

MARINA INTERNATIONAL SCHOOL

BUSINESS STUDIES SCHEME OF WORK

FORM 7 - TERM 1

WEEK	TOPIC	TOPIC DETAILS
1.1	ENTERPRISE	<ul style="list-style-type: none">• No content beyond Cambridge International AS level.
1.2	Local, National and multinational business	<ul style="list-style-type: none">• Explain the main differences between local, national and multinational business.• Explain the importance of international trading links and their impact on business activity
1.3	Multinationals	<ul style="list-style-type: none">• Explain the meaning of international Businesses• Explain the benefits and disadvantages of multinationals to a country.• Explain the possible relationships between multinationals and the state
1.4	Privatization	<ul style="list-style-type: none">• Explain the meaning of privatization and its advantages and disadvantages.
2.1	SIZE OF BUSINESS - External growth	<ul style="list-style-type: none">• Students need to know the different types of merger and takeover: horizontal, vertical (backward and forward), conglomerate, friendly merger, hostile takeover• Explain the impact of merger/takeover may or may not achieve objectives e.g. synergy• Explain the importance of joint ventures and strategic alliances as methods of external growth.
2.2	1.4 & 1.5	<ul style="list-style-type: none">• No content beyond Cambridge International AS level• No content beyond Cambridge International AS level

WEEK	TOPIC	TOPIC DETAILS
3.1	EXTERNAL INFLUENCES ON BUSINESS ACTIVITY - Political and Legal	<ul style="list-style-type: none"> • Explain how a government might use the law to seek to control: employment, conditions of work (including health and safety), minimum wage, marketing behavior, competition, location decisions, particular goods and services. • Explain how international agreement might have an impact on businesses.
3.2	Economic Constraints and Enablers	<ul style="list-style-type: none"> • Explain how the state might intervene to help business (small and large) • Explain how the state might intervene to constrains businesses (small and large) • Explain how the state might deal with market failure • Explain the key macroeconomic objectives of governments ie low unemployment, low inflation, stable exchange rates, growth, transfer of wealth • Explain how these macroeconomic objective can have an impact on business activity. • Explain how a government might place a different emphasis on macroeconomic objectives from time to time. • Explain how policy instruments can be used to achieve macroeconomic objectives e.g. monetary, fiscal and exchange rate policies. • Explain how changes in macroeconomic performance and policies may affect
4.1	Social	<ul style="list-style-type: none"> • Students need to know the impact of and issues that are associated with corporate social responsibility (CSR) eg accounting practices, paying incentives for the award of contracts, social auditing etc. • Explain why businesses need to consider the needs of the community including pressure groups
4.2	Technological	<ul style="list-style-type: none"> • Students should know the problems of technological changes on business activity; for example – the effects of e-commerce on business – the effects of information technology in business. – the implications of technology on costs, labour relations, reliability etc.
5.1	Other Businesses	<ul style="list-style-type: none"> • Explain the impact of businesses on other businesses or how businesses may rely on other businesses.

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5.2	Demographic	<ul style="list-style-type: none"> • Explain how a business might react to a given demographic change such as: <ul style="list-style-type: none"> - An ageing population - The changing role of women - Early retirement etc
5.3	Environmental	<ul style="list-style-type: none"> • Explain how environmental issues might influence business behavior; environmental issues such as pollution.
5.4	2.1 and 2.2	* No content beyond Cambridge International AS level
6.1	HUMAN RESOURCES MANAGEMENT (HRM) - Approaches to HRM	<p>Under this topic students are expected to know the following:</p> <ul style="list-style-type: none"> • The difference between 'hard' and 'soft' HRM. • Employment flexibility eg advantages and disadvantages of temporary contracts or flexible contracts eg. Zero hours contracts and part-time against full-time workers • The measurement, causes and consequences of poor employee performance. • Management by objectives (MBO) – implementation and usefulness
6.2	Labour Legislation	<ul style="list-style-type: none"> • Students should understand the need for labour legislation and the broad principles that often underlie it.
6.3	Cooperation between management and workforce	<ul style="list-style-type: none"> • Explain how cooperation between management and the workforce can be of benefit to both.
6.4	Workforce Planning	<ul style="list-style-type: none"> • Explain how cooperation between management and the workforce can be of benefit to both. • Explain the reasons for workforce planning e.g. its significance to bank managers • The role of a workforce
7.1	Role of trade unions in HRM	<ul style="list-style-type: none"> • Explain the benefits of trade unions to employers and employees of trade union involvement in the workplace including their role in collective bargaining
7.2	ORGANISATIONAL STRUCTURE - Relationship between business objectives, people and organizational structure	<ul style="list-style-type: none"> • Students need to know the purpose and attributes of an organizational structure such as flexibility, meet the needs of the business, permit growth and development

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7.3	Types of structure: functional, hierarchical (flat and narrow), matrix	<ul style="list-style-type: none"> • Explain the advantages and disadvantages of the different types of structure. • Explain why some organizations are structured by product and others by function or geographical area. • Explain the reasons and ways structures changes eg with growth or delaying
7.4	Formal and informal organizations	<ul style="list-style-type: none"> • Explain the main features of a formal structure: levels of hierarchy. Chain of command, span of control, responsibility, authority, delegation/accountability, centralized/decentralized.
8.1	Delegation and Accountability	<ul style="list-style-type: none"> • Explain the relationship between delegation and accountability. • Explain the processes of accountability in a business • Explain the advantages and disadvantages of delegation • Explain the impact of delegation on motivation
8.2	Control, authority and trust	<ul style="list-style-type: none"> • Explain the relationship between span of control and levels of hierarchy • Explain the difference between authority and responsibility. • Outline the conflicts between control and trust that might arise when delegating
8.3	Centralization	<ul style="list-style-type: none"> • Explain the advantages and disadvantages of centralization for stakeholders.
8.4	Line and staff	<ul style="list-style-type: none"> • Examples of and distinctions between line and staff management; conflict between them
9.1	BUSINESS COMMUNICATION - Purpose of communication	<ul style="list-style-type: none"> • Situations in which communication is essential, such as staff motivation, fire and safety regulations, consultative meetings etc.
9.2	2 Methods of Communication	<ul style="list-style-type: none"> • Explain the standard methods of communication such as written, verbal and visual communication. • Explain the strengths and weaknesses of the different methods of communication.

WEEK	TOPIC	TOPIC DETAILS
9.3	Channels of communication	<ul style="list-style-type: none"> • Explain how communication works within an organization. • Explain the difference between one-and two-way communication; difference between vertical and horizontal communication. • Outline the problems associated with different channels of communication.
9.4	Barriers to communication & The role of management in facilitating communication	<ul style="list-style-type: none"> • Discuss the different barriers to communication; attitudes, perceptions, noise, language, inappropriate medium etc. • Explain the role of informal communications within a business • Outline the different ways in which communication can influence the efficiency of a business. • Outline the various ways of improving communication in a given situation.
10.1	3.1, 3.2 & 3.3	<ul style="list-style-type: none"> • No Content Beyond AS level
10.2	MARKETING PLANNING	<ul style="list-style-type: none"> • Student must understand the definition and key content of a typical marketing plan
10.3	Elasticity	<ul style="list-style-type: none"> • Explain the meaning of income elasticity, promotional elasticity, cross elasticity; students should understand the usefulness of the concept of elasticity in its various forms.
10.4	Product development	<ul style="list-style-type: none"> • Explain product development as a process from original conception to launch and beyond • Sources of new ideas for product development • The importance of Research and Development
11.1	Forecasting	<ul style="list-style-type: none"> • Explain the need to forecast marketing data; how useful it is to the production department, marketing department, human resources and finance. • Calculation and use of moving average method of forecast sales
11.2	Coordinated Marketing Mix	<ul style="list-style-type: none"> • Explain the need for and development of a coordinated marketing mix • Outline the development of marketing strategies that are focused towards achieving specific marketing objectives.

WEEK	TOPIC	TOPIC DETAILS
11.3	GLOBALISATION AND INTERNATIONAL MARKETING - Globalization	<ul style="list-style-type: none"> • Explain economic globalization within the context of the broader concept of globalization. • Explain the implications for marketing of increased globalization and economic collaboration eg BRICS
11.4	Strategies for International marketing	<ul style="list-style-type: none"> • Explain the importance of international marketing for a specific business/situation. • International markets; identification, selection and entry. • Explain whether a business in a given situation should develop an international market through pan-globes marketing or maintain local differences. • Choosing a strategy, in a given situation, to develop a global market. • Outline the main factors influencing the method of entry into international markets.
12.1	THE NATURE OF OPERATIONS	<ul style="list-style-type: none"> • No content beyond AS Level
12.2	OPERATIONS PLANNING - Enterprise resource planning (ERP)	<ul style="list-style-type: none"> • Students should know the main features of an ERP programme such as; a single-database program, supply only according to demand etc. • Explain how ERP can improve a business' efficiency in relation to: inventory control, costing and pricing, capacity utilization, responses to change, management
12.3	INVENTORY MANAGEMENT	<ul style="list-style-type: none"> • No content beyond AS level
12.4	CAPACITY UTILISATION - Measurement and significance of capacity	<ul style="list-style-type: none"> • How capacity utilization can be measured • Students should know the implications of operating under or over maximum capacity
13.1	Increasing capacity utilization	<ul style="list-style-type: none"> • Explain the various factors to be considered in choosing methods of improving capacity utilization (e.g through rationalization, sub-contracting etc)
13.2	Outsourcing	<ul style="list-style-type: none"> • Discuss the main benefits of outsourcing in a given situation, such as reduction and control of operating costs, increased flexibility, improved company focused etc
13.3	LEAN PRODUCTION AND QUALITY MANAGEMENT - Lean production	<ul style="list-style-type: none"> • Students should understand the meaning of lean production and how it links to inventory control, quality, employee's roles, capacity management and efficiency.

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13.4	Kaizen	<ul style="list-style-type: none">• Students should understand that 'kaizen' is a Japanese term meaning 'continuous improvement in the context of lean production.
14.1	REVISION	Revision
15.1	EXAMS	Exams

BUSINESS STUDIES SCHEME OF WORK

FORM 7 - TERM 2

WEEK	TOPIC	TOPIC DETAILS
1.1	Just in Time (JIT)	<ul style="list-style-type: none">• Explain the meaning of JIT in the context of lean production• Explain the implications and justification of adopting of JIT approach.
1.2	Quality control and assurance	<ul style="list-style-type: none">• Explain quality in terms of what the customer demands• Explain the importance of quality assurance• Outline the different quality control; inspection, testing, random in quality control.• Explain the link between quality and training.
1.3	Total quality management	<ul style="list-style-type: none">• Explain the aims and effectiveness of TQM
1.4	Benchmarking	<ul style="list-style-type: none">• Explain the potential of kaizen in TQM• Explain the meaning of benchmarking and its importance in quality control
2.1	PROJECT MANAGEMENT - The need for projects and project management	<ul style="list-style-type: none">• Explain projects as a response to the need for change; as specific tasks with a start and end date.• Explain the main reasons and impact of project failure.
2.2	Network Diagrams	<ul style="list-style-type: none">• Illustrate the main elements of a network diagram; activities, dummy activities, nodes.• Students should know how to construct a network diagram from a given data.

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2.3	Critical path Analysis (CPA)	<ul style="list-style-type: none"> • Students should know how to find the minimum project duration and the critical path. • Students should know how to calculate total and free float. • Explain the interpretation of the results of the analysis of a network. • Explain how minimum duration and floats might be used in project management. • Explain CPA as a management tool
2.4	5.1 AND 5.2	* No content beyond AS level
3.1	COSTS - Approaches to costing: full, contribution	<p>Students are supposed to understand the following:</p> <ul style="list-style-type: none"> • Differences between full and contribution costing • Uses and limitations of the full costing methods • The nature of the technique of contribution costing • The difference between contribution and profit • Limitations of contribution costing • Situations in which contribution costing would be and would not be used
3.2	Solutions to costing problems	<ul style="list-style-type: none"> • Solution of numerical problems involving costing methods • Using contribution costing to help with “accept/reject” order decisions.
3.3	5.4 and 5.5	• No content beyond AS level
4.1	BUDGET - The purpose of budget	<ul style="list-style-type: none"> • Students should know how budgets could be used to measure performance • Explain the advantages and disadvantages of using budgets • Explain how budgets might be produced • Explain the use of flexible budgets and zero budgeting • Explain the purposes of budgets for allocating resources, controlling and monitoring of a business • Explain the role of budget in appraising businesses.

WEEK	TOPIC	TOPIC DETAILS
4.2	Variances: Adverse and favorable	<ul style="list-style-type: none"> • Explain the meaning of variances • Calculation and interpretation of variances
5.1	CONTENTS OF PUBLISHED ACCOUNTS - The income statement	<ul style="list-style-type: none"> • Students should know how to amend an income statement from a given data • Explain the impact on the income statement of a given change
5.2	The statement of financial position	<ul style="list-style-type: none"> • Explain the amendment of a statement of financial position from given data • Explain the relationship between items in the income statement and the statement of financial position • Explain the impact on the statement of financial position of a given change in valuing non-current assets or inventories.
5.3	Inventory valuation	<ul style="list-style-type: none"> • Outline the difficulties of valuing inventory • Explain the net realizable value method
5.4	Depreciation	<ul style="list-style-type: none"> • Explain the role of depreciation in the accounts • Explain the impact of depreciation (straight line method only) on the statement of financial position and the income statement.
6.1	ANALYSIS OF PUBLISHED ACCOUNTS - Profitability ratio	<ul style="list-style-type: none"> • Students should know how to calculate and interpret ROCE
6.2	Financial efficiency ratios	<ul style="list-style-type: none"> • Inventory turnover, days sales in receivables
6.3	Gearing ratio	<ul style="list-style-type: none"> • Students should know all the usual definitions of gearing ratio and how it can be calculated and interpreted.
6.4	Investors ratios & Practical use of ratio analysis	<ul style="list-style-type: none"> • Students should understand dividend yield, dividend cover, price/earnings ratio • Students should understand how each of these ratios is used • Explain reasons for the results obtained • Outline strategies that businesses might adopt to improve ratio results • Comparisons of ratios results between businesses • Outline the limitations of these accounting ratios

WEEK	TOPIC	TOPIC DETAILS
7.1	INVESTMENT APPRAISAL - The concept of investment appraisal	<ul style="list-style-type: none"> • Outline the need for investment appraisal • Explain the significance of risk in investment decisions
7.2	Basic Methods: Payback, accounting rate of return (ARR)	<ul style="list-style-type: none"> • Students should be able to calculate and interpret payback and ARR
7.3	3 Discounted cash flow methods: Discounted payback, net present value (NPV) and IRR	<ul style="list-style-type: none"> • Students must understand the meaning, calculation and interpretation of discounted payback and NPV • Explain the meaning of IRR only
7.4	Qualitative factors in investment appraisal	<ul style="list-style-type: none"> • Outline the qualitative factors that might influence an investment decision in a given situation. • Comparison of the investment appraisal methods, including their limitations
8.1	WHAT IS STRATEGIC MANAGEMENT? -Understand what strategic management is	<ul style="list-style-type: none"> • Students need to know the meaning of corporate strategy; a long- term plan of action for the whole organization. • The difference between tactics and strategic management explained. • Explain the need for strategic management; for example it helps to know where the business is at the moment and where it is going. • Explain how business strategy determine organizational structure. • Explain how business strategy determines competitive advantage in an increasingly competitive world
8.2	STRATEGIC ANALYSIS - SWOT Analysis	<ul style="list-style-type: none"> • Students should understand and interpret SWOT (S = strengths, W = weaknesses, O = opportunities and T = threats) • Explain how the outcome of a SWOT analysis could be developed into strategic objectives.
8.3	PEST or external environment analysis	<ul style="list-style-type: none"> • Students should understand and interpret PEST (P = political, E = economic, S = social, T = technological) analysis in a given situation.
9.1	Business vision/mission statement and objectives	<ul style="list-style-type: none"> • Students should be able to evaluate the role of business vision/mission statements and objectives in strategic analysis
9.2	Boston Matrix	<ul style="list-style-type: none"> • Student should understand and interpret Boston Matrix analysis on the product portfolio of a business.

WEEK	TOPIC	TOPIC DETAILS
9.3	Porter's five forces	<ul style="list-style-type: none"> • Explain the use of Porter's five forces analysis as a framework for business strategy
9.4	core competencies	<ul style="list-style-type: none"> • Explain the use of Prahalad and Hamel's core competencies analysis as a framework for business strategy.
10.1	STRATEGIC CHOICE - The Ansoff Matrix	<ul style="list-style-type: none"> • Students should understand the Ansoff Matrix and how it analyses the link between business strategy and risk.
10.2	Force Field Analysis	<ul style="list-style-type: none"> • Students should understand the use of simple Force Field Analysis as a means of making strategic choices
10.3	Decision trees	<ul style="list-style-type: none"> • Students should understand how to construct simple decision tree diagrams from a given information. • Students should be able to calculate the expected monetary values from decision trees and know how to use the results to assist management select the most appropriate strategy. • Explain the usefulness of decision trees including an assessment of the accuracy of the data they contain.
11.1	STRATEGIC IMPLEMENTATION - Business plans	<ul style="list-style-type: none"> • Students need to know the key elements of business plans; such as description of the business opportunity, management team and personnel etc • Outline the value of business plans for large and small, established and start-up businesses • Explain the key elements and purpose of corporate plans.
11.2	Corporate culture and strategic implementation	<ul style="list-style-type: none"> • Explain the meaning of corporate culture: a methodical plan containing details of the organisation's central objective. • Outline the different types of corporate culture such as power, entrepreneurial and task culture. • Explain the importance of corporate culture in strategic implementation in a given situation.
11.3	Developing a change culture	<ul style="list-style-type: none"> • Explain the importance of developing a change culture to allow effective implementations of new strategies. • Explain the importance of leading and managing change

WEEK	TOPIC	TOPIC DETAILS
11.4	Managing and controlling strategic change & Contingency Planning and crisis management	<ul style="list-style-type: none"> • Explain the importance of leading and managing change • Outline the techniques required to implement and manage change successfully. • Explain how strategies could be developed to manage change in a given situation. • Explain the importance of contingency planning and crisis management.
12.1	EXAMS	Exams

BUSINESS STUDIES SCHEME OF WORK

FORM 7 - TERM 3

WEEK	TOPIC	TOPIC DETAILS
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