1. Business and its environment

Weeks 1–8

企业及其环境

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	Unit test 1 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

2. Human resource management

Weeks 9–13

人力资源管理

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	Unit test 2 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

3. Marketing

Weeks 14–18

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	Unit test 3 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

4. Operations management

Weeks 19–23

运营管理

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	Unit test 4 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

5. Finance and accounting

Weeks 24–31

财务与会计

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	Unit test 5 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

6. Business and its environment (A Level)

Weeks 32–35

企业及其环境（A Level）

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	Unit test 6 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

7. Human resource management (A Level)

Weeks 36–41

人力资源管理（A Level）

They should be able to

1. explain organisational structures (**hierarchy**, **chain of command**, **span of control**, **centralisation**, **decentralisation**, **delayering**, **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	Unit test 7 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

8. Marketing (A Level)

Weeks 42–45

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	Unit test 8 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

9. Operations management (A Level)

Weeks 46–50

运营管理（A Level）

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	Unit test 9 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	

10. Finance and accounting (A Level)

Weeks 51–56

财务与会计（A Level）

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	Unit test 10 (with mark scheme)	
Homework set from the Library	Any unused exercise sheet above Holiday homework pack	