

Golden Threads

To build upon the knowledge and skills developed in Year 12 and explore influences on business strategy and decision making. Students also explore business activities in a global context, again linking back to Year 12 content.

Enrichment

Project C and Project A* to help secure target grades.

Review and Evaluation

Summer 2026

	Topics & Substantive Knowledge	Disciplinary Knowledge	Assessment	Misconceptions	Key Vocabulary	Knowledge Tracking
Term 1	3.2 Business Growth <ul style="list-style-type: none"> Growth Mergers and takeovers Organic Growth Reasons for staying small <p>Objectives of growth – economies of scale, market power, market share and brand recognition & increased profitability Problems arising from growth Mergers and takeovers – reasons for, distinction between, problems with Distinction between organic and inorganic growth, advantages & disadvantages of each</p>	Business Growth Appreciate when different types of business growth strategy are appropriate and to be able to argue with good chains of reasoning	Assessment 3.2 Business Growth Key words and mix of exam-style questions	That growth is always a good thing and that sometimes it benefits a business to not grow and refocus on core activities	Average cost Economies of scale Diseconomies of scale Overtrading Inorganic and organic growth Market dominance Takeover Synergy Vertical integration (backward and forward) Horizontal integration Merger M-commerce and E-Commerce	Link forwards 4.2 Global markets and business expansion
	4.2 Global markets and business expansion <ul style="list-style-type: none"> Conditions that prompt trade Assessment of a country as a market Assessment of a country as a production location Reasons for global mergers or joint ventures Global competitiveness <p>Push and pull factors Off-shoring and outsourcing Extending the product life cycle Factors to consider when assessing a market Reasons for global mergers - Spreading risk over different countries, new markets, acquiring brand names, securing resources Global competitiveness – exchange rates, competitive advantage, skill shortages</p>	Global markets Assess the impact that the increase in global markets have on businesses and the decisions they need to make with regards entering markets, production location, supply chains and how they increase their global competitiveness	Assessment 4.1 Globalisation Key words and mix of exam-style questions	That low cost labour countries are always the best place to locate production. Often, more local, high quality locations can be advantageous. The level of complexity and difficulty with regards standards, language, culture when entering a new geographical market	Pull & push factors Outsourcing Saturated market Disposable income Multinational Generic products Joint venture Capital productivity Depreciation	Link backwards 1.3 marketing mix & strategy (PLC) 3.2 Business Growth 2.5.1 Economic influence



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Term 2	<p>3.3 Decision-making techniques</p> <ul style="list-style-type: none"> Quantitative Sales forecasting Investment appraisal Decision Trees Critical Path Analysis <p>Calculation of time-series analysis Interpretation of scatter graphs and line of best fit Investment appraisal – payback, Accounting rate of return, Discounted cash flow. Decision trees – construct and interpret Critical path – EST,LFT, total float</p>	<p>Decision-making techniques To be able to calculate a range of investment appraisal techniques and use these figures to evaluate potential investment projects. Use of CPA to analyse the management of a project.</p>	<p>Assessment 3.3 Decision-making techniques Key words and mix of exam-style questions</p>	<p>The calculation of the different investment appraisal methods The need to use qualitative as well as quantitative factors. Calculation of EST and LFTs.</p>	<p>Moving average Extrapolation Correlation Cumulative cash-flow Present values Short-termism Tactical decisions Actual values Node Probability Float time Network analysis</p>	
	<p>4.3 Global Marketing</p> <ul style="list-style-type: none"> Marketing Niche markets Cultural/social factors <p>Global marketing strategy and glocalisation Marketing approaches – domestic/ethnocentric, mixed/geocentric, international/polycentric Cultural diversity Global niche markets and appropriate marketing strategies</p>	<p>Global marketing Understand and apply to context the different marketing strategies. Appreciate the benefits of targeting niche markets.</p>	<p>Assessment 4.2 Global markets and business expansion Key words and mix of exam-style questions</p> <p>Assessment 4.3 Global Marketing Key words and mix of exam-style questions</p>	<p>The importance of truly understanding cultural factors when launching a product in a different geographical market.</p>	<p>Ethnocentric Polycentric Niche markets Aspirational pricing Cultural diversity Culture Geocentric</p>	<p>Link backwards 3.1.2 Corporate strategies (Ansoff)</p>



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Term 3	<p>3.4 Influences on Business Decisions</p> <ul style="list-style-type: none"> Corporate influences Corporate culture Shareholders versus stakeholders Business ethics <p>Short-termism versus long-termism Strong and weak cultures Classification of company cultures Different stakeholder objectives and the conflicts Trade-off between ethics and profits</p>	<p>Influences on business decisions Examine, in context, the influences on businesses of short/long termism and corporate culture. Analyse the importance of ethics for a business and develop strategy appropriately</p>	<p>Y13 internal Exams On all topics covered to date Full Paper 2</p>	<p>That there doesn't need to be a choice between profits and ethics – you can have both.</p> <p>The importance of culture and the difficulty of successfully changing culture</p>	<p>Corporate influences Evidence decision-making Big data Short and long-termism Corporate culture Different cultures – person, power, role and task. Stakeholders Pressure groups Ethics Corporate Social Responsibilities</p>	
	<p>4.4 Global industries and companies</p> <ul style="list-style-type: none"> The impact of MNCs Ethics Controlling MNCs <p>Impact of MNCs on the local economy – labour, wages, local businesses and local community & environment The importance of considering ethics – pay & working conditions, environment, supply chain & marketing considerations Factors to consider in controlling MNCs</p>	<p>Global industries and companies To consider the growth of MNCs and how they need to consider ethics when achieving their objectives and the need to put it in context.</p>	<p>Y13 internal Exams On all topics covered to date Full Paper 1</p>	<p>The complexity of controlling MNCs and the need for strong corporate social responsibility</p>	<p>Skills transfer Tax avoidance Transfer pricing Ethics</p>	<p>Link backwards 3.4 influences on business decisions – business ethics</p>



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Term 4	<p>3.5 Assessing Competitiveness</p> <ul style="list-style-type: none"> • Interpretation of financial statements • Ratio Analysis • Human resources <p>Statement of comprehensive income (profit & loss) Statement of financial position (balance sheet) Calculate gearing ratio & ROCE Interpret ratios Calculate and interpret labour productivity, labour turnover & retention and absenteeism Ways to increase productivity and reduce turnover and absenteeism.</p>	<p>Assessing competitiveness Calculate and interpret a range of ratios and financial statements and HR figures</p>	<p>Assessment 3.4 Influences of business decisions Key words and mix of exam-style questions</p>	<p>Understanding of the meaning of gearing ratio and ROCE</p>	<p>Cost of sales Dividends Gross profit Liability Liquidity Operating profit Revenue Current & acid test ratio Gearing ratio and ROCE Labour productivity Labour turnover</p>	<p>Link backwards 2.3 Managing finance</p>
	<p>3.6 Managing Change</p> <ul style="list-style-type: none"> • Causes and effects of change • Key factors in change • Scenario planning <p>How businesses manage with change and its effect on competitiveness, productivity, financial performance and stakeholders. What will effect business change The importance of scenario planning and planning for risk mitigation</p>	<p>Managing Change To explain the importance of effectively managing change and scenario planning</p>	<p>Assessment 4.4 Global industries and companies Key words and mix of exam-style questions</p>	<p>The importance of scenario planning and the difficulty that businesses have when faced with changing conditions</p>	<p>Downsizing PESTLE Disruptive change Incremental change</p>	<p>Link backwards 2.5 External influences</p>



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Term 5	<p>Final Revision of all topic areas Detailed Paper 3 revision</p> <p>Link to paper 3 and the published case study. Students to use the Y13 revision Olympics Revision of all Year 12 and 13 work Exam skills to practices in class: 2,4,8,10,12,20 markers. Application, Analysis and evaluation skills</p>	Exam skills	<p>Mock Paper 3 60 minute mock paper 3</p> <p>Mock Paper 1 & 2 Past paper questions</p>	<p>Exam skills misconceptions</p> <p>Application: How many times do you need to show context – needs to be embedded throughout.</p> <p>Evaluation: Use of MOPS in 20 marker conclusions and use of aspects of AJIMSS in all conclusions.</p>	Exam skill trigger words	All content