

Content coverage – Year 10	Learning outcomes
<p>Topic 1.1 Enterprise and entrepreneurship</p> <p>1.1.1 The dynamic nature of business</p>	<p>Why new business ideas come about:</p> <ul style="list-style-type: none"> • Changes in technology • Changes in what consumers want • Products and services becoming obsolete <p>How new business ideas come about:</p> <ul style="list-style-type: none"> • Original ideas • Adapting existing products/services/ideas
<p>1.1.2 Risk and reward</p>	<p>The impact of risk and reward on business activity:</p> <ul style="list-style-type: none"> • Risk: business failure, financial loss, lack of security • Reward: business success, profit, independence
<p>1.1.3 The role of business enterprise</p>	<p>The role of business enterprise and the purpose of business activity:</p> <ul style="list-style-type: none"> • To produce goods or services. • To meet customer needs. • To add value: convenience, branding, quality, design, unique selling points. <p>The role of entrepreneurship: An entrepreneur: organises resources, makes business decisions, takes risks.</p>
<p>Topic 1.2 Spotting a business opportunity</p> <p>1.2.1 Customer needs</p>	<p>Identifying and understanding customer needs:</p> <ul style="list-style-type: none"> • What customer needs are: price, quality, choice, convenience. <p>The importance of identifying and understanding customers: generating sales, business survival.</p>
<p>1.2.2 Market research</p>	<p>The purpose of market research:</p> <ul style="list-style-type: none"> • To identify and understand customer needs. • To identify gaps in the market. • To reduce risk. • To inform business decisions.

Content coverage – Year 10	Learning outcomes
1.2.2 Market research	Types of market research: <ul style="list-style-type: none"> • Methods of primary research: survey, questionnaire, focus group, observation • Methods of secondary research: Internet, market reports, government reports • The use of qualitative and quantitative market research data The role of social media in collecting market research data. The importance of the reliability of market research data.
1.2.3 Market segmentation	How businesses use market segmentation to target customers: <ul style="list-style-type: none"> • Identifying market segments: location, demographics, lifestyle, income, age • Market mapping to identify a gap in the market and the competition
1.2.4 The competitive environment	Understanding the competitive environment: <ul style="list-style-type: none"> • 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 Putting a business idea into practice 1.3.1 Business aims and objectives	What business aims and business objectives are. Business aims and objectives when starting up: <ul style="list-style-type: none"> • 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 business aims and objectives differ between businesses.
1.3.2 Business revenues, costs and profits	The concept and calculation of: <ul style="list-style-type: none"> • Revenue • Fixed and variable costs • Total costs • Profit and loss • Interest
1.3.2 Business revenues, costs and profits	Interpretation of break-even diagrams: <ul style="list-style-type: none"> • The impact of changes in revenue and costs • Break-even level of output • Margin of safety • Profit and loss

Content coverage – Year 10	Learning outcomes
1.3.3 Cash and cash-flow	<p>The importance of cash to a business:</p> <ul style="list-style-type: none"> To pay suppliers, overheads and employees. To prevent business failure (insolvency). The difference between cash and profit. <p>Calculation and interpretation of cash-flow forecasts:</p> <ul style="list-style-type: none"> Cash inflows Cash outflows Net cash-flow Opening and closing balances
1.3.4 Sources of business finance	<p>Sources of finance for a start-up or established small business:</p> <ul style="list-style-type: none"> Short-term sources: overdraft and trade credit Long-term sources: personal savings, venture capital, share capital, loans, retained profit and crowd funding
<p>Topic 1.4 Making the business effective</p> <p>1.4.1 The options for start-up and small businesses</p>	<p>The concept of limited liability:</p> <ul style="list-style-type: none"> Limited and unlimited liability. The implications for the business owner(s) of limited and unlimited liability.
1.4.1 The options for start-up and small businesses	<p>The types of business ownership for start-ups:</p> <ul style="list-style-type: none"> Sole trader, partnership, private limited company. The advantages and disadvantages of each type of business ownership. <p>The option of starting up and running a franchise operation:</p> <ul style="list-style-type: none"> The advantages and disadvantages of franchising.
1.4.2 Business location	<p>Factors influencing business location:</p> <ul style="list-style-type: none"> 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
1.4.3 The marketing mix	<p>What the marketing mix is and the importance of each element:</p> <ul style="list-style-type: none"> Price, product, promotion, place
1.4.3 The marketing mix	<p>How the elements of the marketing mix work together:</p> <ul style="list-style-type: none"> 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.

Content coverage – Year 10	Learning outcomes
1.4.4 Business plans	<p>The role and importance of a business plan:</p> <ul style="list-style-type: none"> 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 <p>The purpose of planning business activity:</p> <ul style="list-style-type: none"> The role and importance of a business plan in minimising risk and obtaining finance
<p>Topic 1.5 Understanding external influences on business</p> <p>1.5.1 Business stakeholders</p>	<p>Who business stakeholders are and their different objectives:</p> <ul style="list-style-type: none"> Shareholders (owners), employees, customers, managers, suppliers, local community, pressure groups, the government <p>Stakeholders and businesses:</p> <ul style="list-style-type: none"> How stakeholders are affected by business activity. How stakeholders impact business activity. <p>Possible conflicts between stakeholder groups.</p>
1.5.2 Technology and business	<p>Different types of technology used by business:</p> <ul style="list-style-type: none"> E-commerce Social media Digital communication Payment systems <p>How technology influences business activity in terms of:</p> <ul style="list-style-type: none"> Sales Costs <p>Marketing mix</p>
1.5.3 Legislation and business	<p>The purpose of legislation:</p> <ul style="list-style-type: none"> Principles of consumer law: quality and consumer rights Principles of employment law: recruitment, pay, discrimination, and health and safety <p>The impact of legislation on businesses:</p> <ul style="list-style-type: none"> Cost <p>Consequences of meeting and not meeting these obligations.</p>
1.5.4 The economy and business	<p>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</p>
1.5.5 External influences	<p>The importance of external influences on business: introducing the idea that some factors beyond the business can impact on the business</p> <p>Possible responses by the business to changes in: technology, legislation, the economic climate</p>

Content coverage – Year 11	Learning outcomes
<p>Topic 2.1 Growing the business</p> <p>2.1.1 Business growth</p>	<p>Methods of business growth and their impact:</p> <ul style="list-style-type: none"> • 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. <p>The types of business ownership for growing businesses:</p> <ul style="list-style-type: none"> • public limited company (plc).
<p>2.1.1 Business growth</p>	<p>Sources of finance for growing and established businesses:</p> <ul style="list-style-type: none"> • internal sources: retained profit, selling assets <p>external sources: loan capital, share capital, including stock market flotation (public limited companies).</p>
<p>2.1.2 Changes in business aims and objectives</p>	<p>Why business aims and objectives change as businesses evolve:</p> <ul style="list-style-type: none"> • in response to: market conditions, technology, performance, legislation, internal reasons. <p>How business aims and objectives change as businesses evolve:</p> <ul style="list-style-type: none"> • focus on survival or growth • entering or exiting markets • growing or reducing the workforce <p>increasing or decreasing product range.</p>

Content coverage – Year 11	Learning outcomes
2.1.3 Business and globalisation	<p>The impact of globalisation on businesses:</p> <ul style="list-style-type: none"> • imports: competition from overseas, buying from overseas • exports: selling to overseas markets • changing business locations • multinationals. <p>Barriers to international trade:</p> <ul style="list-style-type: none"> • tariffs • trade blocs. <p>How businesses compete internationally:</p> <ul style="list-style-type: none"> • the use of the internet and e-commerce <p>changing the marketing mix to compete internationally.</p>
2.1.4 Ethics, the environment and business	<p>The impact of ethical and environmental considerations on businesses:</p> <ul style="list-style-type: none"> • how ethical considerations influence business activity: possible trade-offs between ethics and profit • how environmental considerations influence business activity: possible trade-offs between the environment, sustainability and profit <p>the potential impact of pressure group activity on the marketing mix.</p>

Content coverage – Year 11	Learning outcomes
<p>Topic 2.2 Making marketing decisions</p> <p>2.2.1 Product</p>	<p>The design mix:</p> <ul style="list-style-type: none"> • function, aesthetics, cost. <p>The product life cycle:</p> <ul style="list-style-type: none"> • the phases of the product life cycle • extension strategies. <p>The importance to a business of differentiating a product/service.</p>
2.2.2 Price	<p>Price:</p> <ul style="list-style-type: none"> • pricing strategies • Influences on pricing strategies: technology, competition, market segments, product life cycle.
2.2.3 Promotion	<p>Promotion:</p> <ul style="list-style-type: none"> • 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.
2.2.4 Place	<p>Place:</p> <ul style="list-style-type: none"> • methods of distribution: retailers and e-tailers (e-commerce).
2.2.5 Using the marketing mix to make business decisions	<p>How each element of the marketing mix can influence other elements.</p> <p>Using the marketing mix to build competitive advantage.</p> <p>How an integrated marketing mix can influence competitive advantage.</p>

Content coverage – Year 11	Learning outcomes
<p>Topic 2.3 Making operational decisions</p> <p>2.3.1 Business operations</p>	<p>The purpose of business operations:</p> <ul style="list-style-type: none"> to produce goods to provide services. <p>Production processes:</p> <ul style="list-style-type: none"> different types: job, batch, flow the impact of different types of production processes: keeping productivity up and costs down and allowing for competitive prices.
<p>2.3.1 Business operations</p>	<p>Impacts of technology on production:</p> <ul style="list-style-type: none"> balancing cost, productivity, quality and flexibility.
<p>2.3.2 Working with suppliers</p>	<p>Managing stock:</p> <ul style="list-style-type: none"> interpretation of bar gate stock graphs the use of just in time (JIT) stock control. <p>The role of procurement:</p> <ul style="list-style-type: none"> relationships with suppliers: quality, delivery (cost, speed, reliability), availability, cost, trust the impact of logistics and supply decisions on: costs, reputation, customer satisfaction.
<p>2.3.3 Managing quality</p>	<p>The concept of quality and its importance in:</p> <ul style="list-style-type: none"> 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.
<p>2.3.4 The sales process</p>	<p>The sales process:</p> <ul style="list-style-type: none"> product knowledge, speed and efficiency of service, customer engagement, responses to customer feedback, post-sales service. <p>The importance to businesses of providing good customer service.</p>

Content coverage Year 11	Learning outcomes
Topic 2.4 Making financial decisions 2.4.1 Business calculations	The concept and calculation of: <ul style="list-style-type: none"> • gross profit • net profit.
2.4.1 Business calculations	Calculation and interpretation of: <ul style="list-style-type: none"> • gross profit margin • net profit margin • average rate of return.
2.4.2 Understanding business performance	The use and interpretation of quantitative business data to support, inform and justify business decisions: <ul style="list-style-type: none"> • information from graphs and charts • financial data • marketing data • market data.
2.4.2 Understanding business performance	The use and limitations of financial information in: <ul style="list-style-type: none"> • understanding business performance • making business decisions.
Topic 2.5 Making human resource decisions 2.5.1 Organisational structures	Different organisational structures and when each are appropriate: <ul style="list-style-type: none"> • hierarchical and flat • centralised and decentralised. The importance of effective communication: <ul style="list-style-type: none"> • the impact of insufficient or excessive communication on efficiency and motivation • barriers to effective communication.

2.5.1 Organisational structures	<p>Different ways of working:</p> <ul style="list-style-type: none"> • part-time, full-time and flexible hours • permanent, temporary, and freelance contracts • the impact of technology on ways of working: efficiency, remote working.
2.5.2 Effective recruitment	<p>Different job roles and responsibilities:</p> <ul style="list-style-type: none"> • key job roles and their responsibilities: directors, senior managers, supervisors/team leaders, operational and support staff.
2.5.2 Effective recruitment	<p>How businesses recruit people:</p> <ul style="list-style-type: none"> • documents: person specification and job description, application form, CV • recruitment methods used to meet different business needs (internal and external recruitment).
2.5.3 Effective training and development	<p>How businesses train and develop employees:</p> <ul style="list-style-type: none"> • 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. <p>Why businesses train and develop employees:</p> <ul style="list-style-type: none"> • the link between training, motivation and retention • retraining to use new technology.
2.5.4 Motivation	<p>The importance of motivation in the workplace:</p> <ul style="list-style-type: none"> • attracting employees, retaining employees, productivity.
2.5.4 Motivation	<p>How businesses motivate employees:</p> <ul style="list-style-type: none"> • financial methods: remuneration, bonus, commission, promotion, fringe benefits • non-financial methods: job rotation, job enrichment, autonomy.