



# EDEXCEL BUSINESS SCHEME OF WORK

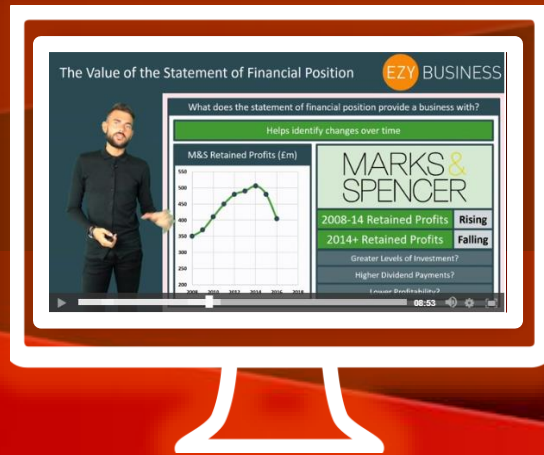
Our custom-made scheme of work can help you integrate the resources on the EzyBusiness platform into your teaching plan.

EZY BUSINESS

# Plan Your Teaching Year

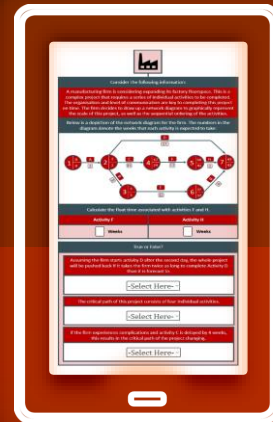


This customised scheme of work is designed to show how you can integrate EzyBusiness into your lesson plans over the course of the academic year. For each section of the Edexcel specification, the relevant course materials available on our platform are highlighted and the approximate timings associated with completing these materials are also stated. For each activity there is a corresponding link attached, taking you to the relevant page on the platform, providing you have course access.



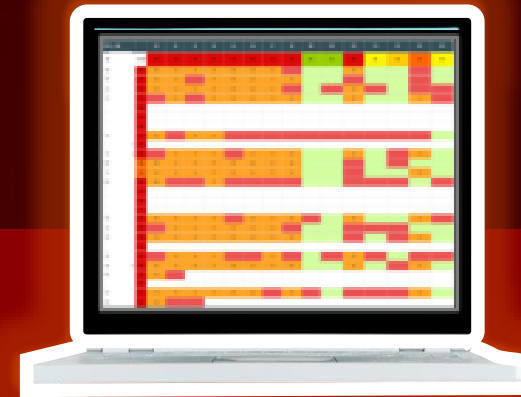
## Course Videos

Each topic area is supported by at least one lecture video. The videos utilise green screen technology to bring the topic to life and fast-track learning outcomes.



## Assessments

Each topic area contains at least one automatically marked assessment which is designed to test students' understanding of what they have learnt through the videos and in-class activities.



## Gradebook

Individuals and class progress can be reviewed to identify learning gaps and provide instant reports. Work can then be set easily to improve learning outcomes.

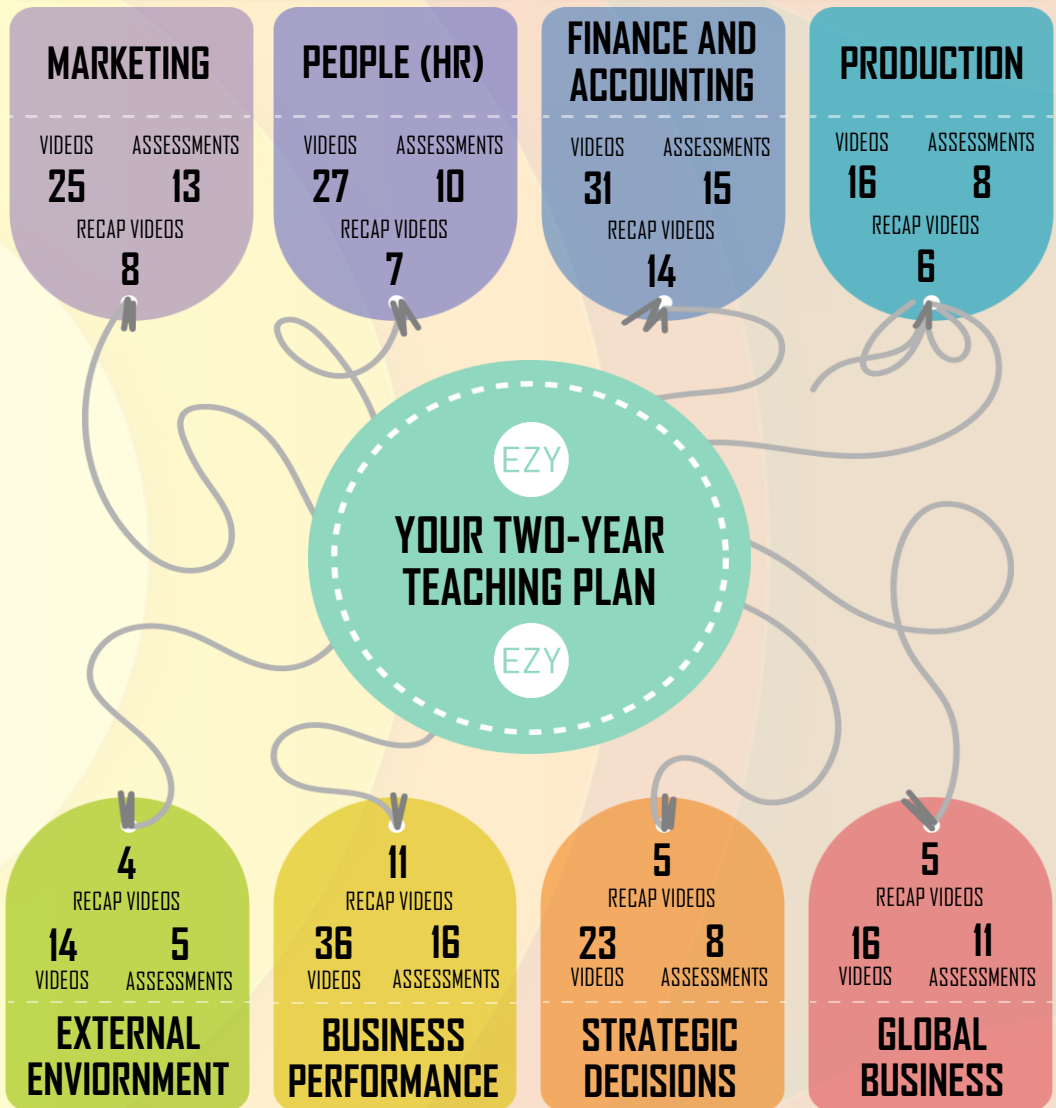


## Recap Videos

Videos that round up the key knowledge requirements of the main topic areas across the full two-year course. The videos draw upon the key specification points that students need to know.

## THEME 1

## THEME 2



## THEME 2

## THEME 3

## THEME 4

# SCHEME OF WORK OVERVIEW

To access the appropriate EzyBusiness activity, click on the button next to the activity label. Below is a key of what each icon in the scheme of work represents.



Click on this icon to watch an **extended course video** on the topic.



Click on this icon to start an **assessment** on this topic or section.



This icon states the **minimum amount** of time that needs to be spent on the activities within that week.

The dates and timings of each activity are approximate and should only be used as guidance towards organising your teaching year.

# EZY BUSINESS



## YEAR 12 – THEME 1 SCHEME OF WORK







In this section students will be introduced to the concept of marketing and how a business uses different marketing techniques to achieve their own corporate objectives. Students will then move on to the concept of how businesses manage people (human resources) and explore how businesses can motivate, organise and train their staff.



# WEEK 1

# THE MARKET



Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>1.1.1 – The Market</b></p> <p><b>a)</b> Mass markets and niche markets:</p> <ul style="list-style-type: none"><li>o characteristics</li><li>o market size and market share</li><li>o brands</li></ul> <p><b>b)</b> Dynamic markets:</p> <ul style="list-style-type: none"><li>o online retailing</li><li>o how markets change</li><li>o innovation and market growth</li><li>o adapting to change</li></ul> <p><b>c)</b> How competition affects the market</p> <p><b>d)</b> The difference between risk and uncertainty</p>	 M1.1.1 – Marketing Objectives	LV (11 mins)	In this lecture presentation, George introduces the topic of marketing, and looks at the different marketing objectives that firms set themselves.
	 M1.1.2 – Influences on Marketing Objectives	LV (7 mins)	Here, George looks at the different factors - both internal and external to the business - that can affect a business's marketing objectives.
	 <b>M1.1a – Marketing Objectives Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question looking at Vodafone’s possible marketing objectives.</b>
	 M1.2.1 – Segmentation, Targeting and Positioning	LV (10 mins)	In this lecture presentation, George introduces the concepts of segmentation, targeting and positioning. This is done individually at first, before looking at how they might combine into a coherent marketing strategy.
	 M1.2.2 – Segmentation, Targeting and Positioning in Practice	LV (14 mins)	In this lecture presentation, George applies the terms segmentation, targeting and positioning to contextual examples. The idea of a 'market map' is also introduced.
	 <b>M1.2a – Segmentation, Targeting and Positioning Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question looking at the marketing approach taken by a large consultancy company McKinsey &amp; Company.</b>

# WEEK 2

# MARKET RESEARCH








Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>1.1.2 - Market Research</b></p> <p>a) Product and market orientation</p> <p>b) Primary and secondary market research data (quantitative and qualitative) used to:</p> <ul style="list-style-type: none"> <li>o identify and anticipate customer needs and wants</li> <li>o quantify likely demand</li> <li>o gain insight into consumer behaviour</li> </ul> <p>c) Limitations of market research, sample size and bias</p> <p>d) Use of ICT to support market research:</p> <ul style="list-style-type: none"> <li>o websites</li> <li>o social networking</li> <li>o databases</li> </ul> <p>e) Market segmentation</p>	 M1.3 – Market Research	LV (10 mins)	What is the difference between primary marketing research and secondary marketing research? What is the difference between quantitative and qualitative research? Which variations best suit certain businesses?
	 M1.3a – Market Research Assessment	10Qs (15 mins)	<b>Contains a video question comparing the market research techniques of four large fashion retailers.</b>
	 M1.4.1 – Sampling	LV (6 mins)	In this lecture presentation, George looks at the differences between samples and populations, and also the different methods available to businesses when it comes to improving the reliability of a sample
	 M1.4.2 – Interpreting Marketing Data	LV (8 mins)	In this lecture presentation, George introduces confidence levels and confidence intervals, as well as correlation and extrapolation.
	 M1.4a – Marketing Data Assessment	10Qs (15 mins)	<b>Contains a video question looking at the sampling procedures used by the perfume manufacturer Chanel.</b>
	 M4.1 – The Value of Marketing Technology	LV (8 mins)	In the lecture presentation, George looks at the ways in which technology has facilitated the marketing process, and some of the things to be wary of when introducing technology into your marketing approach.
	 M4.1a – Marketing Technology Assessment	10Qs (15 mins)	<b>Contains a video question that explores the digital marketing techniques of travel company Trivago.</b>

# WEEK 3

# DEMAND AND SUPPLY








Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>1.2.1 - Demand</b></p> <ul style="list-style-type: none"> <li>a) Factors leading to a change in demand:               <ul style="list-style-type: none"> <li>o changes in the prices of substitutes and complementary goods</li> <li>o changes in consumer incomes</li> <li>o fashions, tastes and preferences</li> <li>o advertising and branding</li> <li>o demographics</li> <li>o external shocks</li> <li>o seasonality</li> </ul> </li> </ul> <p><b>1.2.2 - Supply</b></p> <ul style="list-style-type: none"> <li>a) Factors leading to a change in supply:               <ul style="list-style-type: none"> <li>o changes in the costs of production</li> <li>o introduction of new technology</li> <li>o indirect taxes</li> <li>o government subsidies</li> <li>o external shocks</li> </ul> </li> </ul> <p><b>1.2.3 - Markets</b></p> <ul style="list-style-type: none"> <li>a) The interaction of supply and demand</li> <li>b) The drawing and interpretation of supply and demand diagrams to show the causes and consequences of price changes</li> </ul> <p><b>1.5.5 – Business Choices</b></p> <ul style="list-style-type: none"> <li>a) Opportunity cost</li> <li>b) Choices and potential trade-offs</li> </ul>	 M2.1.1 - Demand	LV (12 mins)	<p>In this lecture presentation, George looks at one of the fundamental economic principles: demand. Knowledge of this economic concept is also highly relevant in a business context.</p>
	 M2.1.2 - Supply	LV (9 mins)	<p>Before looking at supply in conjunction with demand, George takes a look at supply in isolate here, looking at factors that might affect it, and its relationship with price.</p>
	 M2.1.3 - Markets	LV (5 mins)	<p>When we combine buyers and their demand with sellers and their supply, we get markets. The interaction of demand and supply can lead to a transaction. George takes a closer look at this interaction in this lecture presentation.</p>
	 M2.1.4 – Opportunity Costs and Trade-Offs	LV (9 mins)	<p>Making business decisions will often have an up-front financial cost. But this financial cost does not necessarily take into account what has been missed out on, as a result of this decision. This is where opportunity costs and trade offs come in.</p>
	 M2.1a – Demand, Supply and Markets Assessment	10Qs (15 mins)	<p><b>Contains a video question looking at the British Farming Industry and the impact of a number of different changes in the demand and supply conditions facing farmers.</b></p>











# WEEK 4

# ELASTICITY



Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>1.2.4 - Price elasticity of demand (PED)</b></p> <ul style="list-style-type: none"><li>a) Calculation of price elasticity of demand</li><li>b) Interpretation of numerical values of price elasticity of demand</li><li>c) The factors influencing price elasticity of demand</li><li>d) The significance of price elasticity of demand to businesses in terms of implications for pricing</li><li>e) Calculation and interpretation of the relationship between price elasticity of demand and total revenue</li></ul>	 M2.2.1 – Price Elasticity of Demand	LV (12 mins)	In this lecture presentation, Jack explains the concept of the price elasticity of demand for a product and shows the importance of businesses calculating this elasticity measure to predict the impact of a price change on sales revenue.
	 M2.2.2 – PED Calculations	LV (9 mins)	In this lecture presentation, Jack recaps the concept of the price elasticity of demand for a product and guides you through some PED calculation problems.
	 M2.2.3 – Income Elasticity of Demand	LV (9 mins)	In this lecture presentation, Jack explores the concept of income elasticity of demand (YED) and explains why and how businesses can use this measure to improve the accuracy of sales forecasts.
<p><b>1.2.5 - Income elasticity of demand (YED)</b></p> <ul style="list-style-type: none"><li>a) Calculation of income elasticity of demand</li><li>b) Interpretation of numerical values of income elasticity of demand</li><li>c) The factors influencing income elasticity of demand</li><li>d) The significance of income elasticity of demand to businesses</li></ul>	 M2.2.4 – YED Calculations	LV (8 mins)	In this lecture presentation, Jack recaps the concept of income elasticity of demand (YED) and guides you through some YED calculation problems.
	 M2.2a – Price and Income Elasticity of Demand Assessment	10Qs (20 mins)	<b>Contains a video question looking at the technological giant Apple and the PED data for some of its products.</b>







Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>1.3.1 - Product/service design</b></p> <p><b>a) Design mix:</b></p> <ul style="list-style-type: none"> <li>o function</li> <li>o aesthetics</li> <li>o cost</li> </ul> <p><b>b) Changes in the elements of the design mix to reflect social trends:</b></p> <ul style="list-style-type: none"> <li>o concern over resource depletion: designing for waste minimisation, re-use and recycling</li> <li>o ethical sourcing</li> </ul> <p><b>1.3.2 - Branding and promotion</b></p> <p><b>a) Types of promotion</b></p> <p><b>b) Types of branding</b></p> <p><b>c) The benefits of strong branding:</b></p> <ul style="list-style-type: none"> <li>o added value</li> <li>o ability to charge premium prices</li> <li>o reduced price elasticity of demand</li> </ul> <p><b>d) Ways to build a brand</b></p> <ul style="list-style-type: none"> <li>o unique selling points (USPs)/differentiation</li> <li>o advertising</li> <li>o the use of social media</li> </ul> <p><b>e) Changes in branding and promotion to reflect social trends:</b></p> <p><b>1.3.3 - Pricing strategies</b></p> <p><b>a) Types of pricing strategy:</b></p> <ul style="list-style-type: none"> <li>o cost plus (calculating mark-up on unit cost)</li> <li>o price skimming</li> <li>o penetration</li> <li>o predatory</li> <li>o competitive</li> <li>o psychological</li> </ul> <p><b>b) Factors that determine the most appropriate pricing strategy for a particular situation:</b></p> <ul style="list-style-type: none"> <li>o number of USPs/PED</li> <li>o level of competition in the business environment</li> <li>o strength of brand</li> <li>o stage in the product life cycle</li> <li>o costs and the need to make a profit</li> </ul> <p><b>c) Changes in pricing to reflect social trends</b></p> <p><b>1.3.4 - Distribution</b></p> <p><b>a) Distribution channels</b></p> <p><b>b) Changes in distribution to reflect social trends:</b></p> <ul style="list-style-type: none"> <li>o online distribution</li> <li>o changing from product to service</li> </ul>	 <p>M3.1.1 - Introduction to Marketing Mix</p>	<p>LV (12 mins)</p>	<p>In this lecture presentation, George gives a general overview of the marketing mix, bringing up some of the key ideas that will be covered in more detail in later lecture presentations.</p>
	 <p>M3.1.2 - Product</p>	<p>LV (14 mins)</p>	<p>In this lecture presentation, George looks at arguably the most important of the 7 Ps in the marketing mix - the product itself.</p>
	 <p>M3.1.3 - Price</p>	<p>LV (11 mins)</p>	<p>In this lecture presentation, George considers the importance of price, and its position within the wider marketing mix.</p>
	 <p><b>M3.1a - Product and Price Assessment</b></p>	<p><b>10Qs (15 mins)</b></p>	<p><b>Contains a video question looking at Evian the company that sells bottles of mineral water.</b></p>
	 <p>M3.2.1 - Promotion</p>	<p>LV (11 mins)</p>	<p>When people hear the term 'marketing', they typically jump to the idea of promotion, which involves advertising and branding. George delves further into the topic in this lecture presentation.</p>
	 <p>M3.2.2 - Place</p>	<p>LV (11 mins)</p>	<p>In this lecture presentation, George takes a look into the different connotations of 'place', which can cover the wider geographical location or the more specific placement of items at the point of sale.</p>
	 <p>M3.2.3 - Promotion, Place, People, Process and Physical Environment</p>	<p>LV (8 mins)</p>	<p>People, Process and Physical Environment are typically considered to be the service Ps. George takes a closer look at them in this lecture presentation.</p>
	 <p><b>M3.2a - Promotion, Place, People, Process and Physical Environment Assessment</b></p>	<p><b>10Qs (15 mins)</b></p>	<p><b>Contains a video question looking at applying the concept of the Marketing Mix to the Co-operative Company.</b></p>
	 <p>M3.3 - The Marketing Mix in Practice</p>	<p>LV (14 mins)</p>	<p>It is all very well having a good understanding of the fundamentals of the marketing mix, but it is important to be able to put those components into practice. George looks at some of the ways we can do that in this lecture presentation.</p>
	 <p><b>M3.3a - Integrating and Applying the Marketing Mix Assessment</b></p>	<p><b>10Qs (15 mins)</b></p>	<p><b>Contains a video question that applies the marketing mix to the retailer Halfords.</b></p>

# WEEK 7

# MARKETING STRATEGIES












Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>1.1.3 - Market positioning</b></p> <ul style="list-style-type: none"><li>a) Market mapping</li><li>b) Competitive advantage of a product or service</li><li>c) The purpose of product differentiation</li><li>d) Adding value to products/services</li></ul> <p><b>1.3.5 - Marketing strategy</b></p> <ul style="list-style-type: none"><li>a) The product life cycle</li><li>b) Extension strategies:<ul style="list-style-type: none"><li>o product</li><li>o promotion</li></ul></li><li>c) Boston Matrix and the product portfolio</li><li>d) Marketing strategies appropriate for different types of market:<ul style="list-style-type: none"><li>o mass markets</li><li>o niche markets</li><li>o business to business (B2B) and business to consumer (B2C) marketing</li></ul></li><li>e) Consumer behaviour – how businesses develop customer loyalty</li></ul>	 <b>M4.2 – Digital Marketing and E-Commerce</b>	LV (9 mins)	In this lecture presentation, George introduces two of the more recent developments in business marketing practices - digital marketing and e-commerce.
	 <b>M4.2a – Digital Marketing and E-Commerce Assessment</b>	5Qs (10 mins)	<b>Contains a video question looking at the digital marketing campaigns run by a social media giant such as Facebook.</b>
	 <b>M4.3 – Strategic Positioning and Competitive Advantage</b>	LV (11 mins)	When it comes to marketing, it is crucial to think about how you want to position yourself strategically as a firm, and how you are going to develop a competitive advantage to help you crystallize that position.
	 <b>M4.3a – Strategic Positioning and Competitive Advantage Assessment</b>	10Qs (15 mins)	<b>Contains a video question looking at the fast food giant McDonalds and how it has developed a competitive advantage over its rivals down the years.</b>

# WEEK 8

# APPROACHES TO STAFFING







Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>1.4.1 – Approaches to Staffing</b></p> <ul style="list-style-type: none"> <li>a) Staff as an asset; staff as a cost</li> <li>b) Flexible workforce:               <ul style="list-style-type: none"> <li>o multi-skilling</li> <li>o part-time and temporary</li> <li>o flexible hours and home working</li> <li>o outsourcing</li> </ul> </li> <li>c) Distinction between dismissal and redundancy</li> <li>d) Employer/employee relationships               <ul style="list-style-type: none"> <li>o individual approach</li> <li>o collective bargaining</li> </ul> </li> </ul> <p><b>1.4.2 – Recruitment, Selection and Training</b></p> <ul style="list-style-type: none"> <li>a) Recruitment and selection process:               <ul style="list-style-type: none"> <li>o internal versus external recruitment</li> </ul> </li> <li>b) Costs of recruitment, selection and training</li> <li>c) Types of training:               <ul style="list-style-type: none"> <li>o induction</li> <li>o on-the-job</li> <li>o off-the-job</li> </ul> </li> </ul>	 HRI.1.1 – Human Resources Objectives	LV (7 mins)	In this lecture presentation, we cover the basics behind what human resources objectives might involve, and why they are important.
	 HRI.1.2 – Influences on Human Resources Objectives	LV (7 mins)	In this lecture presentation, George looks at the different approaches businesses might take towards human resources management, and the influences behind their eventual decision.
	 <b>HRI.1a – Human Resources Objectives Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that challenges students to apply the ‘SMART’ Objectives acronym to a company’s management of its human resources.</b>
	 HRI.2.1 – Approaches to Staffing	LV (11 mins)	Why might a hospital have different recruitment and selection priorities to a restaurant? George delves into questions like this in this lecture presentation on different approaches to staffing.
	 HRI.2.2 – Work Flexibility	LV (15 mins)	In this lecture presentation, Jack discusses the value to both a business and its employees to offering flexibility in the workforce. This video mainly focuses on discussing the impact on the human resources and operations department of a company.
	 HRI.2.3 – Employee Involvement in Decision Making	LV (7 mins)	In this lecture presentation, George looks at some of the advantages of involving employees in business decisions, and some of the reasons why certain businesses choose not to.
	 HRI.2.4 – Managing Employer-Employee Relations	LV (7 mins)	Should you rule with an iron fist? Or should you allow your employees independence and autonomy? In this lecture presentation, George looks at these key questions, focusing on the idea of trust in the relationships between managers and their sub-ordinates.
	 HRI.2.5 – Recruitment, Selection and Training	LV (8 mins)	Recruitment, selection and training are three of the fundamental pillars of human resources management. George looks at all three over the course of this lecture presentation, unpicking the subtle differences between the terms.
	 <b>HRI.2a – Approaches to Staffing Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question looking at the strategies used by recruiters to get the right people in the right job.</b>

# WEEK 9

# ORGANISATIONAL DESIGN



Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<b>1.4.3 – Organisational Design</b> a) Structure: <ul style="list-style-type: none"><li>o hierarchy</li><li>o chain of command</li><li>o span of control</li><li>o centralised and decentralised</li></ul> b) Types of structure: <ul style="list-style-type: none"><li>o tall</li><li>o flat</li><li>o matrix</li></ul> c) Impact of different organisational structures on business efficiency and motivation	 HRI.3.1 – Job Design	LV (8 mins)	In this lecture presentation, George looks at the concept of job design, in particular the Hackman and Oldham Job Characteristics Model and how that builds upon Herzberg's theories..
	 HRI.3.2 – Organisational Design	LV (11 mins)	Here, George delves into the topic of organisational design, clarifying as he goes the subtle distinctions between organisational design and job design, and between organisational design and organisational structure.
	 HRI.3.3 – Influences on Job and Organisational Design	LV (11 mins)	What are the different factors that might influence job and organisational design? George looks at an array of them in this lecture presentation, evaluating when they might become increasingly prevalent.
	 HRI.3a – Job and Organisational Design Assessment	15Qs (20 mins)	<b>Contains a video question that applies the Hackman and Oldham Model to a Jaguar-Land Rover factory in Birmingham.</b>








Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>1.4.3 – Organisational Design</b></p> <p><b>a) Structure:</b></p> <ul style="list-style-type: none"> <li>o hierarchy</li> <li>o chain of command</li> <li>o span of control</li> <li>o centralised and decentralised</li> </ul> <p><b>b) Types of structure:</b></p> <ul style="list-style-type: none"> <li>o tall</li> <li>o flat</li> <li>o matrix</li> </ul> <p><b>c) Impact of different organisational structures on business efficiency and motivation</b></p>	HRI.4.1 – Human Resources Flow	LV (8 mins)	In this lecture presentation, George looks at the way in which people come and go within an organisation, ultimately creating an internal and external human resources flow.
	HRI.4.2 – Human Resources Planning	LV (9 mins)	In this lecture presentation, George looks at human resources planning methods, and discusses the advantages and disadvantages of engagement in planning.
	<b>HRI.4a – Human Resources Flow and Planning Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that looks at the firm Deliveroo and the strategy that the firm wishes to implement to manage their human resources.</b>
	HR2.1.1 – Taylor’s Theory of Scientific Management	LV (13 mins)	This video specifically focuses on Frederick Taylor's Theory of Scientific Management. This theory of motivation suggests that workers are only motivated by financial rewards and therefore proposes that businesses should take a more scientific method to managing their workforce.
	HR2.1.2 – Mayo’s Theory of Human Relations	LV (11 mins)	In this lecture presentation, we focus on the motivational theory put forward by Elton Mayo that adds an extra human dimension to some of the more scientific approaches taken previously.
	HR2.1.3 – Maslow’s Hierarchy of Needs	LV (10 mins)	In this lecture presentation, we discuss the first recognised motivational theory to classify and order some of the needs that motivate individuals in the workplace.
	HR2.1.4 – Herzberg’s Two Factor Theory	LV (12 mins)	In this lecture presentation, we discuss Frederick Herzberg's Two Factor Theory. This splits the motivational factors of individuals into two different categories. One of these categories shows how motivation levels can be increased and the other category shows how dissatisfaction can be prevented from creeping in.
	HR2.1.5 – Motivational Theories in Practice	LV (10 mins)	In this lecture presentation, George puts the theories of motivation into practice and looks at different ways in which managers can motivate their employees, and the different tools they have for doing so.
	HR2.1.6 – Choosing Between Different Theories of Motivation	LV (12 mins)	In this lecture presentation, George looks at the different influences that might cause a manager to adopt certain motivational techniques over others.
	<b>HR2.1a – Motivational Theories Assessment</b>	<b>15Qs (20 mins)</b>	<b>Contains a video question that asks students to apply the main theories of motivation to large MNCs such as Google and McDonalds.</b>



# WEEK 12

# LEADERSHIP








Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>1.4.5 - Leadership</b></p> <p>a) Leadership:</p> <ul style="list-style-type: none"><li>o the distinction between management and leadership</li></ul> <p>b) Types of leadership style:</p> <ul style="list-style-type: none"><li>o autocratic</li><li>o paternalistic</li><li>o democratic</li><li>o laissez-faire</li></ul>	 HR3.1 – The Role of Managers	LV (7 mins)	In this lecture presentation, George looks at the theories of Fayol, Mintzberg and Drucker, with regards to what a manager's role does and should involve.
	 HR3.1a – The Role of Managers Assessment	10Qs (15 mins)	<b>Contains a video question that looks at the roles and responsibilities of a manager running a local branch of a nationwide chain.</b>
	 HR3.2.1 – Types of Management and Leadership Styles	LV (6 mins)	What is the difference between a manager and a leader? What are the different sub-categories within those genres? George takes a closer look in this lecture presentation.
	 HR3.2.2 – Evaluating Management and Leadership Styles	LV (9 mins)	In this lecture presentation, George delves deeper into the contrasts between management and leadership styles, weighing up their respective advantages and disadvantages.
	 HR3.2a – Management and Leadership Styles Assessment	15Qs (20 mins)	<b>Contains a video question that asks students to consider the different management and leadership styles of Warren Buffett and Leona Helmsley.</b>

# WEEK 13

# ENTREPRENEURSHIP






Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>1.5.1 - Role of an entrepreneur</b></p> <ul style="list-style-type: none"><li>a) Creating and setting up a business</li><li>b) Running and expanding/developing a business</li><li>c) Innovation within a business (intrapreneurship)</li><li>d) Barriers to entrepreneurship</li><li>e) Anticipating risk and uncertainty in the business environment</li></ul> <p><b>1.5.2 - Entrepreneurial motives and characteristics</b></p> <ul style="list-style-type: none"><li>a) Characteristics and skills required</li><li>b) Reasons why people set up businesses:<ul style="list-style-type: none"><li>o financial motives: profit maximisation and profit satisficing</li><li>o non-financial motives: ethical stance, social entrepreneurship, independence and home working</li></ul></li></ul> <p><b>1.5.6 - Moving from entrepreneur to leader</b></p> <ul style="list-style-type: none"><li>a) The difficulties in developing from an entrepreneur to a leader</li></ul>	 HR3.4.1 – The Role of an Entrepreneur	LV (6 mins)	Here, George introduces the concept of entrepreneurship, thinking about the concept of risk and what might make the venture a success.
	 HR3.4.2 – Barriers to Entrepreneurship	LV (15 mins)	In this lecture presentation, we discuss some of the prominent factors which prevent entrepreneurs from putting forward their own ideas and starting up a business. These factors range from financial to behavioural reasons.
	 HR3.4.3 – Entrepreneurial Motives and Characteristics	LV (5 mins)	In this lecture presentation, George looks at what might incentivise someone to become an entrepreneur in the first place, and what personality traits can help them make a success of it once they've made that decision.
	 HR3.4.4 – Moving from Entrepreneur to Leader	LV (9 mins)	In this lecture presentation, George looks at some of the ways in which someone can go from being an entrepreneur in charge of a business, to a leader who can galvanise and inspire followers.
	 HR3.4a – Entrepreneurship Assessment	10Qs (15 mins)	<b>Contains a video question that asks students to consider the entrepreneurial qualities and motives of a selection of high powered business people.</b>

# WEEK 14

# BUSINESS FORMS



Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>1.5.3 - Business objectives</b></p> <ul style="list-style-type: none"><li>a) Survival</li><li>b) Profit maximisation</li><li>c) Other objectives:<ul style="list-style-type: none"><li>o sales maximisation</li><li>o market share</li><li>o cost efficiency</li><li>o employee welfare</li><li>o customer satisfaction</li><li>o social objectives</li></ul></li></ul> <p><b>1.5.4 Forms of business</b></p> <ul style="list-style-type: none"><li>a) Sole trader, partnership and private limited company</li><li>b) Franchising, social enterprise, lifestyle businesses, online businesses</li><li>c) Growth to PLC and stock market flotation</li></ul>	 HR3.3.1 – Why Do Businesses Exist?	LV (9 mins)	In this introductory lecture presentation, George looks at the basic principles behind why businesses exist, before touching upon crucial terms such as mission, objective and strategy.
	 HR3.3.2 – Different Business Forms	LV (9 mins)	Although every business is different, it is often helpful to group similar businesses together into certain, commonly-acknowledged categories. We take a look at those categories, and the typical characteristics of businesses within them, in this lecture presentation.
	 HR3.3a – Business Forms Assessment	10Qs (15 mins)	<b>Contains a video question that looks at the John Lewis Partnership and its unique business structure.</b>

# EZY BUSINESS



## YEAR 12 – THEME 2 SCHEME OF WORK








In this section students will explore the financial department of a business and more specifically how businesses raise and manage their finance. Students will also explore some of the operational aspects of a business and some of the performance metrics of a business's production activities. Finally in this section students will explore some of the external influences on the performance levels of a business. This involves looking at the legal, political, economic, social, environmental and technological influences on a business.



# WEEK 1

# RAISING FINANCE







Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>2.1.1 - Internal finance</b></p> <ul style="list-style-type: none"> <li>a) Owner's capital: personal savings</li> <li>b) Retained profit</li> <li>c) Sale of assets</li> </ul> <p><b>2.1.2 - External finance</b></p> <p><b>a) Sources of finance:</b></p> <ul style="list-style-type: none"> <li>o family and friends</li> <li>o banks</li> <li>o peer-to-peer funding</li> <li>o business angels</li> <li>o crowd funding</li> <li>o other businesses</li> </ul> <p><b>b) Methods of finance:</b></p> <ul style="list-style-type: none"> <li>o loans</li> <li>o share capital</li> <li>o venture capital</li> <li>o overdrafts</li> <li>o leasing</li> <li>o trade credit</li> <li>o grant</li> </ul>	 FA1.1.1 – Introduction to Financial Objectives	LV (7 mins)	In this lecture video, George provides a broad overview of the topic of finance, introducing some of the key topics to be covered in the section.
	 FA1.1.2 – Influences on Financial Objectives	LV (7 mins)	In this lecture presentation, George looks at the way in which internal, external and ethical and environmental factors can influence a firm's financial choices.
	 <b>FA1.1a – Financial Objectives Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that aims to explore some of the different financial objectives that different companies from different industries will have.</b>
	 FA1.2.1 – Introduction to Raising Finance	LV (4 mins)	In this lecture presentation, George looks at some of the scenarios in which businesses might need to raise finance, and how important finance is in helping businesses achieve their objectives.
	 FA1.2.2 – Internal Sources of Finance	LV (6 mins)	In this lecture presentation, George looks at the options a business has if it wants to raise the finance by itself.
	 FA1.2.3 – External Sources of Finance	LV (15 mins)	In this lecture presentation, we take a look at some of the approaches a business can take to raise finance from external channels. This is sometimes required because many businesses are strong enough to generate the finance organically.
	 <b>FA1.2a – Raising Finance Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question looking at some of the finance options available to a small business.</b>



# WEEK 2

# TERMS OF RAISING FINANCE









Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<b>2.1.3 Liability</b> a) Implications of limited and unlimited liability b) Finance appropriate for limited and unlimited liability businesses	 FA1.3 – Short and Long-Term Finance	LV (4 mins)	In this lecture presentation, George looks at how the timeframe of a business's financial needs might affect the source of finance that it chooses.
	 FA1.3a – Short and Long-Term Finance Assessment	10Qs (15 mins)	<b>Contains a video question that aims to explore some of financial needs of different companies and how the timeframe involved matters.</b>
	 FA1.4 – Business Liability	LV (9 mins)	In this lecture presentation, we discuss the financial consequences of businesses with different legal structures. This video focuses on businesses with limited or unlimited liability.
	 FA1.4a – Business Liability Assessment	10Qs (15 mins)	<b>Contains an applied question of this topic to a local printing firm and how the legal structure of the company has financial consequences for the business.</b>

# WEEK 3

# CASH FLOW FORECASTS








Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<b>2.1.4 Planning</b> <b>a)</b> Relevance of a business plan in obtaining finance <b>b)</b> Interpretation of a simple cash-flow forecast and calculations based on changes in the cash-flow variables <b>c)</b> Use and limitations of a cash-flow forecast	 FA2.1.1 – Introduction to Business Planning	LV (13 mins)	In this lecture presentation, we discuss the main components of a business plan and what potential investors are looking for in a business plan and its entrepreneurs.
	 FA2.1.2 – Introduction to Cash Flow Forecasts	LV (4 mins)	In this introductory lecture presentation, George explores the idea of cash flow, as an alternative business concern to profit.
	 FA2.1.3 – Cash Flow Statements and Forecasts	LV (8 mins)	In this lecture presentation, George walks step-by-step through the construction of a cash flow statement.
	 FA2.1.4 – Analysing Cash Flow	LV (5 mins)	In this lecture presentation, George delves deeper into the methods available for interpreting cash flow statements.
	 FA2.1.5 – Managing Cash Flow	LV (7 mins)	In this lecture presentation, George takes a look at the ways in which a business might improve its cash flow situation.
	 <b>FA2.1a – Cash Flow Statements and Forecasts Assessment</b>	<b>15Qs (20 mins)</b>	<b>Contains a video question that test students in relation to completing a cash flow statement for a building services firm.</b>








# WEEK 4

# SALES FORECASTS



Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<b>2.2.1 Sales forecasting</b> a) Purpose of sales forecasts b) Factors affecting sales forecasts: o consumer trends o economic variables o actions of competitors c) Difficulties of sales forecasting	 FA2.2.1 – Purpose of Sales Forecasts	LV (14 mins)	In this lecture presentation, we introduce the concept of a sales forecast and why businesses rely on these forecasts to aid business planning, attract financial capital and prepare for the challenges ahead in the market.
	 FA2.2.2 – Quantitative Sales Forecasts	LV (18 mins)	In this lecture presentation, we show how businesses can use quantitative methods to construct sales forecasts, as well as improving the accuracy and reliability of these forecasts. This video shows how businesses can use moving averages, lines of best fit and seasonal adjustments to improve forecasting quality.
	 FA2.2.3 – Factors Influencing Sales Forecasts	LV (13 mins)	In this lecture presentation, we discuss the factors that influence of accuracy of a sales forecast. The video guides you through some of the economic, social and legal changes that can cause a firm to have to adapt their sales forecasts.
	 FA2.2.4 – Limitations of Sales Forecasts	LV (10 mins)	In this lecture presentation, we discuss the limitations associated with sales forecasts and what a business can do to overcome some of these limitations.
	 FA2.2a – Sales Forecasts Assessment	10Qs (20 mins)	<b>Contains an applied question to assess the impact that exchange rate movements have on the sales forecasts of different firms.</b>







Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>2.2.2 Sales, revenue and costs</b></p> <p>a) Calculation of sales volume and sales revenue</p> <p>b) Calculation of fixed and variable costs</p> <p><b>2.2.3 Break-even</b></p> <p>a) Contribution: selling price – variable cost per unit</p> <p>b) Break-even point: <math>\text{total fixed costs} + \text{total variable costs} = \text{total revenue}</math></p> <p>c) Using contribution to calculate the break-even point</p> <p>d) Margin of safety</p> <p>e) Interpretation of break-even charts</p> <p>f) Limitations of break-even analysis</p>	 FA3.1 – Sales Revenue	LV (5 mins)	Here George introduces the concept of revenue and showcases some example calculations.
	 <b>FA3.1a – Sales Revenue Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains an applied question that tests students on their ability to calculate the turnover of a company based on a data extract.</b>
	 FA3.2 – Business Costs	LV (7 mins)	In this lecture presentation, George covers the basics of costs, working through the equations for total costs and variable costs with examples.
	 <b>FA3.2a – Business Costs Assessment</b>	<b>15Qs (20 mins)</b>	<b>Contains an applied question on the tech giant Apple to test student’s ability to distinguish between different types of costs, as well as being able to calculate them.</b>
	 FA3.3.1 – Introduction to Break-Even	LV (6 mins)	In this lecture presentation, George looks at the concept of break-even with some worked examples and introduces the idea of contribution.
	 FA3.3.2 – Break-Even Charts	LV (6 mins)	George uses break-even charts to help visualise the concept of break-even, and show how changes within the firm and within the market can effect the status quo.
	 <b>FA3.3.3 – Analysing Break-Even</b>	<b>LV (4 mins)</b>	<b>In this lecture presentation, George covers some of the advantages of break-even, as well as looking at some of its shortcomings.</b>

# WEEK 7

# BUDGETS








Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<b>2.2.4 - Budgets</b> a) Purpose of budgets b) Types of budget: o historical figures o zero based c) Variance analysis d) Difficulties of budgeting	 FA4.1.1 – Introduction to Budgeting	LV (12 mins)	In this lecture presentation, we discuss what a budget is, why it is important for businesses to budget and how a business goes about constructing a budget.
	 FA4.1.2 – Types of Budgets	LV (12 mins)	In this lecture presentation, we discuss the different types of budgets that a business may wish to construct. The most commonly used approaches are historical budgeting and zero-based budgeting.
	 FA4.1.3 – Variance Analysis	LV (7 mins)	In this lecture presentation, George discusses how to interpret variance, and how to react as a business.
	 FA4.1a – Budgeting Assessment	10Qs (15 mins)	<b>Contains a video question that analyses the budgeting procedures of a business woman running a sportswear clothing company.</b>



# WEEK 8

# PROFITS









Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>2.3.1 - Profit</b></p> <p>a) Calculation of:</p> <ul style="list-style-type: none"><li>o gross profit</li><li>o operating profit</li><li>o profit for the year (net profit)</li></ul> <p>b) Statement of comprehensive income (profit and loss account):</p> <ul style="list-style-type: none"><li>o measuring profitability:<ul style="list-style-type: none"><li>- calculation of gross profit margin, operating profit margin, and profit for the year (net profit) margin</li></ul></li><li>o ways to improve profitability</li></ul> <p>c) Distinction between profit and cash</p>	 FA3.4 – Profit	LV (6 mins)	In this lecture presentation, George brings together the concepts of revenue and costs to look at profit.
	 FA3.4a – Profit Assessment	10Qs (15 mins)	<b>Contains an applied question that asks students to compare and assess the profitability of four different firms in the same geographical location.</b>
	 FA3.5.1 – Types of Profit	LV (6 mins)	In this lecture presentation, George introduces gross, operating and net profit, as well as looking at how to calculate the respective margins.
	 FA3.5.2 – Analysing Profit	LV (7 mins)	In this lecture presentation, George looks at the uses gross, operating and net profit, and their respective margins, using them in a blind "taste-test" of companies.
	 FA3.5a – Profit and Profitability Assessment	15Qs (25 mins)	<b>Contains an applied question that asks students to calculate and analyse the profitability of a firm that manufacturers vacuum cleaners.</b>

# WEEK 9

# MEASURING FINANCIAL PERFORMANCE










Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>2.3.1 - Profit</b></p> <p>a) Calculation of:</p> <ul style="list-style-type: none"> <li>o gross profit</li> <li>o operating profit</li> <li>o profit for the year (net profit)</li> </ul> <p>b) Statement of comprehensive income (profit and loss account):</p> <ul style="list-style-type: none"> <li>o measuring profitability:</li> <li>- calculation of gross profit margin, operating profit margin, and profit for the year (net profit) margin</li> <li>o ways to improve profitability</li> </ul> <p>c) Distinction between profit and cash</p> <p><b>2.3.2 - Liquidity</b></p> <p>a) Statement of financial position (balance sheet):</p> <ul style="list-style-type: none"> <li>o measuring liquidity: - calculating current ratio and acid test ratio</li> <li>o ways to improve liquidity</li> </ul> <p>b) Working capital and its management: the importance of cash</p>	 FA4.2.1 – The Statement of Financial Position	LV (11 mins)	In this lecture presentation, we introduce the concept of the statement of financial position and show how it illustrates the net wealth position of a business..
	 FA4.2.2 – Analysing the Statement of Financial Position	LV (11 mins)	In this lecture presentation, we analyse the statement of financial position using ratios and performance metrics. This allows a business to find holes in the business model of the firm and act accordingly.
	 <b>FA4.2a – Statement of Financial Position Assessment</b>	<b>10Qs (20 mins)</b>	<b>Contains an applied question that asks students to compare the statement of financial position for two large tech companies, Apple and Microsoft.</b>
	 FA4.3.1 – Statement of Comprehensive Income	LV (13 mins)	In this lecture presentation, we introduce the statement of comprehensive income, which is a neat summary measure of the all monetary ins and outs of a business over the course of a trading year.
	 FA4.3.2 – Analysing the Statement of Comprehensive Income	LV (9 mins)	In this lecture presentation, we discuss how a business can analyse their own statement of comprehensive income using ratios and performance metrics. The earlier a business can detect these problems the more adept it becomes at dealing with financial problems.
	 <b>FA4.3a – Statement of Comprehensive Income Assessment</b>	<b>10Qs (20 mins)</b>	<b>Contains an applied question that asks students to complete, analyse and interpret the statement of comprehensive income for a catering company.</b>

# WEEK 10

# PRODUCTION









Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>2.4.1 - Production, productivity and efficiency</b></p> <p><b>a) Methods of production:</b></p> <ul style="list-style-type: none"> <li>o job</li> <li>o batch</li> <li>o flow</li> <li>o cell</li> </ul> <p><b>b) Productivity:</b></p> <ul style="list-style-type: none"> <li>o output per unit of input per time period:</li> <li>- factors influencing productivity</li> <li>- link between productivity and competitiveness</li> </ul> <p><b>c) Efficiency:</b></p> <ul style="list-style-type: none"> <li>o production at minimum average cost:</li> <li>- factors influencing efficiency</li> <li>- distinction between labour and capital intensive production</li> </ul>	 P1.1 – Operational Objectives	LV (9 mins)	In this lecture presentation, George introduces the topic of operations, and discusses how setting simple, effective objectives in this area can help businesses in their approach.
	 P1.1a – Operational Objectives Assessment	10Qs (15 mins)	<b>Contains a video question that analyses the different operational objectives of four different beer producers.</b>
	 P1.2 – Methods of Production	LV (20 mins)	In this lecture presentation, we take a look at some of the main methods of production that a business can adopt to improve efficiency and raise productivity.
	 P1.2a – Methods of Production Assessment	10Qs (15 mins)	<b>Contains an applied question that investigates the production methods of four different companies.</b>
	 P1.3.1 – Labour Productivity and Efficiency	LV (6 mins)	Businesses need to be able to calculate data in terms of labour productivity and efficiency. In this lecture presentation, George will show you exactly how to do that.
	 P1.3.2 – Analysing Labour Productivity and Efficiency	LV (9 mins)	Here, George looks at some of the different ways that you can interpret data on labour productivity and efficiency, and how you can then put that information to good use within a business.
	 P1.3a – Labour Productivity and Efficiency Assessment	15Qs (20 mins)	<b>Contains a video question that tests students on their understanding of calculating the productivity and efficiency of a company’s workforce.</b>

# WEEK 11

# CAPACITY UTILISATION








Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>2.4.2 - Capacity utilisation</b></p> <p>a) Capacity utilisation:  <math>\frac{\text{current output}}{\text{maximum possible output}} \times 100</math></p> <p>b) Implications of under- and over-utilisation of capacity</p> <p>c) Ways of improving capacity utilisation</p>	 P1.4.1 – Capacity Utilisation	LV (6 mins)	Capacity is another crucial business term that you have to be familiar with. Hopefully you will be feeling more confident by the end of this lecture presentation, as George covers the basics of the subject.
	 P1.4.2 – Analysing Capacity Utilisation	LV (9 mins)	Does a business have a capacity shortage, or is it under-utilising its resources? Is this a bad thing? If so, how can a business look to rectify the situation? George looks at potential solutions to these question in this lecture presentation.
	 <b>P1.4a – Capacity Utilisation Assessment</b>	<b>15Qs (20 mins)</b>	<b>Contains a video question that investigates how capacity is utilised on Virgin East Coast Trains..</b>
	 P1.5.1 – Lean Production	LV (9 mins)	"Lean" is a Japanese production philosophy that has completely revolutionised the way we think about production lines and operations as a whole. George covers the key concepts in this lecture presentation.
	 P1.5.2 – Technology in Operations	LV (11 mins)	The continuous development of technology constantly threatens to leave businesses behind, from an operations perspective. In this lecture presentation, George looks at how businesses can treat technology as an opportunity, rather than a threat.
	 <b>P1.5a – Improving Business Efficiency Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that looks at how Dell, the multinational computer company, has integrated technology to improve productivity and efficiency.</b>

# WEEK 12

# STOCK CONTROL








Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<b>2.4.3 - Stock control</b> a) Interpretation of stock control diagram b) Buffer stocks c) Implications of poor stock control d) Just in time (JIT) management of stock e) Waste minimisation f) Competitive advantage from lean production	 P2.1.2 – Supply Chain Management	LV (22 mins)	In this lecture presentation, we focus on the basics of the supply chain and how a business can effectively manage its own supply chain.
	 P2.1.2 – Stock Control Systems	LV (9 mins)	In this lecture presentation, we focus on the concept of holding stock and introduce some of the basics behind stock controls.
	 P2.1.3 – Stock Control Charts	LV (19 mins)	In this lecture presentation, we cover the basics behind stock control charts, and how businesses can use them to effectively manage the level of stock they hold.
	 P2.1.4 – Value of Outsourcing	LV (11 mins)	In this lecture presentation, we focus on the concept of outsourcing, and the importance of this for small companies.
	 P2.1a – Stock Control Assessment	15Qs (20 mins)	<b>Contains a video question that analyses the stock control systems in place in a company like Cadbury.</b>



# WEEK 13

# QUALITY MANAGEMENT






Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<b>2.4.4 – Quality Management</b> <ul style="list-style-type: none"><li>a) Quality:<ul style="list-style-type: none"><li>o control</li><li>o assurance</li><li>o circles</li></ul></li><li>b) Total Quality Management (TQM)</li><li>c) Continuous improvement (Kaizen)</li></ul> <b>c) Competitive advantage from quality management</b>	 P2.2.1 – The Importance of Quality	LV (17 mins)	In this lecture presentation, we cover the basics behind the factors which influence the overall quality of a product, and why quality is important for a business to maintain.
	 P2.2.2 – Quality Control	LV (14 mins)	In this lecture presentation, we focus on the concept of quality control which is the most traditional approach a business can take to measure quality, and some of the limitations this approach can bring.
	 P2.2.3 – Quality Assurances	LV (14 mins)	In this lecture presentation, we focus on the concept of quality assurance which is a more detailed approach a business can take to measure quality, and some of the limitations this approach can bring.
	 P2.2.4 – Alternative Quality Initiatives	LV (15 mins)	In this lecture presentation, we focus on some of the other quality initiatives that businesses can put in place to measure, monitor and control quality standards.
	 P2.2a – Quality Control Assessment	15Qs (20 mins)	<b>Contains a video question that compares the quality control procedures of two car manufacturers.</b>

# WEEK 14

# INTRODUCTION TO PESTLE








Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>2.5.1 - Economic influences</b></p> <p>a) The effect on businesses of changes in:</p> <ul style="list-style-type: none"><li>o inflation (the rate of inflation, the Consumer Prices Index)</li><li>o exchange rates (appreciation, depreciation)</li><li>o interest rates</li><li>o taxation and government spending</li><li>o the business cycle</li></ul> <p>b) The effect of economic uncertainty on the business environment</p> <p><b>2.5.2 - Legislation</b></p> <p>a) The effects on businesses of:</p> <ul style="list-style-type: none"><li>o consumer protection</li><li>o employee protection</li><li>o environmental protection</li><li>o competition policy</li><li>o health and safety</li></ul> <p><b>2.5.3 - The competitive environment</b></p> <p>a) Competition and market size</p>	 EE1.1.1 – The External Environment	LV (13 mins)	A business is master of its own fate to some extent, but there are some external influences that act upon businesses over which they have no control. George looks at these external influences in this lecture presentation.
	 EE1.1.2 – Introduction to PESTLE	LV (9 mins)	In this lecture presentation, Jack explains why it is important for a business to adapt to changes in the external environment of the industry a business operates in and introduces the PESTLE framework which classifies the main types of threats and opportunities which a business has to consider.
	 EE1.1a – The External Environment Assessment	10Qs (15 mins)	<b>Contains a video question that applies the PESTLE framework to the consumer electronics company Nintendo</b>

# WEEK 15

# ECONOMIC INFLUENCES







Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>2.5.1 - Economic influences</b></p> <p><b>a)</b> The effect on businesses of changes in:</p> <ul style="list-style-type: none"> <li>o inflation (the rate of inflation, the Consumer Prices Index)</li> <li>o exchange rates (appreciation, depreciation)</li> <li>o interest rates</li> <li>o taxation and government spending</li> <li>o the business cycle</li> </ul> <p><b>b)</b> The effect of economic uncertainty on the business environment</p>	 EE1.2.1 – GDP and the Business Cycle	LV (10 mins)	In this lecture presentation, Jacob explains the basic principles behind gross domestic product (GDP) and the business cycle. The video shows how the business cycle can be used to represent the cyclical fluctuations in economic activity that all economies experience over time.
	 EE1.2.2 – Changes in the Business Cycle	LV (14 mins)	In this lecture presentation, Jacob explains the impact of a recession and a boom on the main departments of a business. The video considers the impact on the strategy of the firm, the finance department, the marketing department, the HR department and the operations department.
	 EE1.2.3 – Changes in Government Spending and Taxation	LV (9 mins)	In this lecture presentation, Jacob explains what is meant by the term fiscal policy and identifies the impact that changes in the policy stance set by the government have on the performance levels of a business.
	 EE1.2.4 – Changes in Interest Rates	LV (9 mins)	In this lecture presentation, Jacob explains what is meant by the term monetary policy and identifies the impact that a change in interest rates has on a variety of different businesses.
	 EE1.1a – Economic Business Influences Assessment	10Qs (15 mins)	<b>Contains a video question that analyses the impact a series of different economic changes are expected to have on the company Jaguar-Land Rover.</b>

# WEEK 16

# EXTERNAL ECONOMIC INFLUENCES









Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>2.5.1 - Economic influences</b></p> <p><b>a)</b> The effect on businesses of changes in:</p> <ul style="list-style-type: none"><li>o inflation (the rate of inflation, the Consumer Prices Index)</li><li>o exchange rates (appreciation, depreciation)</li><li>o interest rates</li><li>o taxation and government spending</li><li>o the business cycle</li></ul> <p><b>b)</b> The effect of economic uncertainty on the business environment</p>	 EE1.3.1 – Changes in the Inflation Rate	LV (10 mins)	In this lecture presentation, Jacob explains the economic concept of inflation and the impact that rising prices have on different types of businesses.
	 EE1.3.2 – International Trade Influences	LV (11 mins)	In this lecture presentation, Jacob explains the threats and opportunities of: export markets, greater competition from importing competitors and the implications of protectionist policies for businesses.
	 EE1.3.3 – Changes in the Exchange Rate	LV (10 mins)	In this lecture presentation, Jacob explains the concept of the term exchange rates and carefully runs through the implications to a business of changes in the value of an exchange rate.
	 EE1.3a – External Economic Business Influences Assessment	10Qs (15 mins)	<b>Contains a video question that gets students to analyse the specific impact that exchange rate movements have on the prices of firms that trade internationally.</b>

# WEEK 17

# LEGISLATIVE CHANGE



Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>2.5.2 - Legislation</b></p> <p>a) The effects on businesses of:</p> <ul style="list-style-type: none"> <li>o consumer protection</li> <li>o employee protection</li> <li>o environmental protection</li> <li>o competition policy</li> <li>o health and safety</li> </ul> <p><b>2.5.3 - The competitive environment</b></p> <p>a) Competition and market size</p>	 EE1.4.1 – Impact of Legislative Changes	LV (13 mins)	<p>In this lecture presentation, Jack explains how the political and legal environment that a firm operates in shapes the performance level of a business over time. The video uses this logic to show how a business will be affected by changes in the political structure of the prevailing government and/or legal changes that follow.</p>
	 EE1.4.2 – Competition Laws	LV (13 mins)	<p>In this lecture presentation, Jack explains the impact of competition laws being imposed on a market and evaluates the impact of a change in the severity of competition laws for both incumbent and entrant firms.</p>
	 EE1.4.3 – Employment Laws	LV (11 mins)	<p>In this lecture presentation, Jack explains the different forms of employment laws and legislation which exist in the UK labour code. The video then explains the impact that greater layers of regulation relating to employment laws are having on the performance and actions of firms in different industries.</p>
	 EE1.4.4 – Environment Laws	LV (13 mins)	<p>In this lecture presentation, Jack explains the pressure businesses are coming under to improve their environmental standards, as well as explaining the reputational benefits a business can capture from becoming more energy efficient.</p>
	 EE1.4.5 – Tax Laws	LV (12 mins)	<p>In this lecture presentation, Jack looks at the main types of taxes that most businesses have to pay in the UK. Despite this representing a drain on post-tax profits for a firm, the video explains that the complexity of the modern day tax system has also presented some opportunities for large firms to exploit loopholes which persist in the tax system.</p>
	 <b>EE1.4a – Impact of Legislative Changes Assessment</b>	<b>10Qs (15 mins)</b>	<p><b>Contains a video question that looks at the gender pay gap at the BBC and the impact that recent legislative changes have had on the BBC's approach towards recruitment and remuneration.</b></p>



# EZY BUSINESS







## YEAR 13 – THEME 3 SCHEME OF WORK

In this section students will explore some of functions of business strategy and learn about how businesses grow. Students will also explore some of the influences on the decisions that businesses have to make. This means having an understanding of some of the strategic approaches businesses use to form and make decisions.

# WEEK 1

# BUSINESS OBJECTIVES






Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<b>3.1.1 - Corporate objectives</b> a) Development of corporate objectives from mission statement/corporate aims b) Critical appraisal of mission statements/corporate aims	 BPI.2.1 – Influences on Business Objectives	LV (8 mins)	In this lecture presentation, George helps you to hammer home some of the differences between mission and objectives, strategy and tactics, as well as looking at some of the ways in which they can be affected.
<b>3.1.2 - Theories of corporate strategy</b> a) Development of corporate strategy: o Ansoff's Matrix o Porter's Strategic Matrix b) Aim of portfolio analysis	 BPI.2.2 – Theories on Corporate Strategies	LV (12 mins)	Here, George looks at some of the main theories surrounding corporate strategies, including the Ansoff Matrix, Porter's 5 Forces and the Boston Matrix, amongst others.
<b>3.1.2 - Theories of corporate strategy</b> c) Achieving competitive advantage through distinctive capabilities d) Effect of strategic and tactical decisions on human, physical, and financial resources	 BPI.2.3 – The Value of SWOT Analysis	LV (8 mins)	SWOT Analysis is a way of evaluating the strengths and weakness, and opportunities and threats that might influence the way a business chooses to behave, moving forward.
<b>3.1.3 - SWOT analysis</b> a) SWOT analysis o internal considerations: strengths and weaknesses o external considerations: opportunities and threats	 BPI.2a – Corporate Objectives and Strategy Assessment	10Qs (15 mins)	<b>Contains a video question that looks at the corporate objectives and mission statement of sports clothing manufacturer Under Armour.</b>








# WEEK 2

# BUSINESS STRATEGIES



Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>3.1.2 - Theories of corporate strategy</b></p> <ul style="list-style-type: none"><li>a) Development of corporate strategy:<ul style="list-style-type: none"><li>o Ansoff's Matrix</li><li>o Porter's Strategic Matrix</li></ul></li><li>b) Aim of portfolio analysis</li><li>c) Achieving competitive advantage through distinctive capabilities</li><li>d) Effect of strategic and tactical decisions on human, physical, and financial resources</li></ul>	 BP3.1.1 – Ansoff's Matrix	LV (11 mins)	In this lecture presentation, George looks at the Ansoff Matrix, which is a useful method for firms thinking about marketing strategy.
	 BP3.1.2 – Porter's Strategies and Bowman's Strategic Clock	LV (9 mins)	Building on the Ansoff Matrix, here we take a closer look at the three different strategies put forward by Porter, and compare his ideas to those put forward by Bowman's Strategic Clock.
	 BP3.1a – Business Strategies Assessment	10Qs (15 mins)	<b>Contains a video question that focuses on comparing Porter's General Strategies Model with Bowman's Strategic Clock.</b>








Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>3.1.4 - Impact of external influences</b></p> <ul style="list-style-type: none"> <li>a) PESTLE (political, economic, social, technological, legal and environmental)</li> <li>b) The changing competitive environment</li> <li>c) Porter's Five Forces</li> </ul>	 EE1.1.1 – The External Environment	LV (13 mins)	A business is master of its own fate to some extent, but there are some external influences that act upon businesses over which they have no control. George looks at these external influences in this lecture presentation.
	 EE1.1.2 – Introduction to PESTLE	LV (9 mins)	In this lecture presentation, Jack explains why it is important for a business to adapt to changes in the external environment of the industry a business operates in and introduces the PESTLE framework which classifies the main types of threats and opportunities which a business has to consider.
	 <b>EE1.1a – The External Environment Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question looking at the consumer electronics company Nintendo and apply the PESTLE framework to that company.</b>
	 BPI.4.1 – Competitive Markets	LV (12 mins)	In this lecture presentation, Jack explains the basic principles behind a competitive market and discusses the importance of barriers to entry in determining the overall contestability of a market.
	 BPI.4.2 – Porter's Five Forces Model	LV (16 mins)	In this lecture presentation, Jack introduces the five forces model and analyses each of the five competitive forces in isolation, before considering how all of the forces interact to affect the overall attractiveness of an industry from a firm's perspective.
	 BPI.4.3 – Using Porter's Five Forces Model	LV (10 mins)	In this lecture presentation, Jack showcases how a business can use the Five Forces model to determine the relative attractiveness of operating in an industry. The video considers both the strengths and weaknesses of using this model from both an entrant's and an incumbent's perspective.
	 <b>BPI.4a – Competitive Markets Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that is looking at applying Porter's Five Forces Model to the Coca Cola Company.</b>

# WEEK 5

# BUSINESS GROWTH








Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>3.2.1 - Growth</b></p> <p>a) Objectives of growth:</p> <ul style="list-style-type: none"><li>o to achieve economies of scale (internal and external)</li><li>o increased market power over customers and suppliers</li><li>o increased market share and brand recognition</li><li>o increased profitability</li></ul> <p>b) Problems arising from growth:</p> <ul style="list-style-type: none"><li>o diseconomies of scale</li><li>o internal communication</li><li>o overtrading</li></ul> <p><b>3.2.2 - Mergers and takeovers</b></p> <p>a) Reasons for mergers and takeovers</p> <p>b) Distinction between mergers and takeovers</p> <p>c) Horizontal and vertical integration</p> <p>d) Financial risks and rewards</p> <p>e) Problems of rapid growth</p> <p><b>3.2.3 - Organic growth</b></p> <p>a) Distinction between inorganic and organic growth</p> <p>b) Methods of growing organically</p> <p>c) Advantages and disadvantages of organic growth</p> <p><b>3.2.4 - Reasons for staying small</b></p> <p>a) Small business survival in competitive markets:</p> <ul style="list-style-type: none"><li>o product differentiation and USPs</li><li>o flexibility in responding to customer needs</li><li>o customer service</li><li>o e-commerce</li></ul>	 BPI.3.1 – Expansion and Retrenchment	LV (9 mins)	In this lecture presentation, Jacob explains what is meant by an expansion strategy using the real world example of Alibaba. The video also explains why a business might implement a retrenchment strategy to help cope with changing business and economic conditions.
	 BPI.3.2 – Organic Growth and External Growth	LV (11 mins)	In this lecture presentation, Jacob explains the difference between organic growth and external growth. In each growth case, the video provides an explanation of the factors that help stimulate the growth and evaluates the strengths and weaknesses of different businesses experiencing this form of growth.
	 BPI.3.3 – Evaluating Growth	LV (13 mins)	In this lecture presentation, Jack explains some of the challenges that businesses may face when expanding or retrenching. This is important to consider when answering an exam question on this topic.
	 BPI.3.4 – Small Business Survival	LV (21 mins)	In this lecture presentation, we take a look at the reasons why some businesses may wish to remain small in stature and size. For some businesses scale isn't everything and a small business may be able to hold important competitive advantages over their larger rivals in the market.
	 BPI.3a – Business Growth Assessment	10Qs (15 mins)	<b>Contains a video question that looks at the growth story behind the large MNC tech. company Apple.</b>



# WEEK 6

# QUANTITATIVE SALES FORECASTING












Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<b>3.3.1 – Quantitative Sales Forecasting</b> a) Calculation of time-series analysis: o moving averages (three period/four quarter) b) Interpretation of scatter graphs and line of best fit – extrapolation of past data to future c) Limitations of quantitative sales forecasting techniques	 FA2.2.1 – Purpose of Sales Forecasts	LV (14 mins)	In this lecture presentation, we introduce the concept of a sales forecast and why businesses rely on these forecasts to aid business planning, attract financial capital and prepare for the challenges ahead in the market.
	 FA2.2.2 – Quantitative Sales Forecasts	LV (18 mins)	In this lecture presentation, we show how businesses can use quantitative methods to construct sales forecasts, as well as improving the accuracy and reliability of these forecasts. This video shows how businesses can use moving averages, lines of best fit and seasonal adjustments to improve forecasting quality.
	 FA2.2.3 – Factors that Influence Sales Forecasts	LV (13 mins)	In this lecture presentation, we discuss the factors that influence of accuracy of a sales forecast. The video guides you through some of the economic, social and legal changes that can cause a firm to have to adapt their sales forecasts.
	 FA2.2.4 – Limitations of Sales Forecasts	LV (11 mins)	In this lecture presentation, we discuss the limitations associated with sales forecasts and what a business can do to overcome some of these limitations.
	 FA2.2a – Sales Forecasting Assessment	10Qs (15 mins)	<b>Contains an applied question that tests students on their basic understanding of how changes in the exchange rate impact sales forecasts.</b>

# WEEK 7/8

# INVESTMENT APPRAISAL








Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<b>3.3.2 – Investment appraisal</b> a) Simple payback b) Average (Accounting) Rate of Return c) Discounted Cash Flow (Net Present Value only) d) Calculations and interpretations of figures generated by these techniques e) Limitations of these techniques	 DM2.1.1 – Introduction to Investment Appraisal	LV (10 mins)	In this lecture presentation, Jack introduces the concept of investment appraisals and explains the importance of a business appraising an investment project with uncertain returns.
	 DM2.1.2 – Payback Periods	LV (12 mins)	The video specifically shows how a business can calculate the payback period when the cash flow is constant and when the cash flow differs in each period. The video also shows how a business can use the payback period as an approach to comparing the returns of future investment projects.
	 DM2.1.3 – Using and Evaluating Payback Periods	LV (5 mins)	In this lecture presentation, Jack evaluates the use of the payback period as an approach to appraising an investment project.
	 DM2.1.4 – Average Rate of Return	LV (10 mins)	In this lecture presentation, Jack explains the principles behind the use of the Average Rate of Return (ARR) as an investment appraisal method for businesses, as well as making use of calculations to interpret this appraisal method.
	 <b>FA2.1a – Payback Period and ARR Assessment</b>	<b>10Qs (20 mins)</b>	<b>Contains a video question that asks students to apply the concept of the payback period and the average rate of return to the concept of a football club signing a player.</b>
	 DM2.2.1 – Discounting and Present Value	LV (9 mins)	In this lecture presentation, Jack explains the concept of discounting future cash flow payments to reflect the fact that cash flow payments due in the future are worth less than cash flow payments due today. The video then builds upon the concept of discounting to introduce and explain the concept of the Present Value.
	 DM2.2.2 – Calculating Net Present Value	LV (12 mins)	the video runs through an example of how to calculate the NPV of an investment project, as well as using the NPV to compare the returns of different investment projects.
	 DM2.2.3 – Using and Evaluating Net Present Value	LV (5 mins)	Jack assesses the NPV as a valid approach towards appraising alternative investment projects available to a business. The video provides some crucial evaluative points which can help bolster an exam response.
	 <b>DM2.2a – Net Present Value Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that applies the three investment appraisal approaches to the entertainment giant Disney.</b>

# WEEK 9

# DECISION TREES









Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>3.3.3 - Decision trees</b></p> <ul style="list-style-type: none"><li>a) Construct and interpret simple decision tree diagrams</li><li>b) Calculations and interpretations of figures generated by these techniques</li><li>c) Limitations of using decision trees</li></ul>	 DM3.1.1 – Introduction to Decision Trees	LV (9 mins)	In this lecture presentation, Jack covers some of the basic characteristics of decision trees and breaks down the process of constructing decision trees to map out the complex nature of the decision-making approach facing businesses.
	 DM3.1.2 – Constructing Decision Trees	LV (7 mins)	In this lecture presentation, Jack uses an example to construct the basic structure of a decision tree to help a business assess whether an investment project is worthwhile to undertake or not.
	 DM3.1.3 – Calculations Using Decision Trees	LV (13 mins)	In this lecture presentation, Jack shows how you can use a decision tree to quantitatively assess the expected returns that an investment project brings.
	 DM3.1.4 – Using and Evaluating Decision Trees	LV (8 mins)	In this lecture presentation, Jack assesses the limitations of businesses relying upon decision trees when assessing the profitability of undertaking an investment project. This video provides some useful evaluative points you could raise on an exam question of this topic.
	 <b>DM3.1a – Decision Trees Assessment</b>	<b>15Qs (25 mins)</b>	<b>Contains a video question that looks at representing the store expansion strategy of the discounter Lidl.</b>

# WEEK 10

# CRITICAL PATH ANALYSIS













Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>3.3.4 - Critical Path Analysis</b></p> <p>a) Nature and purpose of Critical Path Analysis</p> <p>b) Complete and interpret simple networks to identify the critical path</p> <p>c) Calculate:</p> <ul style="list-style-type: none"><li>o Earliest Start Time</li><li>o Latest Finish Time</li><li>o total float</li></ul> <p>d) Limitations of using Critical Path Analysis</p>	 DM3.2.1 – Introduction to Strategic Implementation	LV (10 mins)	In this lecture presentation, Jack explains the importance of directors and managers holding a strategic vision and how time management is a crucial factor affecting the ability of businesses to implement their strategy.
	 DM3.2.2 – Introduction to Network Analysis	LV (8 mins)	In this lecture presentation, Jack explains the basic features behind a network diagram and shows how a network diagram can be constructed to graphically represent the sequential order in which activities need to be completed in to meet looming project deadlines.
	 DM3.2.3 – Constructing Network Diagrams	LV (14 mins)	In this lecture presentation, Jack shows how a network analysis diagram can be constructed drawing upon a business project that Samsung are undertaking.
	 DM3.2.4 – Finding the Critical Path	LV (6 mins)	In this lecture presentation, Jack introduces the concept of the critical path in the context of network analysis diagrams and shows how to find the critical path in any network analysis diagram.
	 DM3.2.5 – Using and Evaluating the Critical Path	LV (5 mins)	In this lecture presentation, Jack evaluates the effectiveness of using network analysis diagrams to identify the activities that cannot be delayed by even one day. The video provides useful evaluative points which can be used in an exam question on this topic.
	 DM3.2a – Critical Path Analysis Assessment	10Qs (15 mins)	<b>Contains a video question that applies the concept of critical path analysis to the company Nintendo.</b>

# WEEK 11/12

# BUSINESS DECISION-MAKING










Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>3.4.1 - Corporate influences</b>                      a) Corporate timescales: short-termism versus long-termism                      b) Evidence-based versus subjective decision making</p> <p><b>3.4.2 - Corporate culture</b>                      a) Strong and weak cultures                      b) Classification of company cultures:                      o power                      o role                      o task                      o person                      c) How corporate culture is formed                      d) Difficulties in changing an established culture</p> <p><b>3.4.3 - Shareholders versus stakeholders</b>                      a) Internal and external stakeholders                      b) Stakeholder objectives                      c) Stakeholder and shareholder influences:                      o stakeholder: that the business considers all of its stakeholders in its business decisions/objectives                      o shareholder: that the business should focus purely on shareholder returns (increasing share price and dividends) in its business decisions/objectives                      d) The potential for conflict between profit-based (shareholder) and wider objectives (stakeholder)</p> <p><b>3.4.4 - Business ethics</b>                      a) Ethics of strategic decisions:                      o trade-offs between profit and ethics                      b) Pay and rewards                      c) Corporate Social Responsibility (CSR)</p>	 DM1.1.1 – Introduction to Decision Making	LV (11 mins)	In this lecture presentation, Jack covers some of the basic principles behind decision making within a business environment.
	 DM1.1.2 – Factors Affecting Decision Making	LV (12 mins)	In this lecture presentation, Jack introduces and explains the five factors which influence the decisions that businesses make regarding the direction of their strategy.
	 <b>DM1.1a – Business Decision Making Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that looks at the decision making approach taken by a large supermarket chain such as Tesco.</b>
	 DM1.2 - Stakeholders and Shareholders	LV (9 mins)	The subtle distinction between stakeholders and shareholders is one that will help you in tackling A-Level Business. George looks at some of the key differences here, as well as examining the terms' respective characteristics.
	 <b>DM1.2a – Stakeholders and Shareholders Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that looks at the stakeholders and shareholders of the commodities giant Glencore.</b>
	 DM1.3.1 – Short-Term vs Long-Term	LV (7 mins)	A business will often find itself caught between doing what it knows is right in the long-term, and what will be most beneficial in the short-term. This lecture presentation analyses some of the tensions that exist there, and think about the options available to businesses.
	 DM1.3.2 – Corporate Cultures	LV (7 mins)	Here, George raises some important questions with regards to what makes a culture within a business, and also looks at the importance of matching your corporate culture to your corporate mission.
	 DM1.3.3 – Business Ethics	LV (8 mins)	Although businesses exist in order to make profit, they must also make sure that the decisions they make are ethical, and do not disadvantage innocent third parties. Corporate Social Responsibility (CSR) is important in facilitating this.
	 DM1.3.4 – Corporate Social Responsibility (CSR)	LV (14 mins)	In this lecture presentation, Jack explains why it is important for firms to take a broader perspective of their business practices and introduces the concept of Carroll's Corporate Social Responsibility Pyramid.
	 <b>DM1.3a – Influences on Business Decisions Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that looks at the fashion retailer Zara and some of the factors which the management team must take into consideration when making business decisions.</b>



# WEEK 13/14

# FINANCIAL RATIO ANALYSIS








Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>3.5.1 - Interpretation of financial statements</b></p> <p>a) Statement of comprehensive income (profit and loss account):</p> <ul style="list-style-type: none"><li>o key information</li><li>o stakeholder interest</li></ul> <p>b) Statement of financial position (balance sheet)</p> <ul style="list-style-type: none"><li>o key information</li><li>o stakeholder interest</li></ul> <p><b>3.5.2 - Ratio analysis</b></p> <p>a) Calculate:</p> <ul style="list-style-type: none"><li>o Gearing ratio</li><li>o Return on capital employed (ROCE)</li></ul> <p>b) Interpret ratios to make business decisions</p> <p>c) The limitations of ratio analysis</p>	 BP3.3.1 - Profit Margins and ROCE	LV (8 mins)	In this lecture presentation, we discuss some of the main financial ratios used to measure the profitability of a business. Different measurements of profit margins are used to assess how sustainable the business model is and return on capital employed (ROCE) represents the return that investors receive for every monetary unit they have invested into the business.
	 BP3.3.2 - Liquidity Ratios	LV (15 mins)	Liquidity represents the ability to convert an asset into cash without any significant delay. Businesses need to be built from the perspective of regular cash coming in to offset the cash liabilities they need to pay in each trading year. Two main ratios are used to calculate the liquidity of a business - the current ratio and the acid-test ratio.
	 BP3.3.3 - Gearing Ratio	LV (5 mins)	In this lecture video, George looks at the gearing ratio, which helps us to analyse how dependent a firm is upon long-term debt.
	 BP3.3.4 - Efficiency Ratios	LV (13 mins)	In this lecture presentation, Jack introduces the ratios measuring efficiency, including inventory turnover, receivables days and payables days.
	 <b>BP3.3a - Financial Ratios Assessment</b>	<b>15Qs (15 mins)</b>	<b>Contains a video question that asks students to calculate a series of ratios for Barclays Bank from a series of financial statements and accounts.</b>
	 BP3.4 - Value and Limitations of Financial Ratios	LV (10 mins)	In this lecture presentation, we assess and evaluate the financial ratios that businesses use to measure performance in the context of profitability, liquidity, efficiency and debt sustainability.
	 <b>BP3.4a - Value and Limitations of Financial Ratios Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that explores the limitations of financial ratios reported and produced by the company Tesco.</b>

# WEEK 15

# MEASURING HR PERFORMANCE









Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>3.5.3 - Human resources</b></p> <p>a) Calculate and interpret the following to help make business decisions:</p> <ul style="list-style-type: none"><li>o labour productivity</li><li>o labour turnover and retention</li><li>o absenteeism</li></ul> <p>b) Human resource strategies to increase productivity and retention and to reduce turnover and absenteeism:</p> <ul style="list-style-type: none"><li>o financial rewards</li><li>o employee share ownership</li><li>o consultation strategies</li><li>o empowerment strategies</li></ul>	 BP3.2.1 – Calculating Labour Productivity	LV (11 mins)	In this lecture presentation, we show why labour productivity is an important HR measure of performance and how any business can calculate this performance measure.
	 BP3.2.2 – Calculating Labour Turnover and Retention Rates	LV (10 mins)	In this lecture presentation, we show the importance of a company's labour turnover and retention rates for different businesses in different industries. We then go on to show how these rates can be calculated.
	 BP3.2.3 – Calculating Absenteeism Rates	LV (10 mins)	In this lecture presentation, we discuss how a business can calculate their rate of absenteeism and discuss some of the reasons for unauthorised absences in the workplace.
	 BP3.2.4 – Improving HR Data	LV (14 mins)	In this lecture presentation, we discuss some of the approaches that businesses can take to improve some of the measures of HR performance in their favour.
	 BP3.2a – HR Data Assessment	15Qs (20 mins)	<b>Contains a video question that asks students to review the data surrounding the HR department of a business.</b>

# WEEK 16

# CAUSES AND EFFECTS OF CHANGE









Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>3.6.1 - Causes and effects of change</b></p> <p>a) Causes of change:</p> <ul style="list-style-type: none"> <li>o changes in organisational size</li> <li>o poor business performance</li> <li>o new ownership</li> <li>o transformational leadership</li> <li>o the market and other external factors (PESTLE)</li> </ul> <p>b) Possible effects on:</p> <ul style="list-style-type: none"> <li>o competitiveness</li> <li>o productivity</li> <li>o financial performance</li> <li>o stakeholders</li> </ul> <p><b>3.6.2 - Key factors in change</b></p> <p>a) Organisational culture</p> <p>b) Size of organisation</p> <p>c) Time/speed of change</p> <p>d) Managing resistance to change</p>	 BP2.1 – Causes and Effects of Change	LV (18 mins)	In this lecture presentation, Jack looks at the basic principles behind business change and why it is important for businesses.
	 <b>BP2.1a – Causes and Effects of Change Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains an applied question that looks at the performance levels of fashion retailer ASOS and how it has been able to deal with change within the company.</b>
	 BP2.2 – Barriers to Change	LV (18 mins)	In this lecture presentation, Jack looks at the importance of a business maintaining flexibility in its structure and activities to keep up with the market. The video also outlines the main barriers to change which firms may face, drawing on the academic findings of Kotter and Schlesinger.
	 <b>BP2.2a – Barriers to Change Assessment</b>	<b>15Qs (20 mins)</b>	<b>Contains a video question that looks at the impact of change on the Southern Rail line in the UK.</b>
	 BP2.3 – Changing Organisational Culture	LV (21 mins)	In this lecture presentation, Jack looks at what is meant by the term organisational culture, as well as the threats and opportunities a business may face when changing its existing culture.
	 <b>BP2.3a – Changing Organisational Culture Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that looks at the organisational culture at the tech. company Google and the benefits it extracts from having this type of culture in place.</b>

# WEEK 17

# MANAGING CHANGE










Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>3.6.1 - Causes and effects of change</b></p> <p>a) Causes of change:</p> <ul style="list-style-type: none"> <li>o changes in organisational size</li> <li>o poor business performance</li> <li>o new ownership</li> <li>o transformational leadership</li> <li>o the market and other external factors (PESTLE)</li> </ul> <p>b) Possible effects on:</p> <ul style="list-style-type: none"> <li>o competitiveness</li> <li>o productivity</li> <li>o financial performance</li> <li>o stakeholders</li> </ul> <p><b>3.6.2 - Key factors in change</b></p> <p>a) Organisational culture</p> <p>b) Size of organisation</p> <p>c) Time/speed of change</p> <p>d) Managing resistance to change</p>	 BP2.4 – Strategic Change and Implementation	LV (18 mins)	In this lecture presentation, Jack looks at the basic principles behind strategic change and the challenges a business may face when adapting its strategic vision to keep up with the market.
	 <b>BP2.4a – Strategic Change and Implementation Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that looks at the company Tesla and how it manages strategic change.</b>
	 BP2.5.1 – Leadership for Change	LV (18 mins)	In this lecture presentation, Jack looks at the roles and responsibilities of leaders in overseeing strategic change within a business. This video breaks down the different styles of leadership and evaluates the effectiveness of each style when managing change.
	 BP2.5.2 – Communicating Change	LV (11 mins)	In this lecture presentation, Jack looks at the importance of communication across all layers of a business to ensure that strategic change can be successfully implemented.
	 BP2.5.3 – Organisational Structure and Change	LV (17 mins)	In this lecture presentation, Jack analyses and evaluates the four main types of organisational structure a business can put in place, as well as explaining the importance of the organisational structure of the business changing as the business expands in size.
	 <b>BP2.5a – Dealing with Change Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that looks at the fast food restaurant chain McDonalds and the organisational structure the company has in place.</b>

# WEEK 18

# SCENARIO PLANNING



Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>3.6.3 - Scenario planning</b></p> <p><b>a) Identifying key risks through risk assessment</b></p> <ul style="list-style-type: none"> <li>o natural disasters</li> <li>o IT systems failure</li> <li>o loss of key staff</li> </ul> <p><b>b) Planning for risk mitigation</b></p> <ul style="list-style-type: none"> <li>o business continuity</li> <li>o succession planning</li> </ul>	 BP2.6.1 – Risk Assessment Planning	LV (16 mins)	In this lecture presentation, we cover the basics of a business's risk assessment plans. This involves devising a strategy to cope with uncertain events that create large disruption to a business.
	 BP2.6.2 – Risk Mitigation Plans	LV (17 mins)	In this lecture presentation, we look at the strategies that business's can adopt to insure against risk posed from uncertain events such as natural disasters, hardware failures and loss of staff members.
	 <b>BP2.6a – Scenario Planning Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains an applied question looking at firms operating in the oil and gas sector and the importance to these firms of actively pursuing scenario plans.</b>
	 BP2.7.1 – Introduction to Sensitivity Analysis <b>(EXTENSION)</b>	LV (8 mins)	In this lecture presentation, Jack explains the concept of sensitivity analysis for a business and why it is important for a business to prepare for a range of different business scenarios when constructing forecasts.
	 BP2.7.2 – Performing Sensitivity Analysis <b>(EXTENSION)</b>	LV (9 mins)	In this lecture presentation, Jack uses an example of a firm targeting profit as its main objective and how performing sensitivity analysis on some of the influential profit variables dramatically influences the final profit outcome for a business.
	 BP2.7.3 – Using and Evaluating Sensitivity Analysis <b>(EXTENSION)</b>	LV (7 mins)	In this lecture presentation, Jack evaluates the effectiveness of a business performing sensitivity analysis on some of their most influential objective variables in improving the accuracy of quantitative forecasts.
	 <b>BP2.7a – Sensitivity Analysis Assessment (EXTENSION)</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that applies the concept of sensitivity analysis to Marks and Spencer's.</b>



# EZY BUSINESS






## YEAR 13 – THEME 4 SCHEME OF WORK

In this section students will build upon all the content areas across Themes 1-3 to explain how businesses operate in a global environment and the challenges and opportunities this presents.

# WEEK 1

# ECONOMIC GROWTH






Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>4.1.1 - Growing economies</b></p> <p><b>a)</b> Growth rate of the UK economy compared to emerging economies</p> <p><b>b)</b> Growing economic power of countries within Asia, Africa and other parts of the world</p> <p><b>c)</b> Implications of economic growth for individuals and businesses:</p> <ul style="list-style-type: none"><li>o trade opportunities for businesses</li><li>o employment patterns</li></ul> <p><b>d)</b> Indicators of growth:</p> <ul style="list-style-type: none"><li>o Gross Domestic Product (GDP) per capita</li><li>o literacy</li><li>o health</li><li>o Human Development Index (HDI)</li></ul>	 <b>GB1.1.1 – Economic Growth</b>	LV (15 mins)	In this lecture presentation, we take a look at the basics of economic growth, how it is measured and what it represents. We then start to discuss why economic growth is an important factor behind the relative attractiveness of a country from a business investment perspective.
	 <b>GB1.1.2 – Indicators of Growth</b>	LV (15 mins)	In this lecture presentation, we take a look at the indicators of economic growth that a business should monitor when looking to expand and invest into a new international market.
	 <b>GB1.1a – Economic Growth Assessment</b>	10Qs (15 mins)	<b>Contains an applied question that asks students to decide which regions of the global economy are the most attractive to invest in.</b>

# WEEK 2

# GLOBALISATION






Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>4.1.2 - International trade and business growth</b></p> <ul style="list-style-type: none"><li>a) Exports and imports</li><li>b) The link between business specialisation and competitive advantage</li><li>c) Foreign direct investment (FDI) and link to business growth</li></ul>	<p> GBI.2.1 - Globalisation</p>	<p>LV (11 mins)</p>	<p>In this lecture presentation, George covers the basic principles of Globalisation and establishes the main factors which have helped encourage this process across the global economy.</p>
<p><b>4.1.3 - Factors contributing to increased globalisation</b></p> <ul style="list-style-type: none"><li>a) Reduction of international trade barriers/trade liberalisation</li><li>b) Political change</li><li>c) Reduced cost of transport and communication</li></ul>	<p> GBI.2.2 - Consequences of Globalisation</p>	<p>LV (13 mins)</p>	<p>In this lecture presentation, George looks at the positive and negative impact of globalisation on businesses and economies, as well as covering key terms such as comparative advantage.</p>
<ul style="list-style-type: none"><li>d) Increased significance of global (transnational) companies</li><li>e) Increased investment flows (FDI)</li><li>f) Migration (within and between economies)</li><li>g) Growth of the global labour force</li><li>h) Structural change</li></ul>	<p> GBI.2a - Globalisation Assessment</p>	<p>10Qs (15 mins)</p>	<p><b>Contains a video question that looks at the role of the World Trade Organisation (WTO) in supporting increased trade and investment across the global economy.</b></p>

# WEEK 3

# PROTECTIONISM AND TRADING BLOCS






Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>4.1.4 - Protectionism</b></p> <ul style="list-style-type: none"><li>a) Tariffs</li><li>b) Import quotas</li><li>c) Other trade barriers:<ul style="list-style-type: none"><li>o government legislation</li><li>o domestic subsidies</li></ul></li></ul> <p><b>4.1.5 - Trading blocs</b></p> <ul style="list-style-type: none"><li>a) Expansion of trading blocs:<ul style="list-style-type: none"><li>o EU and the single market</li><li>o ASEAN</li><li>o NAFTA</li></ul></li><li>b) Impact on businesses of trading blocs</li></ul>	 GB2.4.1 - Protectionism	LV (15 mins)	In this lecture presentation, Jack outlines and discusses some of the more recent trade patterns that have emerged in the world and explains the impact of the main protectionist policies for businesses around the world.
	 GB2.4.2 - Trading Blocs	LV (17 mins)	In this lecture presentation, Jack explains what is meant by a trading bloc and the reason for their emergence in the trading world. The video also uses the EU and NAFTA as examples of trading blocs.
	 GB2.4a - Protectionism and Trading Blocs Assessment	10Qs (15 mins)	Contains a video question that looks at the ASEAN trading bloc in more detail.

# WEEK 4

# INTERNATIONAL PRODUCTION + TRADE







Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>4.2.1 - Conditions that prompt trade</b></p> <p>a) Push factors:</p> <ul style="list-style-type: none"><li>o saturated markets</li><li>o competition</li></ul> <p>b) Pull factors:</p> <ul style="list-style-type: none"><li>o economies of scale</li><li>o risk spreading</li></ul> <p>c) Possibility of off-shoring and outsourcing</p> <p>d) Extending the product life cycle by selling in multiple Markets</p>	 GB2.1.1 – International Trade	LV (11 mins)	In this lecture presentation, Jack looks at international trade within a business context and discusses the main conditions which prompt a business to trade.
<p><b>4.2.2 - Assessment of a country as a market</b></p> <p>a) Factors to consider:</p> <ul style="list-style-type: none"><li>o levels and growth of disposable income</li><li>o ease of doing business</li><li>o infrastructure</li><li>o political stability</li><li>o exchange rate</li></ul>	 GB2.1.2 – Production and Market Opportunities	LV (12 mins)	In this lecture presentation, Jack discusses how a business proceeds with assessing a country as a production and/or market opportunity and the relative benefits of doing so.
<p><b>4.2.3 - Assessment of a country as a production location</b></p> <p>a) Factors to consider:</p> <ul style="list-style-type: none"><li>o costs of production</li><li>o skills and availability of labour force</li><li>o infrastructure</li><li>o location in trade bloc</li><li>o government incentives</li><li>o ease of doing business</li><li>o political stability</li><li>o natural resources</li><li>o likely return on investment</li></ul>	 GB2.1a – International Production and Trade Assessment	10Qs (15 mins)	<b>Contains a video question that looks at the car manufacturer Toyota and how the company uses international markets to expand production and market opportunities.</b>



# WEEK 5

# INTERNATIONALISATION





Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>4.2.4 - Reasons for global mergers or joint ventures</b></p> <ul style="list-style-type: none"><li>a) Spreading risk over different countries/regions</li><li>b) Entering new markets/trade blocs</li><li>c) Acquiring national/international brand names/patents</li><li>d) Securing resources/supplies</li><li>e) Maintaining/increasing global competitiveness</li></ul> <p><b>4.2.5 - Global competitiveness</b></p> <ul style="list-style-type: none"><li>a) The impact of movements in exchange rates</li><li>b) Competitive advantage through:<ul style="list-style-type: none"><li>o cost competitiveness</li><li>o differentiation</li></ul></li><li>c) Skill shortages and their impact on international competitiveness</li></ul>	 GB1.3.1 - Internationalisation	LV (15 mins)	In this lecture presentation, Jack introduces the topic of internationalisation and explains the distinction that must be made between globalisation and internationalisation. The video also looks at some of the advantages that firms get from operating/selling in an overseas territory.
	 GB1.3.2 - The Impact of Internationalisation	LV (16 mins)	In this lecture presentation, Jack covers the impact that internationalisation has had on the structure and composition of the operational departments of a business. This is important to consider as it shows how a business must flexibly change when internationally expanding.
	 GB1.3.3 - Managing International Business <b>(EXTENSION)</b>	LV (12 mins)	In this lecture presentation, Jack discusses how a firm can rationally decide upon the optimal strategy to adopt when expanding into international markets. The video uses Bartlett and Ghoshal's International Strategies model to provide a framework for evaluating the strategies open to firms.
	 GB1.3a - Internationalisation <b>Assessment</b>	10Qs (15 mins)	<b>Contains a video question that looks at the multinational beverage and brewing company ABInBev and the expansion strategy of the firm into different international markets.</b>







# WEEK 6

# GLOBAL MARKETING STRATEGIES

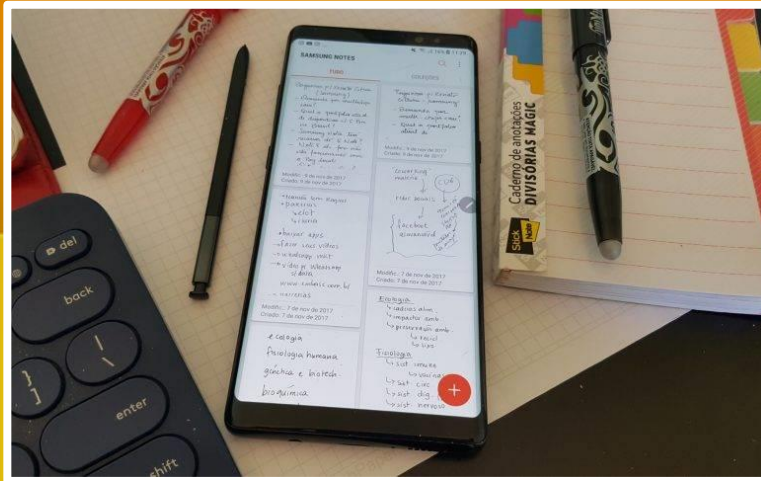


Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>4.3.1 - Marketing</b></p> <p>a) Global marketing strategy and global localisation (glocalisation)</p> <p>b) Different marketing approaches:</p> <ul style="list-style-type: none"><li>o domestic/ethnocentric</li><li>o mixed/geocentric</li><li>o international/polycentric</li></ul> <p>c) Application and adaptation of the marketing mix (4Ps) and Ansoff's Matrix to global markets</p>	 GB2.3 – Global Marketing Strategies	LV (13 mins)	Domestic companies that make the decision to expand into global markets must be very wary of a number of key things. Peter looks at some of the opportunities and threats that may arise as companies make this international expansion.
<p><b>4.3.2 - Niche markets</b></p> <p>a) Cultural diversity: recognition that groups of people across the globe have different interests and values</p> <p>b) Features of global niche markets</p> <p>c) Application and adaptation of the marketing mix (4Ps) to suit global niches</p> <p><b>4.3.3 - Cultural/social factors</b></p> <p>a) Considerations for businesses:</p> <ul style="list-style-type: none"><li>o cultural differences</li><li>o different tastes</li><li>o language</li><li>o unintended meanings</li><li>o inappropriate/inaccurate translations</li><li>o inappropriate branding and promotion</li></ul>	 GB2.3a – Marketing Strategies Assessment	5Qs (10 mins)	<b>Contains a video question that looks at the American multinational food and drinks company Pepsico and the different marketing strategies that need to be adopted when selling the same products in different countries.</b>



Edexcel Learning Objectives	EzyBusiness Resources (LV = Lecture Video)		Additional Information
<p><b>4.4.1 - The impact of MNCs</b></p> <p>a) Impact of MNCs on the local economy:</p> <ul style="list-style-type: none"> <li>o local labour, wages, working conditions and job creation</li> <li>o local businesses</li> <li>o the local community and environment</li> </ul> <p>b) Impact of MNCs on the national economy:</p> <ul style="list-style-type: none"> <li>o FDI flows</li> <li>o balance of payments</li> <li>o technology and skills transfer</li> <li>o consumers</li> <li>o business culture</li> <li>o tax revenues and transfer pricing</li> </ul> <p><b>4.4.2 - Ethics</b></p> <p>a) Stakeholder conflicts</p> <p>b) Pay and working conditions</p> <p>c) Environmental considerations:</p> <ul style="list-style-type: none"> <li>o emissions</li> <li>o waste disposal</li> </ul> <p>d) Supply chain considerations:</p> <ul style="list-style-type: none"> <li>o exploitation of labour</li> <li>o child labour</li> </ul> <p>e) Marketing considerations:</p> <ul style="list-style-type: none"> <li>o misleading product labelling</li> <li>o inappropriate promotional activities</li> </ul> <p><b>4.4.3 - Controlling MNCs</b></p> <p>a) Factors to consider:</p> <ul style="list-style-type: none"> <li>o political influence</li> <li>o legal control</li> <li>o pressure groups</li> <li>o social media</li> </ul>	 GB3.1 – The Impact of MNCs	LV (15 mins)	In this lecture presentation, Jack covers the topic of multinational corporations (MNCs) and looks at some of the numbers behind the rise in power and influence of these types of companies around the world. The video also looks at the impact that MNCs have had on both the local and national economy.
	 <b>GB3.1a – The Impact of MNCs Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that looks at the tax benefits that companies can generate from operating a host of different international markets.</b>
	 GB3.2 – MNC Ethics	LV (12 mins)	In this lecture presentation, Jack analyses the behaviour of MNCs and explains the potential ethical problems a large MNC can create when it expands into many different international markets.
	 <b>GB3.2a – MNC Ethics Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that looks at some the behaviour of large clothing retailers that produce their stock in developing countries.</b>
	 GB3.3 – Controlling MNCs	LV (11 mins)	In this lecture presentation, Jack looks at some of the approaches that can be used to control the behaviour of an MNC. These approaches range from government based approaches to self-regulated approaches.
	 <b>GB3.3a – Controlling MNCs Assessment</b>	<b>10Qs (15 mins)</b>	<b>Contains a video question that looks at the infamous McLibel Case raised against McDonalds to provide an example of how unethical behaviour can force firms to change their actions.</b>

# EZY BUSINESS



# STUDY LEAVE REVISION MATERIALS

This section provides you with the appropriate materials to set students during the study leave period or at the end of the second year of teaching.



# STUDY LEAVE

# END OF SECTION ASSESSMENTS

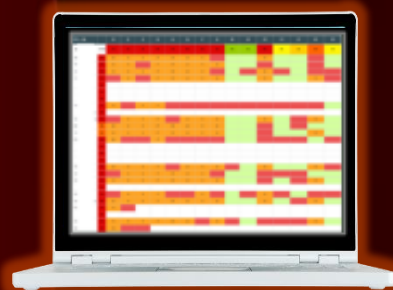
Our End of Section Assessments (ESAs) provide you with the perfect material to recap all the key knowledge requirements from each main section of the A-Level Business course. There are eight ESAs in total and each one contains 25 questions.



## Expected Duration

This assessment contains a range of different question formats that aim to support learning and develop a deep understanding of the topic areas.

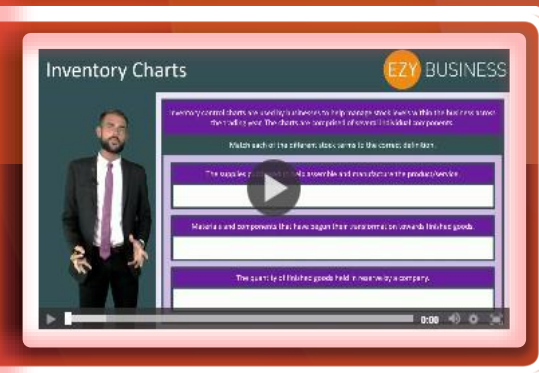
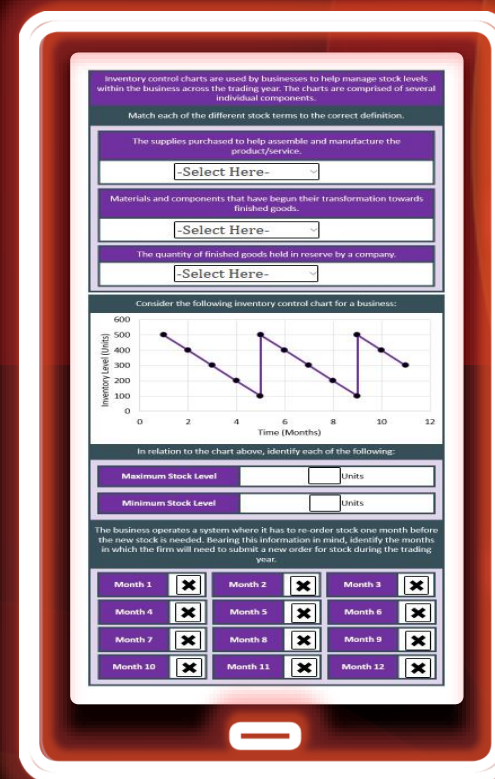
These assessments are aimed to challenge students with exam-style questions and therefore it is advised that students take their time when attempting the assessments.



## Fill Learning Gaps

Each question in the ESAs are followed by immediate written and video feedback to provide support with the assessment material.

This feedback is extensive in its nature and aims to encourage students to consolidate their knowledge or improve from any mistakes that may have been made.





# STUDY LEAVE

# END OF SECTION ASSESSMENTS

Click on the image to load up the ESA for that section of the course.

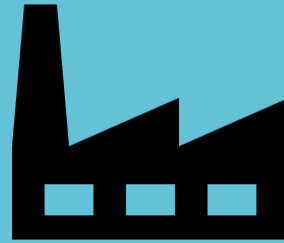
## MARKETING



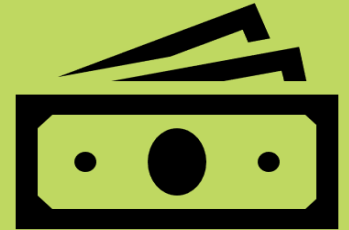
## PEOPLE (HR)



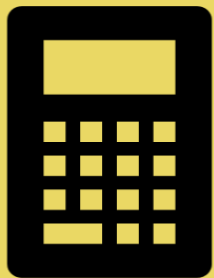
## PRODUCTION



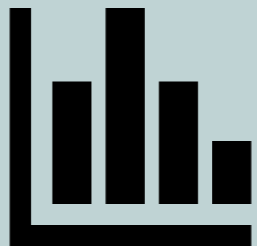
## FINANCE



## BUSINESS PERFORMANCE



## EXTERNAL ENVIRONMENT



## STRATEGIC DECISIONS



## GLOBAL BUSINESS



# STUDY LEAVE

# RECAP MATERIALS

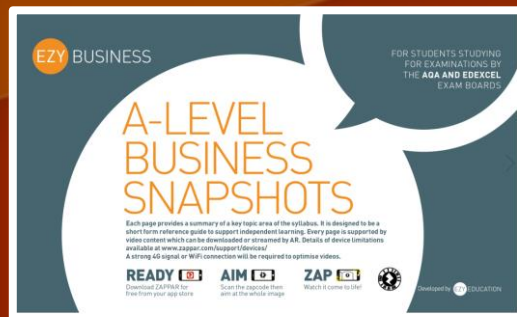
We have 60 short recap videos that attempt to round up the key knowledge requirements of the main topic areas across the full two-year course. The videos draw upon the key points that students need to be comfortable with in each topic based on the information in the exam board specification.



## Expected Duration

Each video lasts on average for 3-5 minutes and the presenter is projected onto the recap slide to run through the main points.

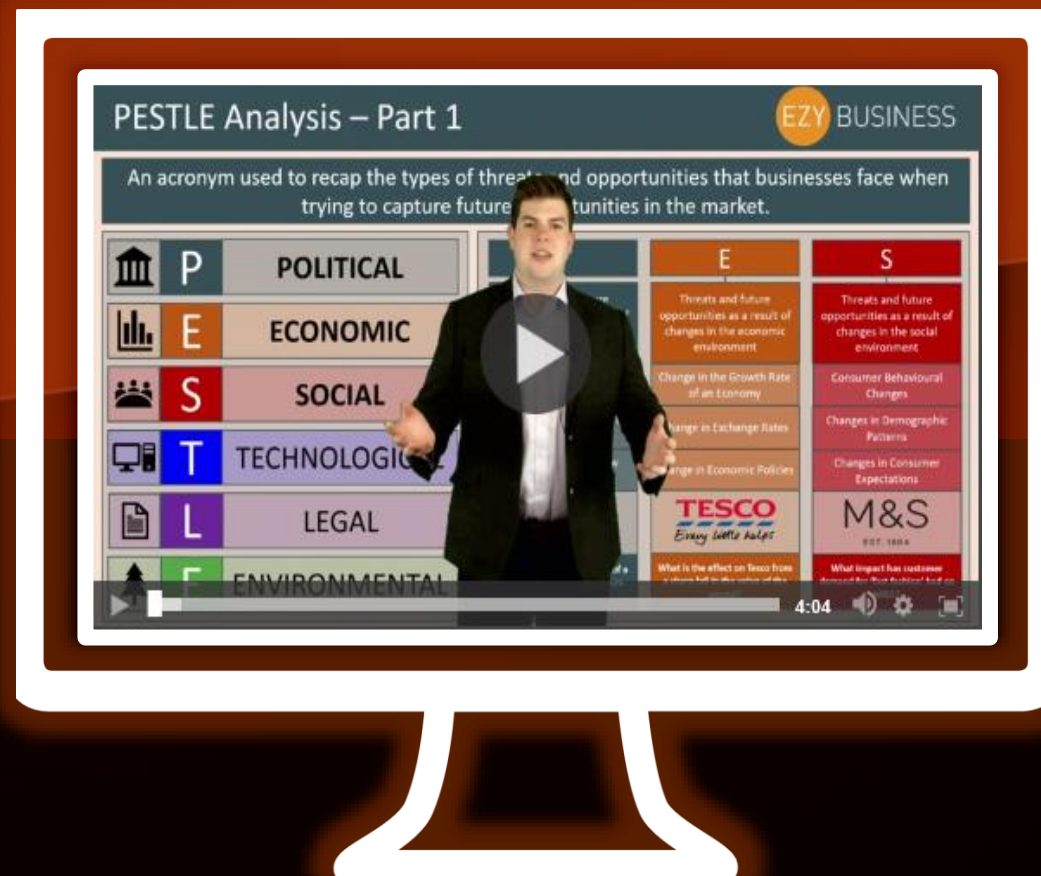
The presenter also attempts to frame the narrative of the video from the perspective of a student trying to apply this topic to an exam context.



## Blended Learning Experience

The slides can be downloaded as PNGs with the videos providing you with an additional support tool for students to recap the material in that topic.

The videos also work well as a knowledge organiser to help students identify which topics they need to focus their independent revision efforts on.



# STUDY LEAVE

# RECAP MATERIALS

Business Objectives

Types of Growth

Shareholders v Stakeholders

Growth and Retrenchment

Corporate Cultures

Marketing Objectives

Understanding the Market

Market Research

Niche and Mass Marketing

Marketing Mix (7Ps)

Product Life Cycles

Pricing Strategies

PED and YED

HR Objectives

Management and Leadership

Managing Staff

HR Data

Organisational Structure

Job Design

Motivational Theories

Financial Objectives

Business Liability

Revenue, Costs and Profits

Sources of Finance

Balance Sheet

Income Statement

Liquidity Ratios

Financial Ratios

Sensitivity Analysis

Budgeting

# STUDY LEAVE

# RECAP MATERIALS

Break-Even Analysis

Analysing Break-Even Charts

Cash Flow Forecasts

Analysing Cash Flow Forecasts

Operational Objectives

Operational Data

Inventory Control Charts

Quality Initiatives

Innovation

Digital Technology

SWOT Analysis

PESTLE Analysis 1

PESTLE Analysis 2

Porter's Five Forces Model

Business Decision-Making

Corporate Social Responsibility

Strategic Change

Causes of Change

Porter's Strategic Matrix

Ansoff's Matrix

Payback Period

Average Rate of Return

Net Present Value

Decision Trees

Network Analysis

Globalisation

Trade Conditions

International Expansion

Global Marketing

MNCs

# STUDY LEAVE

# EXAM PREPARATION

Mastering the literacy skills (reading and writing) for the exam are just as important as developing the understanding of the core topics. Many essay questions will require students to digest a significant amount of information before writing an extended answer or making a calculation. To help students improve on the application assessment objective (AO2) we have collated some of the biggest business news stories from 2018/19 and provided a series of follow-up questions based on the information given.

THE WEEKLY **5**

EZY BUSINESS

### Review of the Business News of 2018/19

Inside is a collection of the year's biggest and most interesting stories from the corporate world as selected by the team at EzyBusiness.

We have selected stories that apply some of the core theories and models across the AQA and EDEXCEL specification of the A-level business course.


The news review is also supported by a series of exam-style questions to help prepare you for your exams in the summer!

For a regular summary of the business news, visit [www.ezyeducation.co.uk](http://www.ezyeducation.co.uk) and follow the Weekly 5 blog posts.

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Business News Archive EZY BUSINESS

### Sky's "Whistle-to-Whistle" Ban



There has long been an unhealthy affinity between live sport and gambling in the UK. For most of us, the face and voice of the English actor Ray Winstone is more familiar than that of the pundits and presenters that feature on the live games. The stats tell the story: 95% of all football matches broadcast on commercial TV in the UK feature at least one in-play betting commercial.

In response to this, the pay-TV giant Sky announced in November 2018 that they will be cracking down on the frequency of TV betting ads during live sporting action. From the next football season (2019-20), restrictions will be introduced to limit the number of betting ads per break to just one.

They also plan to introduce a feature that allows individuals to self-exclude themselves from seeing any promotional material related to betting across multiple platforms if they decide to opt-in to the idea.

This move has been warmly received by politicians, industry experts and is likely to help the 420,000 problem gamblers in the UK. Sky have acknowledged that they will be taking a revenue hit from this advertising move.

### Exam Application - CSR


Define and explain the term CSR.

With reference to CSR, explain the benefits Sky may enjoy by introducing these advertising rules in the UK.

What tier of Carroll's CSR Pyramid is this move likely to reinforce for Sky?

Do you agree with the view that businesses in the gambling industry are "underregulated"?

### The Digital Banking Revolution



Traditional Jobs Lost	6,240
Digital Jobs Created	8,240
Net Impact on Jobs	+ 2,000

In 2018, Lloyds Banking Group announced a dramatic shake-up in the composition of its UK workforce. The UK's biggest commercial lender announced that it would be reorganising the structure of the business to reflect changing habits in that way that we bank.

The lender is looking to capitalise on the growth of online banking and the marketing potential that it brings the company. The plan is for just over 6,000 traditional banking jobs in high street branches to be culled and 8,000 new jobs to be created in the lender's expanding online division.

The lender has announced that 75% of the staff in existing roles will be retained as part of a £300 recruitment and training drive to ensure the business has the right level of expertise. There is a particular emphasis on the recruitment and training of data scientists to mine the big data that online banking collects.

### Exam Application - Strategic Change

In reference to the PESTLE framework, what type of external force has influenced the structural change in Lloyds?


Why might some workers resist the initial changes that are planned?

Why is it important for managers to clearly communicate change within a business to stakeholders when implementing a new strategy?

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Business News Archive EZY BUSINESS

### The Music Industry Cranks the Volume Up



In April this year, the International Music Industry Body (IFPI) produced strengthening evidence of the dynamic shift taking place in the consumption patterns of music fans all around the world.

The global music industry reported its fourth consecutive year of growth in revenues of 30% in 2018, despite the sinking sales figures from traditional consumption channels of physical and digital formats.

This has coincided with a near 35% growth in revenues from popular streaming platforms such as Spotify and Apple Music. The installable appetite of fans of popular artists such as Drake, BTS and Ed Sheeran has contributed to 47% of all the revenues recorded in the music industry belonging to streaming platforms. Music fans can now use these platforms to instantly stream the latest hits direct onto their devices without having to pay a single penny in return.

To reflect these market changes, record labels and artists are having to become more dynamic, flexible and creative in the way they produce, write, distribute and perform songs. Paid streaming platforms are becoming favoured in many of the world's hottest growing markets offering both an opportunity and a threat to those recognised artists. Small local artists are now using the infrastructure provided by streaming platforms as leverage to build a significant following to develop global appeal to establish more lucrative music ventures in the future.

Music fans in the 21st century are able to broaden their music tastes beyond the recycled songs at the top charts to discover fresh music released by artists that are talented to match their tastes. The investment that has flowed into streaming platforms has enabled them to direct sophisticated data algorithms that automatically create playlists for users based on their suspected listening preferences. Music fans are now discovering music on the go and, if the numbers are anything to go by, are absolutely loving it.

### Exam Application - PESTLE

Using the PESTLE framework, explain how streaming platforms have shaped the current strategy of artists, record labels and consumers in the music industry.

In relation to the music industry, describe two key factors which may encourage music streaming platforms to expand into a new international market.

### Spurs Finally on the Move



The 3rd of April witnessed the start of a new era for the football club Tottenham Hotspur as the north London club made its long-awaited but highly anticipated move into their new £2,000 multi-purpose stadium.

The stadium was constructed on the demolished site of the old White Hart Lane stadium and boasts an impressive range of ground facilities such as the longest drinks bar in Europe and a retractable pitch for the club to take advantage of commercial and sponsorship interests outside of football.

The second largest football stadium in England was budgeted to cost in the region of £100m and to be ready for the start of the 2018-19 Premier League season. However, the club experienced a host of structural, technical and financial problems which resulted in the stadium running eight months behind schedule and costs spiralling up to the region of £200m. The plan required to finance the stadium build has been carefully constructed through the club's own commercial revenues, as well as external support from banks.

### Exam Application - Investment Appraisal

How does a business calculate the payback period and project?

What market factors are likely to influence the payback period of the construction of the stadium?

Discuss why the information provided provides evidence against using network diagrams to help plan and manage the completion of projects to time.

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- DOWNLOAD A COPY BY CLICKING HERE -



# Get Your Hands On Our Snapshots Booklet



If you like what you have seen from our recap slides, you can order your very own physical copy (Snapshots Booklet) to blend our digital resources into a pocket-sized knowledge organiser. The booklet can be used as quick reference tool before heading into the exams or through the power of augmented reality (AR) can overlay the video over the page so you do not have to work from a computer. This creates a unique blended learning experience for just **£4.99** per head.

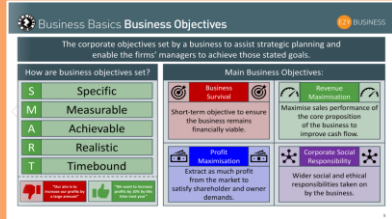
## INTRODUCING A WAY OF LEARNING FIT FOR THE 21<sup>ST</sup> CENTURY

EZY BUSINESS

Put your mobile/tablet device at the heart of your studies

EZY BUSINESS

### Knowledge organiser



60+ key topic summary pages



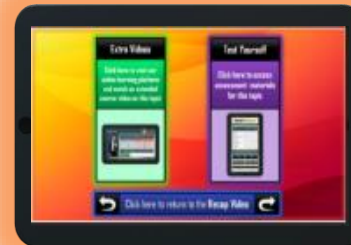
### Experience each page in AR



View or download videos



### Direct link to course materials



Interact with AR buttons

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