

Topic	Key knowledge/skills	Self Assessment		
		Red	Amber	Green
1.1.1 The dynamic nature of business	Why new business ideas come about: - changes in technology - changes in what consumers want - products and services becoming obsolete. How new business ideas come about: - original ideas - adapting existing products/services/ideas			
1.1.2 Risk and reward	The impact of risk and reward on business activity: - risk: business failure, financial loss, lack of security - Reward: business success, profit, independence			
1.1.3 The role of business enterprise	The role of business enterprise and the purpose of business activity: - to produce goods or services - to meet customer needs - to add value: convenience, branding, quality, design, unique selling points. The role of entrepreneurship: - an entrepreneur: organises resources, makes business decisions, takes risks.			
1.2.1 Customer needs	Identifying and understanding customer needs: - what customer needs are: price, quality, choice, convenience - the importance of identifying and understanding customers: generating sales, business survival.			
1.2.2 Market research	The purpose of market research: - to identify and understand customer needs - to identify gaps in the market - to reduce risk - to inform business decisions. Methods of market research: - primary research: survey, questionnaire, focus group, observation - secondary research: internet, market reports, government reports. The use of data in market research: - qualitative and quantitative data - the role of social media in collecting market research data - the importance of the reliability of market research data.			
1.2.3 Market segmentation	How businesses use market segmentation to target customers: - identifying market segments: location, demographics, lifestyle, income, age - market mapping to identify a gap in the market and the competition.			
1.2.4 The competitive environment	Understanding the competitive environment: - strengths and weaknesses of competitors based on: price, quality, location, product range and customer service - the impact of competition on business decision making			

1.3.1 Business aims and objectives	What business aims and business objectives are. Business aims and objectives when starting up: - financial aims and objectives: survival, profit, sales, market share, financial security - non-financial aims and objectives: social objectives, personal satisfaction, challenge, independence and control. Why aims and objectives differ between businesses.			
1.3.2 Business revenues, costs and profits	The concept and calculation of: - revenue - fixed and variable costs and total costs - profit and loss - interest			
1.3.2 Breakeven	The concept and calculation of: - break even level of output (BEQ) - margin of safety. Interpretation of break even diagrams: - the impact of changes in revenue and costs - break even level of output - margin of safety - profit and loss.			
1.3.3 Cash and cash flow	The importance of cash to a business: - to pay suppliers, overheads and employees - to prevent business failure (insolvency) - the difference between cash and profit. Calculation and interpretation of cash-flow forecasts: - cash inflows - cash outflows - net cash flow - opening and closing balances.			
1.3.4 Sources of business finance	Sources of finance for a start-up or established small business: - short-term sources: overdraft and trade credit - long-term sources: personal savings, venture capital, share capital, loans, retained profit and crowd funding.			
1.4.1 The options for start-up and small businesses	The concept of limited liability: - limited and unlimited liability - the implications for the business owner(s) of limited and unlimited liability. The types of business ownership for start-ups: - sole trader, partnership, private limited company - the advantages and disadvantages of each type of business ownership. The option of starting up and running a franchise operation: the advantages and disadvantages of franchising.			
1.4.2 Business location	Factors influencing business location: - proximity to: market, labour, materials and competitors - nature of the business activity - the impact of the internet on location decisions: - e-commerce and/or fixed premises.			
1.4.3 The marketing mix	What the marketing mix is and the importance of each element: price, product, promotion, place. How the elements of the marketing mix work together:			

	- balancing the marketing mix based on the competitive environment - the impact of changing consumer needs on the marketing mix - the impact of technology on the marketing mix: e-commerce, digital communication.			
1.4.4 Business plans	The role and importance of a business plan: - to identify: the business idea; business aims and objectives; target market (market research); forecast revenue, cost and profit; cash-flow forecast; sources of finance; location; marketing mix. The purpose of planning business activity: - the role and importance of a business plan in minimising risk and obtaining finance.			
1.5.1 Business stakeholders	Who business stakeholders are and their different objectives: - shareholders (owners), employees, customers, managers, suppliers, local community, pressure groups, the government. Stakeholders and businesses: - how stakeholders are affected by business activity - how stakeholders impact business activity - possible conflicts between stakeholder groups.			
1.5.2 Technology and business	- Different types of technology used by business: e-commerce; social media; digital communication; payment systems. - How technology influences business activity in terms of: sales; costs; and marketing mix.			
1.5.3 Legislation and business	The purpose of legislation: - principles of consumer law: quality and consumer rights - principles of employment law: recruitment, pay, discrimination and health and safety. The impact of legislation on businesses: - cost - consequences of meeting and not meeting these obligations.			
1.5.4 The economy and business	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.			
1.5.5 External influences	Who business stakeholders are and their different objectives: - shareholders (owners), employees, customers, managers, suppliers, local community, pressure groups, the government. Stakeholders and businesses: - how stakeholders are affected by business activity - how stakeholders impact business activity - possible conflicts between stakeholder groups.			

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2.1.2 Changes in business aims and objectives	Why business aims and objectives change as businesses evolve: in response to: market conditions, technology, performance, legislation, internal reasons. How business aims and objectives change as businesses evolve: - focus on survival or growth - entering or exiting markets - growing or reducing the workforce - increasing or decreasing product range.			
2.1.3 Business and globalisation	The impact of globalisation on businesses: - imports: competition from overseas, buying from overseas - exports: selling to overseas markets - changing business locations - multinationals. Barriers to international trade: - tariffs - trade blocs. How businesses compete internationally: - the use of the internet and e-commerce - changing the marketing mix to compete internationally.			
2.1.4 Ethics, the environment and business	The impact of ethical and environmental considerations on businesses: - 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 - the potential impact of pressure group activity on the marketing mix.			

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2.2.1 Product	The design mix: function, aesthetics, cost The product life cycle: - the phases of the product life cycle - extension strategies. The importance to a business of differentiating a product/service.			
2.2.2 Price	- pricing strategies - influences on pricing strategies: technology, competition, market segments, product life cycle.			
2.2.3 Promotion	- appropriate promotion strategies for different market segments: advertising, sponsorship, product trials, special offers, branding - the use of technology in promotion: targeted advertising online, viral advertising via social media, e-newsletters.			
2.2.4 Place	Place: methods of distribution:			

	- retailers and - e-tailers (e-commerce).			
2.2.5 Using the marketing mix to make business decisions	How each element of the marketing mix can influence other elements. Using the marketing mix to build competitive advantage. How an integrated marketing mix can influence competitive advantage.			
2.3.1 Business operations	The purpose of business operations: - to produce goods - to provide services. Production processes: different types: job, batch, flow the impact of different types of production process: keeping productivity up and costs down and allowing for competitive prices. Impacts of technology on production: balancing cost, productivity, quality and flexibility.			
2.3.2 Working with suppliers	Managing stock: - interpretation of bar code stock graphs - the use of just in time (JIT) stock control. The role of procurement: relationships with suppliers: quality, delivery (cost, speed, reliability), availability, cost, trust the impact of logistics and supply decisions on: costs, reputation, customer satisfaction.			
2.3.3 Managing quality	The concept of quality and its importance in: - the production of goods and the provision of services: quality control and quality assurance - allowing a business to control costs and gain a competitive advantage.			
2.3.4 The sales process	The sales process: product knowledge, speed and efficiency of service, customer engagement, responses to customer feedback, post-sales service. The importance to businesses of providing good customer service			
2.4.1 Business calculations	The concept and calculation of: - gross profit - net profit Calculation and interpretation of: - 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: information from graphs and charts - financial data - marketing data - market data. The use and limitations of financial information in: - understanding business performance - making business decisions.			
2.5.1 Making human resource decisions	Different organisational structures and when each are appropriate: - hierarchical and flat - centralised and decentralised. The importance of effective communication: - the impact of insufficient or excessive communication on efficiency and motivation - barriers to effective communication.			

	Different ways of working: • part-time, full-time and flexible hours • permanent, temporary, and freelance contracts • the impact of technology on ways of working: efficiency, remote working.			
2.5.2 Effective recruitment	Different job roles and responsibilities: • key job roles and their responsibilities: directors, senior managers, supervisors/team leaders, operational and support staff. How businesses recruit people: • documents: person specification and job description, application form, CV • recruitment methods used to meet different business needs (internal and external recruitment).			
2.5.3 Effective training and development	How businesses train and develop employees: • different ways of training and developing employees: formal and informal training, self-learning, ongoing training for all employees, use of target setting and performance reviews. Why businesses train and develop employees: • the link between training, motivation and retention • retraining to use new technology.			
2.5.4 Motivation	The importance of motivation in the workplace: attracting employees, retaining employees, productivity. How businesses motivate employees: • financial methods: remuneration, bonus, commission, promotion, fringe benefits • non-financial methods: job rotation, job enrichment, autonomy.			