

Walthamstow Academy – Business & Enterprise Curriculum Journey



Our Curriculum Intent

Our Business and Enterprise curriculum gives **all of our students** an **understanding** and **insight** into the world of work, specifically the ways in which businesses are established, run and how they benefit society. Our curriculum makes our students **think independently** and **curiously** about the way the world works: its economies, its people, and its ethics. We provide our students with opportunities to **analyse** existing businesses, **develop** their enterprise skills and creativity, **apply** their mathematical knowledge and grow and **develop into young adults** who appreciate how financial and business markets work.

- Investigation of existing businesses
- Case studies and scenarios
- Research into existing businesses
- Analysis and evaluation of financial data
- Business design

In sequencing our curriculum, we aim to introduce new content and business theory alongside developing the complexity within topics the students study. For example, students in Year 10 are taught the basics of business ownerships, such as the difference between sole traders and limited companies. In year 11, students apply this knowledge to real life scenarios in order to evaluate the strengths and limitations of these different types of business model. By the time they are studying business in the sixth form, students make reasoned judgements on the financial and legal implications of setting up or developing these business models in different aspects of the real business world. The business curriculum is sequenced to enable students to learn new content in small steps and then apply their learning to various scenarios, hopefully creating the entrepreneurs and business leaders of the future.

KS4

At Key Stage 4 we methodically sequence the curriculum in order to ensure that students develop their knowledge and understanding of the business world and core business analysis tools. This then enables students to approach business studies in greater depth and more complexity in year 11, when they consider the ethical and moral considerations that establish businesses have to make and also use reasoned judgements to evaluate these decisions.

We start the Key Stage with introducing the fundamentals of business, such as ownership, finance and marketing in order to establish a core business knowledge that students can then draw upon and develop over the course of their studies.

From the beginning of year 10, students develop their research and analysis skills in investigating local businesses. This local focus gives them confidence, and a full contextual understanding of business fundamentals and this then enables them to then analyse national and international business with confidence later in the Key Stage.

Key Stage 4 introduces the business curriculum to students, building on their studies within various disciplines across Key Stage 3: their numerical skills from maths lessons, their literacy skills from English, their presentation skills from drama, their investigation skills from geography and their analysis of source material from history. Although the content of the business curriculum is new to our students, the vast majority of skills they need to access the curriculum have been established and developed in Key Stage 3.

Term	Curriculum Content	Assessment(s) (assessment title, duration and approx date)	Extra-Curricular Options (Places to visit; wider reading; clubs to join)
<p>Year 10 Curriculum Overview: Theme 1 concentrates on the key business concepts, issues and skills involved in starting and running a small business. Students will be provided a framework to explore core concepts through the lens of an entrepreneur setting up a business. In this theme, Year 10s will be introduced to local and national business contexts and will develop an understanding of how these contexts impact business behaviour and decisions. Local contexts refer specifically to small businesses or those operating in a single UK location and national contexts relate to businesses operating in more than one location or across the UK. The Year 10s must develop an understanding of the interdependent nature of business activity through interactions between business operations, finance, marketing and human resources, as well as the relationship between the business and the environment in which it operates. The students must understand how these interdependencies and relationships underpin business decisions.</p>			
<p>Year 10 HT1</p>	<p>Unit Title: 1.1 Enterprise and entrepreneurship Students will learn about: Enterprise and entrepreneurship – students are introduced to the dynamic nature of business in relation to how and why business ideas come about. They also explore the impact of risk and reward on business activity and the role of entrepreneurship.</p> <ul style="list-style-type: none"> • The dynamic nature of business • Risk and reward • The role of business enterprise 	<p>Reading comprehensions to assess understanding of Enterprise and entrepreneurship</p>	<p>Entrepreneur magazine (online also- www.entrepreneur.com)</p>
<p>Year 10 HT2</p>	<p>Unit Title: 1.2 Spotting a business opportunity Students will learn about: How new and small businesses identify opportunities through understanding customer needs and conducting market research. They will also focus on understanding the competition.</p> <ul style="list-style-type: none"> • Customer needs • Market research • Market segmentation • The competitive environment 	<p>Quantitative and qualitative skills activities</p>	<p>https://www.bbc.co.uk/bitesize/examspecs/z98snbk</p>

<p>Year 10 HT3</p>	<p>Unit Title: 1.3 Putting a business idea into practice Making a business idea happen through identifying aims and objectives and concentrating on the financial aspects. Students will learn about:</p> <ul style="list-style-type: none"> • Business aims and objectives • Business, revenues, costs and profits • Cash and cash flow • Sources of business finance 	<p>Quantitative processing skills Reading Comprehension PPE 1 Jan 23 1hr (Theme Topics 1.1-1.3)</p>	<p>https://www.bbc.co.uk/bitesize/examspecs/z98snbk Dragons Den</p>
<p>Year 10 HT4</p>	<p>Unit Title: 1.4 Making the business effective A range of factors that impact on the success of the business, including location, the marketing mix and the business plan. Students will learn about:</p> <ul style="list-style-type: none"> • The options for start-up and small businesses • Business location • The marketing mix • Business Plans 	<p>Group project- Water bottle market mix Reading comprehension Past paper questions</p>	<p>https://www.bbc.co.uk/bitesize/examspecs/z98snbk Dragons Den</p>
<p>Year 10 HT5</p>	<p>Unit Title: 1.5 Understanding external influences on business A range of factors, many of which are outside of the immediate control of the business, such as stakeholders, technology, legislation and the economy. Students will explore how businesses respond to these influences. Students will learn about:</p> <ul style="list-style-type: none"> • Business stakeholders • Technology and business • Legislation and business 	<p>Stakeholder conflict activities Case study contexts</p>	<p>www.tutor2u.co.uk</p>
<p>Year 10 HT6</p>	<p>Unit Title: 1.5 Understanding external influences on business A range of factors, many of which are outside of the immediate control of the business, such as stakeholders, technology, legislation and the economy. Students will explore how businesses respond to these influences. Students will learn about:</p> <ul style="list-style-type: none"> • The economy and business • External influences 	<p>Re-Cap activities PPE 2 Jun 23 1hr 30mins (Topics 1.1- 1.5)</p>	<p>www.tutor2u.co.uk</p>

Term	Curriculum Content	Assessment(s) (assessment title, duration and approx date)	Extra-Curricular Options (Places to visit; wider reading; clubs to join)
<p>Year 11 Curriculum Overview: Theme 2 examines how a business develops beyond the start-up phase. It focuses on the key business concepts, issues and decisions used to grow a business, with emphasis on aspects of marketing, operations, finance and human resources. Theme 2 also considers the impact of the wider world on the decisions a business makes as it grows. In this theme, students will be introduced to national and global business contexts and will develop an understanding of how these contexts impact business behaviour and decisions. National contexts build on those in Theme 1 and relate to businesses operating in more than one location or across the UK. Global contexts relate to non-UK or transnational businesses. Students must develop an understanding of the interdependent nature of business activity through interactions between business operations, finance, marketing and human resources, as well as the relationship between the business and the environment in which it operates. Students must understand how these functional areas influence business activity and how interdependencies and relationships between them underpin business decisions. Teaching approaches to the content must reflect this.</p>			
<p>Year 11 HT1</p>	<p>Unit Title: 2.1 Growing the business Students are introduced to methods of growth and how and why business aims, and objectives change as businesses evolve. The impact of globalisation and the ethical and environmental questions facing businesses are explored. Promotion & Financial Records.</p> <p>Students will learn about:</p> <ul style="list-style-type: none"> • Business growth • Changes in business aims and objectives • Business and globalisation • Ethics, the environment and business 	<p>Past paper questions Understanding context Case study</p>	<p>https://www.bbc.co.uk/bitesize/examspecs/z98snbk www.tutor2u.co.uk www.youtube.com (exam tips and practise)</p>
<p>Year 11 HT2</p>	<p>Unit Title: 2.2 Making marketing decisions Students will explore how each element of the marketing mix is managed and used to inform and make business decisions in a competitive marketplace.</p> <p>Students will learn about:</p> <ul style="list-style-type: none"> • Product • Price • Promotion • Place • Using the marketing mix to make business decisions 	<p>PPE 2- NOV 22 1hr30mins (1.2-2.2)</p>	<p>www.tutor2u.co.uk https://www.bbc.co.uk/bitesize/examspecs/z98snbk www.youtube.com (exam tips and practise) CGP Business Revision Guides 9-1</p>
<p>Year 11 HT3</p>	<p>Unit Title: 2.3 Making operational decisions</p>	<p>Reading comprehensions PPE 2 Feb 22</p>	<p>www.tutor2u.co.uk</p>

	<p>This topic focuses on meeting customer needs through the design, supply, quality and sales decisions a business makes.</p> <p>Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Business operations • Working with suppliers • Managing quality • The sales process 	<p>X2 60 mins papers (1.1-2.3)</p>	<p>https://www.bbc.co.uk/bitesize/examspecs/z98snbk www.youtube.com (exam tips and practise)</p>
<p>Year 11 HT4</p>	<p>Unit Title: Topic 2.4 Making financial decisions Students will explore the tools a business has to support financial decision making, including ratio analysis and the use and limitation of a range of financial information.</p> <p>Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Business calculations • Understanding business performance 	<p>Past paper questions Activity sheets fact files Assessment of quantitative skills</p>	<p>https://www.bbc.co.uk/bitesize/examspecs/z98snbk www.tutor2u.co.uk</p>
<p>Year 11 HT5</p>	<p>Unit Title: Topic 2.5 Making human resource decisions Growing a business means that decisions relating to organisational structure, recruitment, training and motivation need to be made to influence business activity. These aspects are considered in this final topic</p> <p>Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Organisational structures • Effective recruitment • Effective training and development • Motivation 	<p>Paper 2 preparation and practise</p>	<p>www.aqa.co.uk www.youtube.com</p>

Walthamstow Academy – Business A level Curriculum Journey

Our Curriculum Intent

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- Investigation of existing businesses
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- *Analysis and evaluation of financial data*
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Our Curriculum Progression Model

In sequencing our curriculum, we aim to introduce new content and business theory alongside developing the complexity within topics the students study. For example, students in Year 10 are taught the basics of business ownerships, such as the difference between sole traders and limited companies. In year 11, students apply this knowledge to real life scenarios in order to evaluate the strengths and limitations of these different types of business model. By the time they are studying business in the sixth form, students make reasoned judgements on the financial and legal implications of setting up or developing these business models in different aspects of the real business world. The business curriculum is sequenced to enable students to learn new content in small steps and then apply their learning to various scenarios, hopefully creating the entrepreneurs and business leaders of the future.

In year 12 we prepare students for a deeper analysis and evaluation of different business models: their validity, limitations and unpredictable threats to business. They also study, apply and interpret more complex financial ratios to business accounts.

Whereas at Key Stage 4, students are taught to identify and criticise established businesses, we move beyond this at Key Stage 5 and teach students to recommend improvements to established businesses in the national and international markets.

Key Stage 5 explores business in more depth and complexity than Key Stage 4. Where Key Stage 4 business explores the basic tenets of existing businesses – their branding, their business model, type of ownership and general finance (income and expenditure), the Key Stage 5 curriculum explores these concepts in more depth using more complex analytical tools such as close analysis of business accounts and PESTLE. The Key Stage 5 curriculum ultimately prepares students for university level study of business, accounting, management, finance or economics.

Progression beyond Walthamstow - University and Careers

The vast majority of students go on to study Business or Economics at RG universities, and the department is known for its highly successful destinations for sixth formers in particular. The continual assessment model in BTEC prepares students well for coursework assignments/ dissertation work at university.

Term	Curriculum Content	Assessment(s) (assessment title, duration and approx date)	Extra-Curricular Options (Places to visit; wider reading; clubs to join)
<p>Year 12 Curriculum Overview: <i>In Year 12 A Level students complete two schemes of work simultaneously; these are Marketing & People and Managing Business Activities. For many students this will be their first experience of studying Business, so they begin by understanding why businesses exist, their role in identifying and satisfying customers' needs and how they raise the finance to enable this. They will be exposed to countless real world case studies on which to hang their new knowledge and will develop the skills of analysis and evaluation that by the end of Year 12 will enable them to become effective problem solvers.</i></p>			
<p>Year 12 HT1</p>	<p>Theme 1: Marketing and people Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Characterising markets as either mass or niche and understanding dynamic markets and how business adapt to change • How competition affects the market in terms of business conduct and profitability • Managing risk to reduce uncertainty <p>Theme 2: Managing business activities Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Internal and external sources of finance • The implications of limited liability for raising finance • The importance of business planning and cash-flow forecasting to reduce the risk of business failure 	<p>Reading comprehension activities to assess understanding of dynamic markets</p> <p>Extended writing activity: justification of appropriate sources of finance for different businesses</p>	<p>Pearson Website www.tutor2u.co.uk</p> <p>Edexcel A Level Textbook Company Reports Times 100 Case Studies CGP Revision Guide</p>
<p>Year 12 HT2</p>	<p>Theme 1: Marketing and people Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • How businesses conduct market research to collect quantitative and qualitative data to anticipate customer needs and wants whilst understanding the limitations of market research methods • The techniques of market segmentation and market mapping 	<p>Quantitative skills assessment: practicing calculation of revenue, costs and break-even</p>	

	<ul style="list-style-type: none"> How to establish competitive advantage through product differentiation and adding value to products and services <p>Theme 2: Managing business activities Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> Sales forecasting; its uses and limitations Calculating sales revenue, fixed and variables costs Break-even analysis and establishing the margin of safety in sales volume 		https://www.gov.uk/write-business-plan
Year 12 HT3	<p>Theme 1: Marketing and people Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> Factors affecting the market forces of supply and demand and market equilibrium; drawing supply and demand diagrams Calculating price and income elasticities of demand to anticipate changes in customer demand The Design Mix and changes in its elements brought about by social trends, resource depletion and ethical responsibility <p>Theme 2: Managing business activities Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> The process of budgeting, variance analysis Calculating gross, operating and net profit Ways to measure and improve profitability (profit ratios) 	<p>Quantitative skills assessment: calculating PED and YED</p> <p>PPE 1 – January 2023 2 x 60 minute papers (Theme 1 & Theme 2)</p>	<p>Pearson Website</p> <p>www.tutor2u.co.uk</p> <p>Edexcel A Level Textbook Company Reports Times 100 Case Studies CGP Revision Guide</p>
Year 12 HT4	<p>Theme 1: Marketing and people Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> The power of branding and how businesses build brand value Pricing strategies to achieve business objectives How to choose and develop appropriate distribution channels The product life cycle and product portfolio <p>Theme 2: Managing business activities Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> The balance sheet and measures of liquidity 	<p>Quantitative skills assessment: Current ratio and Acid Test ratio</p> <p>Extended writing assessment to assess business liquidity and make recommendations on how to improve it</p>	<p>Pearson Website</p> <p>www.tutor2u.co.uk</p> <p>Edexcel A Level Textbook Company Reports Times 100 Case Studies</p>

	<ul style="list-style-type: none"> • How to improve liquidity and the preservation of working capital to avoid business failure • The internal and external causes of business failure 		CGP Revision Guide
Year 12 HT5	<p>Theme 1: Marketing and people Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Approaches to staffing and managing employer/employee relationships • Recruitment and selection and ways to train staff • Organisational design; hierarchies and their impact on business efficiency and staff motivation • Motivational theory and financial and non-financial incentives to improve employee performance • Leadership styles <p>Theme 2: Managing business activities Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Methods of production • How to measure and improve productivity to increase business efficiency • Understanding labour and capital intensive businesses and the pursuit of production at the lowest possible average cost • Capacity utilisation 	Individual research assignment to investigate different organisation structures in competing businesses	<p>Reading:</p> <p>The Witch Doctors: What Management Gurus are Saying, Why it Matters and How to Make Sense of It</p>
Year 12 HT6	<p>Theme 1: Marketing and people Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • The role of the entrepreneur and their motivations for starting a business, including financial and non-financial • Business objectives and forms of business ownership: sole trader, partnership, LTD and stock market floatation to PLC <p>Theme 2: Managing business activities Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Stock control systems: Just in Time v buffer stocks, waste minimisation and interpreting stock control diagrams • Approaches to quality management and their impact on costs 	PPE 2 – June 2023 2 x 60 minute papers (Theme 1 & Theme 2)	<p>Pearson Website</p> <p>www.tutor2u.co.uk</p> <p>Edexcel A Level Textbook Company Reports Times 100 Case Studies CGP Revision Guide</p>

	<ul style="list-style-type: none"> External economic influences on business: inflation, interest rates, exchange rates, government and taxation and the business cycle The effects of legislation on business The competitive environment and assessing the level of competition in a market based on the number of competitors, market share and market size 		
Term	Curriculum Content	Assessment(s) <i>(assessment title, duration and approx date)</i>	Extra-Curricular Options <i>(Places to visit; wider reading; clubs to join)</i>
Year 13 Curriculum Overview: <i>The second year of A level study sees the focus shift from function to strategy and crucially how businesses must plan for growth, change and the presence of risk. They also investigate the global nature of business today. In an increasingly connected world, markets are now globalised bringing with them enormous gains in terms of scale and reduced costs of production. But they also face a multitude of ethical and moral dimensions that may eventually threaten the sustainability of businesses if they fail to deliver on corporate social responsibility.</i>			
Year 13 HT1	<p>Theme 3: Business decisions and strategy Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> The development of corporate objectives and a critical appraisal of mission statements/corporate aims Development of strategy using Ansoff’s Matrix and Porter’s Strategic Matrix The impact of strategic and tactical decisions on the resources of a business Using tools such as SWOT, PESTLE and Porter’s Five Forces to assess the impact of external influences on business <p>Theme 4: Global business Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> The growth rate of the UK economy compared to emerging economies The implications of growth for trade and employment Indicators of economic growth: GDP, literacy, health, HDI Exports and imports between countries, flows of FDI and the link to business growth 	<p>Reading comprehension activities: Identifying corporate strategy through business behaviour</p> <p>Individual research assignment: Fact finding economic data for a broad range of markets</p>	<p>Reading: The Economist – search for articles and features on economic development</p>

<p>Year 13 HT2</p>	<p>Theme 3: Business decisions and strategy Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Growth; market share, market power, economies of scale and increased profitability • The problems associated with growth: diseconomies of scale, overtrading • Mergers and acquisitions for growth • Reasons for staying small: differentiation, development of Unique Selling Points, flexibility in responding to customer needs <p>Theme 4: Global business Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Factors contributing to increased globalisation • Protectionism: tariffs, quotas, domestic subsidies and legislation • The expansion of trading blocs and their impact on business 	<p>PPE 1 – November 2022 2 x 90 minute papers in Themes 1 & 4 and 2 & 3</p>	<p>Pearson Website www.tutor2u.co.uk</p> <p>Edexcel A Level Textbook Company Reports Times 100 Case Studies CGP Revision Guide</p>
<p>Year 13 HT3</p>	<p>Theme 3: Business decisions and strategy Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Decision making techniques including quantitative sales forecasting, methods of investment appraisal, decision trees and critical path analysis (CPA) • Corporate influences on timescales • The impact of corporate culture • The role of stakeholder and the potential for conflict <p>Theme 4: Global business Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Conditions that prompt trade: push and pull factors • Extending the product life cycle by selling in multiple markets and assessing a country as a market • Assessing a country as a possible production location • Global mergers and joint ventures • Achieving global competitive through exchange rate fluctuation, cost competitiveness, differentiation • The impact of skills shortages on international competitiveness • 	<p>Quantitative skills assessment: Investment appraisal techniques, decision trees and CPA</p>	<p>Reading: The Economist – search for articles and features about global M&A activity</p>

<p>Year 13 HT4</p>	<p>Theme 3: Business decisions and strategy Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Business ethics: balancing objectives and corporate social responsibility • Interpretation of financial statements (Statement of comprehensive income and Statement of financial position) • Ratio analysis to measure gearing, return on investment (ROCE) and to aid decision making • Measuring the effectiveness of human resources and methods to improve productivity, retention, staff turnover and absenteeism <p>Theme 4: Global business Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Global marketing strategy and global localisation; global niche markets • The impact on business of culture, tastes, language, unintended meanings, inappropriate translations/branding/promotion 	<p>Quantitative skills assessment: Ratio analysis of financial statements</p> <p>PPE 2 – March 2023 2 x 120 minute papers in Themes 1 & 4 and 2 & 3</p>	<p>Pearson Website www.tutor2u.co.uk</p> <p>Edexcel A Level Textbook Company Reports Times 100 Case Studies CGP Revision Guide</p>
<p>Year 13 HT5</p>	<p>Theme 3: Business decisions and strategy Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • Managing change; the effects on culture, structure and overcoming resistance to change • Scenario planning to reduce risk • Mitigation of risk by planning for business continuity and succession planning <p>Theme 4: Global business Students will learn about/ develop skills of:</p> <ul style="list-style-type: none"> • The growing impact of Multinational Corporations (MNCs) on local labour forces, wages, job/wealth creation, the local community and the environment • Impact of MNCs on FDI flows, balance of payments, technology and skills transfer, consumer, business culture and tax revenues • Global ethical considerations • Controlling MNCs through political influence, legislation, pressure groups and the use of social media 	<p>Paper 3 preparation and practice</p>	<p>Pearson Website www.tutor2u.co.uk</p> <p>Edexcel A Level Textbook Company Reports Times 100 Case Studies CGP Revision Guide</p>