanding overseas) - external (inorganic) growth: merger, takeover.
	Topic 2.1.1 Business growth (2) <i>Can a business only grow if it makes a lot of profit?</i>	The types of business ownership for growing businesses: - public limited company (plc) Sources of finance for growing and established businesses: - internal sources: retained profit, selling assets - external sources: loan capital, share capital, including stock market flotation (public limited companies).
	Topic 2.1.2 Changes in business aims and objectives <i>When a business starts out it creates its aims and its objectives are derived from those aims. As a business evolves, does its aims and objectives stay the same?</i>	Why business aims and objectives change as businesses evolve: - in response to: market conditions, technology, performance, legislation, internal reasons. How business aims and objectives change as businesses evolve: - focus on survival or growth - entering or exiting markets - growing or reducing the workforce - increasing or decreasing product range.
	Topic 2.1.3 (1) Business and globalisation <i>Do all businesses aim to trade on the global market?</i>	The impact of globalisation on businesses: - imports: competition from overseas, buying from overseas - exports: selling to overseas markets - changing business locations - multinationals.
	Topic 2.1.3 (2) Business and globalisation	Barriers to international trade: Tariffs

	<i>How did leaving the EU affect UK businesses? Have we been able to successfully trade and compete with other countries/trading blocks?</i>	• trade blocs. How businesses compete internationally: • the use of the internet and ecommerce • changing the marketing mix to compete internationally.
	Topic 2.1.4 Ethics and business <i>Are businesses only ethical because of the pressure that society places on them?</i>	The impact of ethical considerations on businesses: • how ethical considerations influence business activity: possible trade-offs between ethics and profit • the potential impact of pressure group activity on the marketing mix
	Topic 2.1.5 The environment and business <i>Can a business be profitable while respecting the environment and being sustainable?</i>	The impact of environmental considerations on businesses: • how environmental considerations influence business activity: Possible trade-offs between the environment, sustainability and profit
	Topic 2.2.1 Product <i>Is the product the most important aspect of the marketing mix?</i>	The design mix: • function, aesthetics, cost. The product life cycle: • the phases of the product life cycle • extension strategies. The importance to a business of differentiating a product/service.
	Topic 2.2.2 Price <i>Does a high price necessarily mean a better product?</i>	Price • pricing strategies • influences on pricing strategies: technology, competition, market segments, product life cycle.
	Topic 2.2.3 Promotion <i>In order for a product to be successful does it need to have an expensive promotion strategy?</i>	Promotion: • appropriate promotion strategies for different market segments: advertising, sponsorship, product trials, special offers, branding • the use of technology in promotion: targeted advertising online, viral advertising via social media, e-newsletters.
	Topic 2.2.4 Place <i>Has selling on-line become more important than selling in stores?</i>	Place: methods of distribution: retailers and e-tailers (e-commerce).
	Topic 2.2.5 Using the marketing mix to make business decisions <i>Should all four elements of the</i>	How each element of the marketing mix can influence other elements. Using the marketing mix to build competitive advantage. How an integrated marketing mix can influence competitive advantage.

	<i>marketing mix be used equally when developing a product?</i>	
	Topic 2.3.1 Business operations (1) <i>Is flow production a cheaper type of production than batch production?</i> <i>Is the process of producing a good a more exacting one than providing a service because of the fact that people have different expectations when they pay for a service?</i>	The purpose of business operations: - to produce goods - to provide services. Production processes: - different types: job, batch, flow - the impact of different types of production process: keeping productivity up and costs down and allowing for competitive prices.
	Topic 2.3.1 Business operations (2) <i>Does the use of technology make a business more cost-effective?</i>	Impacts of technology on production: balancing cost, productivity, quality and flexibility.
	Topic 2.3.2 Working with suppliers (1) <i>Is Just in time stock control too risky?</i>	Managing stock: - interpretation of bar gate stock graphs - the use of just in time (JIT) stock control.
	Topic 2.3.2 Working with suppliers (2) <i>Is it necessary to have a positive relationship with suppliers?</i>	The role of procurement: - relationships with suppliers: quality, delivery (cost, speed, reliability), availability, cost, trust - the impact of logistics and supply decisions on: costs, reputation, customer satisfaction.
	Topic 2.3.3 Managing quality <i>Should costs be sacrificed for quality?</i>	The concept of quality and its importance in: - the production of goods and the provision of services: quality control and quality assurance - allowing a business to control costs and gain a competitive advantage
	Topic 2.3.4 The sales process <i>Does poor customer service lose a business customers?</i>	The sales process: - product knowledge, speed and efficiency of service, customer engagement, responses to customer feedback, post-sales service. - The importance to businesses of providing good customer service.
	Topic 2.4.1 Business calculations	The concept and calculation of: gross profit

	<i>Is net profit margin a better indicator of a business's success than net profit margin?</i>	• net profit Calculation and interpretation of: • gross profit margin • net profit margin • average rate of return
	Topic 2.4.2 Understanding business performance <i>Is marketing data reliable?</i> <i>Should it be used to influence business decisions?</i>	The use and interpretation of quantitative business data to support, inform and justify business decisions: • information from graphs and charts • financial data • marketing data • market data. The use and limitations of financial information in: • understanding business performance • making business decisions.
	Topic 2.5.1 Organisational structures (1) <i>Does a tall organisational structure mean that workers at the bottom of the structure feel disenchanted?</i>	Different organisational structures and when each are appropriate: • hierarchical and flat • centralised and decentralised.
	Topic 2.5.1 Organisational structures (2) <i>Is good communication necessary for workers to feel motivated and appreciated?</i>	The importance of effective communication: • the impact of insufficient or excessive communication on efficiency and motivation • barriers to effective communication
	Topic 2.5.1 Organisational structures (3) What's the difference between working part-time and working flexibly? Are zero hours contracts ethical?	Different ways of working: • part-time, full-time and flexible hours • permanent, temporary, and freelance contracts • the impact of technology on ways of working: efficiency, remote working
	Topic 2.5.2 Effective recruitment <i>Is internal recruitment more beneficial than external recruitment because you already know your employees and their strengths and weaknesses?</i>	Different job roles and responsibilities: • key job roles and their responsibilities: directors, senior managers, supervisors/team leaders, operational and support staff How businesses recruit people: • documents: person specification and job description, application form, CV • recruitment methods used to meet different business needs (internal and external recruitment).

	Topic 2.5.3 Effective training and development <i>Is on-the-job training the best way to learn how to do a job?</i>	How businesses train and develop employees: • different ways of training and developing employees: formal and informal training, self-learning, ongoing training for all employees, use of target setting and performance reviews. Why businesses train and develop employees: • the link between training, motivation and retention • retraining to use new technology
	Topic 2.5.4 Motivation <i>Is money the best motivator?</i>	The importance of motivation in the workplace: • attracting employees, retaining employees, productivity. How businesses motivate employees: • financial methods: remuneration, bonus, commission, promotion, fringe benefits • non-financial methods: job rotation, job enrichment, autonomy.