THE ABBEY SCHOOL
A BUSINESS & ENTERPRISE ACADEMY

AQA GCSE Business Studies

Year 11
Scheme of Work 2026 - 2027

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Topics by term	Year 2 Topic Overview: Operations, Finance and Influences on Businesses					
	Term 1	**Term 2**	**Term 3**	**Term 4**	**Term 5**	**Term 6**
Topics taught	Why identifying and satisfying customer is needs essential for business success? To what extent does market segmentation improve a business's ability to compete? Which type of market research (primary vs secondary) is more useful for decision-making, and why? How reliable are different methods of market research such as questionnaires, interviews, and focus groups? Why is market research crucial before launching a new product? Which pricing strategy is most effective for attracting customers and maximising profit? To what extent do external factors (e.g. competition, costs,	How does organisational structure affect communication and efficiency in a business? Which organisational structure is most appropriate for a growing business, and why? To what extent is centralisation better than decentralisation for decision-making? How does decentralisation impact employee motivation and business performance? Why is recruitment essential for business success and growth? Which method of recruitment is most effective: internal or external? How can poor selection processes negatively affect a business? Why are contracts of	Why do businesses need to raise finance, and how does this change over time? Which source of finance is most appropriate for a small start-up business, and why? To what extent is internal finance better than external finance? How should a business decide which source of finance to use? Why is cash flow more important than profit for business survival? What can businesses learn from cash flow forecasts, and how reliable are they? To what extent can poor cash flow management cause business failure? What is the difference between cash and profit, and why is this	Why are basic financial terms (revenue, costs, profit) essential for running a business? How do financial calculations help businesses make better decisions? To what extent can break-even analysis reduce risk when starting or expanding a business? What are the limitations of break-even analysis in real business situations? How useful is the average rate of return (ARR) when choosing between investments? Should businesses rely heavily on ARR when making investment decisions? Why do businesses produce financial statements? Which	**Revision Lesson from Year 10 & Year 11 topics:** What is the most important factor in determining the success of a business: finance, marketing, operations, or external influences? To what extent does effective decision-making depend on accurate financial information? How do business objectives, stakeholders, and ownership structure influence each other? Which has a greater impact on a business: internal decisions or external factors such as the economy and competition? To what extent is customer focus more important than profit in modern	Exams

	product life cycle) influence pricing decisions? How can managing a product portfolio help a business remain competitive? Which promotional method is most effective in influencing consumer behaviour in modern markets? How do businesses decide on the most appropriate promotional mix? To what extent has e-commerce and m-commerce changed how businesses promote and sell products? Why is it important for all elements of the marketing mix (product, price, place, promotion) to work together?	employment important for both businesses and employees? To what extent is motivation the key factor in improving employee productivity? Which methods of motivation are most effective in modern businesses? Why is training important for both employees and business performance? Which type of training (on-the-job vs off-the-job) is more effective, and why?	important? How can a profitable business still run out of cash? Which financial terms (e.g. revenue, costs, profit) are most important for decision-making? How do financial calculations help businesses plan for the future? To what extent should financial data drive business decisions compared to other factors?	financial statement (income statement vs statement of financial position) is more useful for decision-making, and why? How can stakeholders use financial statements to judge business performance? To what extent do financial statements give a true picture of a business's success? How important is it for managers to accurately interpret financial data? What are the risks of making decisions based only on financial information?	businesses? How do marketing decisions (product, price, promotion, place) affect overall business performance? Why do some businesses fail despite having strong ideas and good planning? To what extent should businesses prioritise growth over stability? How do human resource decisions (recruitment, training, motivation) impact productivity and success? What role does finance play in enabling businesses to survive, grow, and compete? To what extent should businesses be responsible for their environmental and ethical impact? How important is it for businesses to adapt to changes such as	

					technology, globalisation, and economic conditions?	

AQA GCSE Exam Board						
Specification o References	Big questions	**Topic area: main Items and learning objectives** **All: grades 1-3** **Most: grades 4-6** **Some: grades 7-9** **Examples**	**Outcomes**	**Key Terms/ concepts Literacy Numeracy**	**Assessment and homework tasks**	**Resources**
Term 1 3.5.1 Identifying and understanding customers 3.5.2 Segmentation 3.5.3 The purpose and methods of market research 3.5.4 The elements of the marketing mix						
Week 1	**Identifying and understanding customers**					
Topic 3.5.1	Why is understanding customer needs essential for business success? How do changing customer needs affect business decisions?	• Identify what customer needs and wants are in simple terms • Understand the difference between needs (essentials) and wants (non-essentials) • Recognise that businesses must focus on customers to be successful • Explain why customer needs change over time (e.g. trends, technology) • Explore real-life examples of businesses responding to customer needs	**All: Grades 1–3** Define needs and wants Identify basic examples (food = need, iPhone = want) Recognise that businesses must satisfy customers **Grades 4–6** Explain why businesses need to understand customers Describe reasons needs change Use simple business examples **Grades 7–9** Analyse how changing needs affect success Evaluate consequences of ignoring customers Develop chains of reasoning (cause → effect → result)	Customer Needs Wants Market Consumer behaviour Trends Customer satisfaction	**Teaching & Learning Activities** • Starter: Identify products students use daily and discuss why they buy them • Class task: Sort examples into needs vs wants • Discussion: Why do customer needs change? • Case study: Apple / McDonald's adapting to customer demands • Plenary: Students explain one impact of not understanding customers	AQA GCSE Business textbook • PowerPoint presentation (PPT) • Case study examples (Apple, McDonald's, Netflix) • Video clips (Tutor2U / Two Teachers / BBC clips) • Worksheets (needs vs wants activity)

					• Mini whiteboard quiz (needs vs wants) • Questioning during lesson **Homework:** • Write a short paragraph explaining why a business must understand customer needs • Assessment: • Multiple choice quiz + 4-mark exam question	
Weeks 2	**Segmentation**					
Topic 3.5.2 Segmentation	• What is market segmentation? • Why do businesses segment markets? • To what extent does segmentation improve competitiveness?	• Define market segmentation • Identify different types of segmentation (demographic, geographic, psychographic, behavioural) • Explain why businesses segment markets • Apply segmentation to real business examples • Evaluate whether segmentation always leads to success	**All (grades 1–3):** Define segmentation and give one example **Most (grades 4–6):** Explain two reasons why businesses use segmentation (e.g. targeting customers, increasing sales) **Some (grades 7–9):** Analyse how segmentation improves competitiveness using real business examples	Segmentation Target market Customer Demographic Geographic Psychographic Behavioural	**Teaching & Learning Activities** • Starter: Match products to target customers (e.g. toys vs luxury cars) • Class task: Identify different types of segmentation in examples • Discussion: Why do businesses not target everyone? • Case study: Nike / McDonald's / Netflix	PowerPoint (PPT), Case studies (Nike, McDonald's, Netflix)Works heets (segmentation activity) Video clips (Tutor2U / Two Teachers)

					segmentation strategies • Plenary: Explain one benefit of segmentation **Assessment and Homework** • Starter quiz: key terms (segmentation types) • Class assessment: short-answer questions + exam-style 4-mark • Homework: Choose a business and describe its target market (short paragraph) • Assessment: 6-mark question – explain why businesses use segmentation • Stretch: 9-mark question – evaluate whether segmentation always leads to success	

Week 3	**The purpose and methods of market research**					
Topic 3.5.3 The purpose and methods of market research	What is market research and why do businesses use it? Why business need to carry on market research? How market research help business grow? What are differences between primary and secondary market research? What is market gap? What business need to know their market?	• Identify what market research is in simple terms • Understand that businesses collect information about customers, competitors and demand • Recognise the difference between **primary** and **secondary research** • Explain different methods of market research (questionnaires, interviews, focus groups, internet research) • Explore how market research supports business decision-making	**All (grades 1–3):** Define market research and give one example of a method **Most (grades 4–6):** Explain two methods of market research and their purpose **Some (grades 7–9):** Analyse the usefulness of different research methods and evaluate which is most effective	Market research Primary research Secondary research Questionnaire Survey Interview Focus group Data Target market Demand Competition	**Teaching & Learning Activities** • Starter: Ask students how businesses know what customers want • Class task: Match research methods to examples (e.g. survey vs interview) • Teacher input: Explain primary vs secondary research • Group activity: Design a simple questionnaire (5 questions) • Case study: McDonald's testing new menu items / Netflix analysing user data • Plenary: Identify one advantage of market research **Assessment and Homework** • Starter quiz: key terms (primary vs secondary research) • Class assessment:	PowerPoint (PPT) Sample questionnaire Case studies (McDonald's, Netflix) Worksheets (research methods activity) Video clips (Tutor2U / Two Teachers)

					identify and explain research methods **Exam practice**: 4-mark: Explain one method of market research 6-mark: Explain why businesses use market research **Homework**: Design a questionnaire for a new product **Assessment**: multiple choice quiz • Stretch: 9-mark question – evaluate which market research method is most effective	
Week 4-6	**Marketing Mix**					
Topic 3.5.4 The elements of the marketing mix	What is the marketing mix and how do businesses use it? Why business might launch a new product in a competitive market?	• Identify the 4Ps (product, price, place, promotion) • Understand what makes a successful **product** (design, quality, branding) • Recognise different **pricing**	**All (grades 1–3):** Identify the 4Ps and define product and price	Marketing mix Product Price Branding Quality Price skimming	**Teaching & Learning Activities** • Starter: Identify popular brands and discuss why people	PowerPoint (PPT) Product examples (real or images) Case studies

	What are the four elements of the marketing mix? What features of a successful product? What is meant by branding? What are pricing strategies?	**strategies** (skimming, penetration, competitive, cost-plus) • Explain why businesses choose different pricing methods • Explore real examples of product and pricing decisions	**Most (grades 4–6):** Explain two pricing strategies and why businesses use them **Some (grades 7–9):** Analyse how pricing decisions affect demand, profit and competitiveness	Penetration pricing Competitive pricing Cost-plus	buy them • Class task: Match products to pricing strategies • Teacher input: Explain 4Ps with focus on product & price • Activity: Students design a product and choose a pricing strategy • Case study: Apple (premium pricing), supermarkets (competitive pricing) • Plenary: Explain one reason why pricing is important **Assessment and Homework** • Starter quiz: 4Ps and pricing methods • Class assessment: short-answer questions • Homework: Describe a product and explain its pricing strategy • Assessment: 4-mark + 6-mark exam question	(Apple, Tesco) Worksheets (pricing strategies) Video clips (Tutor2U / Two Teachers))

					• Stretch: 9-mark evaluation on pricing strategy	
Term 2 3.4.1 Organisational structures 3.4.2Recruitment and selection of employees 3.4.3 Motivating employees 3.4.4 Training						
Week 1-2	**Organisational structures**					
Topic 3.4.1 Organisational structures	• What is an organisational structure and why is it important? • How does structure affect communication and efficiency? • What is the difference between centralisation and decentralisation? • How does span of control impact management effectiveness? • Why do larger businesses have more complex organisational structures? • To what extent does organisational structure influence business success?	• Identify what an organisational structure is in simple terms • Understand levels of hierarchy and chain of command • Recognise different job roles and responsibilities within a business • Explain the difference between **centralised and decentralised structures** • Explore real examples of organisational structures in businesses	**All (grades 1–3):** Define organisational structure and identify one role in a business **Most (grades 4–6):** Explain how organisational structures help businesses operate efficiently **Some (grades 7–9):** Analyse how centralisation and decentralisation affect decision-making and business performance	Organisational structure Hierarchy Chain of command Span of control Centralisation Decentralisation Manager Subordinate	**Teaching & Learning Activities** • Starter: Ask students what jobs exist in a school (link to hierarchy) • Class task: Draw a simple organisational chart • Teacher input: Explain hierarchy, span of control, chain of command • Discussion: Advantages and disadvantages of centralisation vs decentralisation • Case study: Large business (e.g. Tesco) vs small business structure • Plenary: Explain one benefit of clear	PowerPoint (PPT) Organisational chart examples Case studies (Tesco, small businesses) Worksheets (structure diagrams) Video clips (Tutor2U / Two Teachers)

					organisational structure **Assessment and Homework** • Starter quiz: key terms (hierarchy, chain of command) • Class assessment: draw and label an organisational chart • Exam practice: 4-mark: Explain one feature of an organisational structure 6-mark: Explain benefits of centralisation or decentralisation • **Homework:** Describe organisational structure of a business you know (e.g. school or shop) •Assessment: multiple choice quiz • Stretch: 9mark question – evaluate whether	

					decentralisation is always better	
Weeks 2 -3	Recruitment and selection of employees					
Topic 3.4.2Recruitment and selection of employees	• Why do businesses need to recruit new employees? • What are the different methods of recruitment? • How do businesses select the right candidate? • What is the difference between internal and external recruitment? • How do recruitment decisions impact business performance? • To what extent does effective recruitment lead to business success?	• Identify why businesses need to recruit employees (growth, replacement, skills) • Understand different recruitment methods (internal and external) • Recognise selection methods (interviews, CVs, application forms, tests) • Explain how businesses choose suitable candidates • Explore the importance of selecting the right employee	**All (grades 1–3):** Define recruitment and selection and identify one method **Most (grades 4–6):** Explain two recruitment methods and why businesses use them **Some (grades 7–9):** Analyse and evaluate the effectiveness of different recruitment and selection methods on business performance	Recruitment Selection Internal recruitment External recruitment Job description Person specification CV Interview Application form	**Teaching & Learning Activities** • Starter: Discuss what makes a "good employee" • Class task: Match job roles to skills needed • Teacher input: Explain recruitment process (job description → application → interview) • Activity: Students write a simple job advert • Role play: Conduct a short interview • Case study: Large business hiring (e.g. Tesco) vs small business hiring • Plenary: Explain one reason why selecting	• PowerPoint (PPT) • Job advert examples • Sample CVs and application forms • Case studies (Tesco, small businesses) • Worksheets (recruitment process) • Video clips (Tutor2U / Two Teachers/businessbees)

					the right employee is important **Assessment and Homework** • Starter quiz: recruitment key terms • Class assessment: identify recruitment vs selection methods **Exam practice:** **4-mark**: Explain one recruitment method **6-mark**: Explain why businesses use different selection methods • **Homework:** Write a job description for a chosen role • **Assessment:** multiple choice quiz • Stretch: 9mark question –evaluate whether interviews are the best selection method	
Week 4	**Motivating employees**					

Topic 3.4.3 Motivating employees	• Why is it important for businesses to motivate employees? • What methods do businesses use to motivate staff? • What is the difference between financial and non-financial motivation? • How does motivation affect productivity and business performance? • Which motivation methods are most effective? • To what extent is motivation the key factor in improving employee performance?	• Identify why motivation is important in a business • Understand different methods of motivation (financial and non-financial) • Recognise how motivation impacts productivity and employee satisfaction • Explain how businesses choose appropriate motivation methods • Explore real-life examples of motivated and unmotivated workforces	**All (grades 1–3):** Define motivation and identify one method **Most (grades 4–6):** Explain two ways businesses can motivate employees **Some (grades 7–9):** Analyse and evaluate how motivation impacts productivity and business success	Motivation Financial motivation Non-financial motivation Wages Bonus Job enrichment Job rotation Fringe benefits Productivity	**Teaching & Learning Activities** • Starter: What motivates you to work hard in school? • Class task: Sort motivation methods into financial vs non-financial • Teacher input: Explain motivation methods with examples • Discussion: Which type of motivation is more effective? • Activity: Match motivation methods to different types of workers • Case study: Google (high employee motivation) vs low-motivation workplace • Plenary: Explain one impact of motivation on productivity **Assessment and Homework** • Starter quiz: key motivation terms • Class assessment:	PowerPoint (PPT) Case studies (Google, retail businesses) Worksheets (motivation methods) Video clips (Tutor2U / Two Teachers)

					identify and explain motivation methods • **Exam practice**: **4-mark**: Explain one method of motivating employees **9-mark**: Evaluate which method of motivation is most effective • **Homework:** Describe how a real business motivates its employees • Assessment: multiple choice quiz **For stretch** 12-Mark Exam Question (Evaluation) "Evaluate the extent to which financial methods of motivation are more effective than non-financial methods for a business."	

Week 5	Training					
Topic 3.4.4 Training	• Why do businesses train employees? • What are the different types of training? • What is the difference between on-the-job and off-the-job training? • How does training improve employee performance? • What are the costs and benefits of training? • To what extent is training essential for business success?	• Identify why training is important for businesses • Understand different types of training (on-the-job and off-the-job) • Recognise how training improves skills and productivity • Explain costs and benefits of training • Explore real-world examples of training in businesses	**All (grades 1–3):** Define training and identify one type **Most (grades 4–6):** Explain two types of training and why they are used **Some (grades 7–9):** Analyse and evaluate the impact of training on business performance and competitiveness	Training On-the-job training Off-the-job training Induction Skills Productivity Efficiency Development	**Teaching & Learning Activities** • Starter: What skills would you need for your first job? • Class task: Match jobs with training methods • Teacher input: Explain on-the-job vs off-the-job training • Activity: Students decide best training method for different businesses • Case study: Large business (e.g. Tesco training staff / apprenticeships) • Discussion: Costs vs benefits of training • Plenary: Explain one benefit of training **Assessment and Homework** • Starter quiz: key terms (training types) • Class assessment: identify and explain	PowerPoint (PPT) Case studies (Tesco, apprenticeships, retail businesses) Worksheets (training methods activity) Video clips (Tutor2U / Two Teachers)

					training methods Exam practice: **4-mark**: Explain one type of training **6-mark**: Explain why training is important to a business **Homework** • Complete the 12-mark question: "Evaluate the extent to which training always improves business performance." • OR: Write a paragraph explaining which type of training is most effective	

Term 3 3.6.1 Sources of finance 3.6.2 Cash flow	
Weeks 1 and 3	**Sources of finance**

Topic 3.6.1 Sources of finance	Week 1 • Why do businesses need finance? • What are the different types of finance? • What is the difference between internal and external finance? • How does the stage of a business affect finance choice? • To what extent does access to finance determine business success? Week 2 • What are the main sources of finance? • What is the difference between internal and external sources? • What are the advantages and disadvantages of each source? • Which source of finance is most suitable for a business? • To what extent is internal finance better than external finance? Week 3 • How do businesses choose the best source of finance?	Week 1 • Identify reasons businesses need finance (start-up, expansion, survival) • Understand internal vs external finance • Recognise short-term and long-term finance • Explore simple examples of finance sources Week 2 • Identify different sources of finance (retained profit, loans, shares, crowdfunding) • Explain internal vs external finance • Understand advantages and disadvantages of each source • Apply finance choices to business scenarios Week 3 • Understand factors affecting choice of finance	Week 1 **All (grades 1–3):** Define finance and give one example **Most (grades 4–6):** Explain two reasons why businesses need finance **Some (grades 7–9):** Analyse how different business situations require different types of finance Week 2 **All (grades 1–3):** Identify one internal and one external source **Most (grades 4–6):** Explain two sources of finance and their benefits **Some (grades 7–9):** Analyse and evaluate which sources are most appropriate in different situations Week 3	Week 1 Finance Internal finance External finance Start-up Expansion Cash flow Week 2 Retained profit Loan Overdraft Share capital Crowdfunding Debt Week 3 Interest Risk Flexibility Repayment Ownership Liability	Week 1 **Teaching & Learning Activities** • Starter: Why might a business need money? • Class task: Match reasons for finance (start-up, growth, survival) • Teacher input: Explain internal vs external finance • Activity: Identify sources of finance in case studies • Plenary: Explain one reason a business needs finance **Assessment and Homework** • Starter quiz: key terms • 4-mark: Explain one reason businesses need finance • Homework: List 3 sources of finance a business could use Week 2	PPT Case studies Exam questions (AQA) Worksheets Tutor2U videos Case studies (small business vs PLC)

	• What factors influence finance decisions (size, risk, cost)? • What are the risks of poor financial decisions? • Which sources are best for start-ups vs large businesses? • To what extent does choosing the right finance lead to business success?	(cost, risk, flexibility) • Apply finance options to different business scenarios • Evaluate advantages and disadvantages of finance sources • Develop exam skills for 9- and 12-mark questions	**All (grades 1–3):** Identify one suitable finance source for a business **Most (grades 4–6):** Explain why certain finance sources are suitable **Some (grades 7–9):** Evaluate and justify the most appropriate source using developed reasoning		**Teaching & Learning Activities** • Starter: Identify finance sources from images • Class task: Sort internal vs external finance • Teacher input: Explain each source with examples • Activity: Match businesses to suitable finance sources • Case study: Small start-up vs large business • Plenary: Which finance source is best and why? **Assessment and Homework** • Starter quiz: finance types • **6-mark**: Explain two sources of finance • Homework: Research one business and identify its finance source • Stretch: **9-mark**	

					evaluation – internal vs external finance Week 3 **Teaching & Learning Activities** • Starter: Recap finance sources • Class task: Choose best finance for different scenarios • Teacher input: Explain factors affecting decisions • Activity: Case study analysis (start-up vs expansion) • Plenary: Justify best finance option **Assessment and Homework** **9-mark**: Evaluate best finance option for a business **Homework**: Complete 12-mark question: "Evaluate the extent to which external sources of finance are more suitable than internal sources for a growing business."	

					Assessment: end-of-topic quiz	
Weeks 4 and 6	Cash flow					
Topic 3.6.2 Cash flow	Week 4 • What is cash flow and why is it important? • What is the difference between cash and profit? • Why can a profitable business still run out of cash? • How does cash flow affect business survival? • To what extent is cash more important than profit?	Week 4 • Identify what cash flow is • Understand the difference between cash and profit • Recognise why businesses need cash to survive • Explain consequences of poor cash flow	Week 4 **All (grades 1–3):** Define cash flow and profit **Most (grades 4–6):** Explain the difference between cash and profit **Some (grades 7–9):** Analyse why a profitable business may fail due to poor cash flow	Week 5 Cash flow Cash inflow Cash outflow Profit Revenue Costs	**Teaching & Learning Activities** • Starter: "Why do businesses need cash?" • Class task: Match inflows vs outflows • Teacher input: Explain cash vs profit • Activity: Scenario of business with profit but no cash • Plenary: Explain one reason cash is important **Assessment and Homework (Exam-Focused)** • **4-mark:** Explain one reason why cash flow is important to a business • **6-mark:** Explain two differences between cash and profit • **9-mark:** Evaluate	• PPT • Cash flow examples • Worksheets • Tutor2U videos • Cash flow tables • Worksheets (calculations) • Exam practice questions • Case studies • Past paper questions • Worksheets

	Week 5 • What is a cash flow forecast? • How do businesses predict inflows and outflows? • What is opening and closing balance? • How can businesses use forecasts to plan ahead? • How reliable are cash flow forecasts?	Week 5 • Identify components of a cash flow forecast • Understand inflows, outflows, opening and closing balance • Explain how forecasts help businesses plan • Interpret simple cash flow forecasts	Week 5 **All (grades 1–3):** Identify inflows and outflows **Most (grades 4–6):** Explain how a cash flow forecast works **Some (grades 7–9):** Analyse how forecasts support decision-making and identify limitations	Week 5 Cash flow forecast Opening balance Closing balance Deficit Surplus	why a profitable business might fail **Homework:** • 6-mark question + short paragraph explanation Week 5 **Teaching & Learning Activities** • Starter: Identify inflows/outflows • Teacher input: Explain forecast structure • Class task: Complete a simple cash flow table • Activity: Interpret cash flow data • Plenary: Identify if business has surplus or deficit **Assessment and Homework (Exam-Focused)** • **4-mark:** Identify and explain one part of a cash flow forecast	

	Week 6 • What causes cash flow problems? • How can businesses improve cash flow? • What are the risks of poor cash flow management? • How do businesses avoid cash flow problems? • To what extent can good cash flow management ensure success?	Week 6 • Identify causes of cash flow problems • Understand methods to improve cash flow (reduce costs, delay payments, increase sales) • Explain impact of poor cash flow • Evaluate strategies to manage cash flow	Week 6 **All (grades 1–3):** Identify one cause of cash flow problems **Most (grades 4–6):** Explain two ways businesses can improve cash flow **Some (grades 7–9):** Evaluate the effectiveness of different cash flow management strategies	Week 6 Cash shortage Liquidity Costs Revenue Overdraft	• **6-mark:** Explain how a cash flow forecast helps a business • **9-mark:** Evaluate usefulness of cash flow forecasts **Homework:** • Complete a cash flow table + 6-mark explanation Week 6 **Teaching & Learning Activities** • Starter: What happens if a business runs out of cash? • Class task: Identify causes of poor cash flow • Teacher input: Methods to improve cash flow • Activity: Case study decision-making task • Plenary: Suggest best solution for a business problem **Assessment and Homework**	

					• **6-mark:** Explain causes of poor cash flow • **9-mark:** Evaluate methods to improve cash flow • **Homework:** Complete 12-mark evaluation question: "Evaluate the extent to which effective cash flow management is more important than profit for a business." • End-of-topic quiz	
Term 4 3.6.3 Financial terms and calculations 3.6.4 Analysing the financial performance of a business						
Week 1 and 2	**Financial terms and calculations**					

Topic: 3.6.3 Financial terms and calculations	• What are the key financial terms used in business? • What is the difference between revenue, costs and profit? • What are fixed and variable costs? • Why are financial terms important for decision-making? • To what extent do financial terms help businesses measure performance?	• Identify key financial terms (revenue, costs, profit) • Understand fixed and variable costs • Recognise the difference between profit and loss • Explain how financial terms are used in business	**All (grades 1–3):** Define revenue, costs and profit **Most (grades 4–6):** Explain the difference between fixed and variable costs **Some (grades 7–9):** Analyse how financial information helps businesses make decisions	Revenue Costs Fixed costs Variable costs Total costs Profit Loss	**Teaching & Learning Activities** • Starter: Identify examples of costs (e.g. rent, wages) • Class task: Sort costs into fixed vs variable • Teacher input: Define key financial terms • Activity: Match definitions to terms • Case study: Small business identifying costs and revenue • Plenary: Explain one difference between fixed and variable costs **Assessment and Homework (Exam-Focused)** • **4-mark:** Explain one type of cost (fixed or variable) • **6-mark:** Explain the difference between revenue and profit • **9-mark:** Evaluate how useful profit is to a business	• PowerPoint (PPT) • Flashcards (key terms) • Worksheets (cost sorting) • Tutor2U / Two Teachers videos

					Homework: • Write definitions + complete short 6-mark question	
Week 3-4	**Analysing the financial performance of a business**					
Topic 3.6.4 Analysing the financial performance of a business	• What is financial performance? • How do businesses measure success using financial data? • What do profit, revenue and costs tell us about a business? • How can financial information be interpreted? • What are the limitations of financial data? • To what extent does financial performance give a true picture of success?	• Identify key financial indicators (revenue, costs, profit) • Understand how financial data is used to measure performance • Interpret simple financial information (profit, loss, trends) • Explain strengths and weaknesses of financial performance data • Evaluate how useful financial data is for decision-making	• Identify key financial indicators (revenue, costs, profit) • Understand how financial data is used to measure performance • Interpret simple financial information (profit, loss, trends) • Explain strengths and weaknesses of financial performance data • Evaluate how useful financial data is for decision-making	Financial performance Revenue Costs Profit Loss Trend Performance Data	**Teaching & Learning Activities** • **Starter:** Look at simple data (profit figures) – is the business successful? • **Class task:** Identify whether businesses are improving or declining • **Teacher input:** How to interpret financial data (profit trends, costs vs revenue) • **Activity:** Analyse a simple income statement (adapted for GCSE level) • **Discussion:** Can	• PowerPoint (PPT) • Simplified financial statements • Worksheets (data interpretation) • Case studies • Past paper questions • Tutor2U / Two Teachers videos

					profit alone show success? • **Case study:** Small business growth vs declining business • **Plenary:** One limitation of financial data **Challenge & Stretch (Grade 7–9)** • Compare two businesses using financial data and justify which is more successful • Identify trends over time (e.g. increasing profit but rising costs) • Evaluate whether profit is the best measure of performance • Introduce concept of **non-financial factors** (customer satisfaction, reputation) **Assessment and Homework (Exam-Focused Strong)**	

					Complete 2 exam style questions 4 and 12 or 6 and 9. **4-mark:** • Explain what profit shows about a business **6-mark:** • Explain how financial data can be used to measure business performance **9-mark:** • Evaluate how useful financial data is in judging business success **12-mark:** "Evaluate the extent to which financial performance is the most important way of judging business success."	
Term 5						
	Revisions lessons from Year 10 and Year 11 topics					
	Year 11 GCSE Business – Revision Programme (Exam Preparation) Overview					

- **Focus:** Exam practice + calculations + retrieval
- **Approach:** Every lesson includes **4, 6, 9, 12 mark questions**
- **Skills:**
    - Knowledge recall (AO1)
    - Application (AO2)
    - Analysis (AO3)
    - Evaluation (AO4)

Topic **1 – Finance Calculations Mastery**

Learning Focus

• Revenue, costs, profit
• Break-even
• Cash flow basics

Activities

• Starter: Quick-fire calculations
• Teacher modelling: formulas
• Practice sheet (increasing difficulty)
• Peer marking

Exam Practice

- **4-mark:** Calculate profit
- **6-mark:** Explain importance of break-even
- **9-mark:** Evaluate usefulness of break-even
- **12-mark:**

	"Evaluate the usefulness of financial calculations in helping a business make decisions." **Homework** • Full calculation worksheet + 9-mark question --- Topic **2 – Finance Interpretation & Analysis** **Focus** • Cash flow forecasts • Financial performance **Activities** • Interpret data tables • Case study analysis • Identify trends **Exam Practice** • **4-mark:** Identify inflow/outflow • **6-mark:** Explain why cash flow is important • **9-mark:** Evaluate cash flow forecasts • **12-mark:** "Evaluate whether cash flow is more important than profit for a business."

Challenge

• Compare two businesses using financial data and justify conclusions

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Topic 3 – Marketing Revision (Full 4Ps)

Focus

• Customer needs
• Segmentation
• Market research
• Marketing mix

Activities

• Retrieval quiz
• Case study: new product launch
• Group task: create marketing strategy

Exam Practice

- **4-mark:** Explain one type of segmentation
- **6-mark:** Explain importance of market research
- **9-mark:** Evaluate pricing strategy
- **12-mark:**

"Evaluate whether promotion is the most important element of the marketing mix."

Topic 4 – Human Resources

Focus

• Recruitment
• Motivation
• Training
• Organisation

Activities

• Job advert creation
• Motivation ranking task
• Case study analysis

Exam Practice

- **4-mark:** Explain one recruitment method
- **6-mark:** Explain why training is important
- **9-mark:** Evaluate motivation methods
- **12-mark:**

"Evaluate whether financial motivation is the best way to improve employee performance."

Topic 5 – External Influences

Focus

• Economic climate
• Globalisation
• Legislation
• Ethics & environment

Activities

• Case study: global business
• Debate: ethics vs profit

Exam Practice

- **4-mark:** Identify one external factor
- **6-mark:** Explain impact of inflation or interest rates
- **9-mark:** Evaluate globalisation
- **12-mark:**

"Evaluate whether external factors are more important than internal factors for business success."

Topic 6 – Exam Practice

Focus

• Full course revision pass papers
• Exam technique on individual questions

Activities

• Full paper practice
• Timed questions
• Model answer breakdown
• Peer marking using mark schemes

Exam Practice

- Mixed paper:
  - Calculations
  - Case study questions
  - 9-mark + 12-mark

12-Mark Practice

"Evaluate the key factors that determine the success of a business."

Key Exam Technique (Teach Every Lesson)

	4-mark 1 developed explanation **6-mark** Structure (Point → Because → This leads to → Therefore). 2 clear points with explanation and effect **9-mark** - Balanced argument + judgement Simple Formula (Student-Friendly) ✅ **For → Because → This leads to** ✅ **However → Alternative → Impact** ✅ **Overall → Judgement** Paragraph 1 – Argument FOR **Point:** State an advantage **Explain:** Why it matters **Develop:** Impact on business Paragraph 2 – Argument AGAINST **Point:** Give a disadvantage or alternative **Explain:** Why it matters **Develop:** Impact on business

Conclusion (Judgement)

- Decide which side is stronger
- Use **"it depends on…"**
- Justify your answer clearly

12-mark

- Developed analysis
- Contextual application
- Evaluation + conclusion

Examiner will be looking for:

- **Detailed analysis (multiple developed points)**
- **Strong application (case study context)**
- **Balanced evaluation (both sides)**
- **Clear, justified judgement**
- Synoptic thinking (linking topics)

Full Structure to Teach Students

Paragraph 1 – Argument FOR

- **Point**
- **Explain (why it matters)**
- **Develop (impact on business)**
- **Apply (to case study if given)**

Should be detailed (3–4 lines minimum)

Paragraph 2 – Argument AGAINST

- **Alternative view / disadvantage**
- **Explain**
- **Develop impact**
- **Apply to context**

Paragraph 3 – Further Analysis (Optional but high-level)

- Another factor OR deepen argument
- Compare different situations

This is what pushes into **Grade 8–9**

Conclusion (Judgement – MOST IMPORTANT)

- Start with: **Overall…**
- Decide which factor is most important
- Use **"it depends on…"**
- Justify clearly using context

Simple Formula

✅ **Point → Because → This leads to → Applied to…**
✅ **However → Alternative → Impact → Context**
✅ **Overall → It depends → Judgement (most important factor)**