### Edexcel GCSE 9-1 Building a Business

Assuming 2 hours of teaching time per week, for 32 weeks

**Wk** | **Spec Heading** | **Spec detail** | **Resources & Advice**
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**Topic 2.1 Growing the business**

#### Introduction to Building a Business

Start with a short case about a fast-growing business – ideally a topical one. eBus will be focusing on these cases during the early part of 2017/18.

| **2.1.1 Business growth (1)** | Methods of business growth and their impact:  
- internal (organic) growth: new products (innovation, research and development), new markets (through changing the marketing mix or taking advantage of technology and/or expanding overseas)  
- external (inorganic) growth: merger, takeover. | Marcouse 9-1 Book, Ch 30: Methods of growth, including the Genius Foods exam practice case on P152  
A-Z Worksheet 9-1, No 62: Organic and inorganic growth  
Start-Up 2017/18: Ch 25 Moving ahead |
| **2.1.1 Business growth (2)** | The types of business ownership for growing businesses:  
- public limited company (plc)  
Sources of finance for growing and established businesses:  
- internal sources: retained profit, selling assets  
- external sources: loan capital, share capital, including stock market flotation (public limited companies). | Marcouse 9-1 Book, Ch 31: Finance for growth, which includes plcs and stock market flotation  
A-Z Worksheet 9-1, No 38: Financing growth  
Start-Up 2017/18: Ch 24 Staying afloat and Ch 25 Moving ahead  
A-Z Worksheet 9-1, No 72: Public companies and flotation |
| **2.1.2 Changes in business aims and objectives** | Why business aims and objectives change as businesses evolve:  
- in response to: market conditions, technology, performance, legislation, internal reasons.  
How business aims and objectives change as businesses evolve:  
- focus on survival or growth  
- entering or exiting markets  
- growing or reducing the workforce  
- increasing or decreasing product range. | Marcouse 9-1 Book, Ch 32: Changes in aims and objectives, including the exam practice case on P161, especially Qs 4 and 5.  
A-Z Worksheet 9-1, No 17: Changes in Aims and Objectives  
Pearson: Tyrrells Crisps case study on P157  
A-Z Worksheet 9-1, No 31: Entering or exiting markets |
| **2.1.3 (1) Business and globalisation** | The impact of globalisation on businesses:  
- imports: competition from overseas, buying from overseas  
- exports: selling to overseas markets  
- changing business locations  
- multinationals. | Marcouse 9-1 Book, Ch 33: Business and globalisation, which has good coverage of imports and exports and some useful End-of-chapter questions on P166.  
A-Z Worksheet 9-1, No 41: Globalisation  
A-Z Worksheet 9-1, No 47: Imports and Exports |
| **2.1.3 (2) Business and globalisation** | Barriers to international trade:  
- tariffs  
- trade blocs.  
How businesses compete internationally:  
- the use of the internet and e-commerce  
- changing the marketing mix to compete internationally. | Marcouse 9-1 Book, Ch 33: Business and globalisation, which has a super case on Lidl’s £5.99 jeans – probing the moral and ethical questions involved.  
A-Z Worksheet 9-1, No 60: Marketing mix internationally |
| **2.1.4 Ethics and business** | The impact of ethical considerations on businesses:  
- how ethical considerations influence business activity: possible trade-offs between ethics and profit  
- the potential impact of pressure group activity on the marketing mix. | Marcouse 9-1 Book, Ch 34: the Practice question on Byron Hamburgers includes a penetrating 12-mark, exam-style question  
Case study: Value Added and Business ethics  
Case Study: Charles Tyrwhitt  
A-Z Worksheet 9-1, No 65: Pressure group activity |
2.1.4 The environment and business

The impact of environmental considerations on businesses:
- how environmental considerations influence business activity:
  Possible trade-offs between the environment, sustainability and profit

Marcouse 9-1 Book, Ch 35: this chapter has some useful End of Chapter exercises on P 175.

Case study: Toxic (no answers, I'm afraid)
A-Z Worksheet 9-1, No 33 and 34: environmental issues: short term and long term
Start-Up 2017/18: Ch 20 Your business and the environment
Quercus: Sustainability, P84

Revision for section 2.1

Marcouse 9-1 Book, P176: Exam-style questions on Topic 2.1

**Topic 2.2 Making marketing decisions**

2.2.1 Product

The design mix:
- function, aesthetics, cost.

The product life cycle:
- the phases of the product life cycle
- extension strategies.

The importance to a business of differentiating a product/service.

Marcouse 9-1 Book, Ch 36: Product, including the design mix, the life cycle and differentiation. Both the End-of-chapter questions and the Price Questions are valuable.

A-Z Worksheet 9-1, No 28: Design and the Design Mix
Case study: Crocs (really old, but I think it'll have resonance still in the classroom – if only because Crocs are still laughed at)
Pearson: Design mix activity on P178
A-Z Worksheet 9-1, No 67: Product Life Cycle

2.2.2 Price

Price
- pricing strategies
- influences on pricing strategies: technology, competition, market segments, product life cycle.

Marcouse 9-1 Book, Ch 37: Price. A particularly interesting chapter with plenty of up-to-date, student-friendly examples. The Practice Question is a must.

Case study: Galaxy for 15p. It's about Galaxy in India – with an interesting pricing issue

2.2.3 Promotion

Promotion:
- appropriate promotion strategies for different market segments: advertising, sponsorship, product trials, special offers, branding
- the use of technology in promotion: targeted advertising online, viral advertising via social media, e-newsletters.

Marcouse 9-1 Book, Ch 38: good Spec coverage and a student-friendly set of End-of-Chapter exercises

The Business Book: P260: Creating a brand
Quercus: Brands, P100
A-Z Worksheet 9-1, No 90: Technology and the marketing mix

2.2.4 Place

Place:
- methods of distribution: retailers and e-tailers (e-commerce).

Marcouse 9-1 Book, Ch 39: this is a strong chapter – all the stronger because it shows that the Spec details on the left are far too sparse. Expect plenty of questions on e-commerce, for which an understanding of Place will be key. Note the demanding Exam Practice Question on P194.

The Business Book: P276: E-Commerce becomes M-commerce

2.2.5 Using the marketing mix to make business decisions

How each element of the marketing mix can influence other elements.
Using the marketing mix to build competitive advantage.
How an integrated marketing mix can influence competitive advantage.

Marcouse 9-1 Book, Ch 40: this is a very important topic, because it will yield many a 9 and 12-mark question. The Practice Question on P198 is valuable.

Case Study: the launch of Look magazine. Written 10 years’ ago, but I think the case still holds up – and it’s interesting to have the benefit of hindsight (it’s still going; but starting to struggle)

Revision for section 2.2

Marcouse 9-1 Book, P199: Exam-style questions on Topic 2.2
Marketing case study: Naked Pizza
Quercus: Marketing, P96

**Topic 2.3 Making operational decisions**

2.3.1 Business operations (I)

The purpose of business operations:
- to produce goods
- to provide services.
Production processes:
- different types: job, batch, flow
- the impact of different types of production process: keeping

Marcouse 9-1 Book, Ch 41: Business operations. This chapter has full coverage of production types and productivity and a super Exam Practice question on P206

A-Z Worksheet 9-1, Production processes
A-Z Worksheet 9-1, No 68: Productivity
### 2.3.1 Business operations (2)

**Impacts of technology on production:**
- balancing cost, productivity, quality, and flexibility.

Marcouse 9-1 Book, Ch 42: Technology, productivity and production. The chapter has good material and a helpful Practice Question on Morrisons.

### 2.3.2 Working with suppliers (1)

**Managing stock:**
- interpretation of bar gate stock graphs
- the use of just in time (JIT) stock control.

Marcouse 9-1 Book, Ch 43: straightforward text and super End of Chapter exercises – but definitely use the Practice Question – which has amazing data on the PS4.

Pearson: Stock control activity on P220

A-Z Worksheet 9-1, No 56 Managing stock

### 2.3.3 Managing quality

**The concept of quality and its importance in:**
- the production of goods and the provision of services: quality control and quality assurance
- allowing a business to control costs and gain a competitive advantage.

Marcouse 9-1 Book, Ch 45: Managing quality. The Practice question has valuable 6 and 12-mark questions

A-Z Worksheet 9-1, No 55 Managing quality

A-Z Worksheet 9-1, No 21: Competitive advantage

### 2.3.4 The sales process

**The sales process:**
- product knowledge, speed and efficiency of service, customer engagement, responses to customer feedback, post-sales service.

The importance to businesses of providing good customer service.

Marcouse 9-1 Book, Ch 46: The sales process. A detailed text and a strong Practice question (6 and 9-mark questions).

A-Z Worksheet 9-1, No 78 Sales Process

### Revision for section 2.3

Marcouse 9-1 Book, P228-9: Exam-style questions on Topic 2.3

**Topic 2.4 Making financial decisions**

### 2.4.1 Business calculations

**The concept and calculation of:**
- gross profit
- net profit

Calculation and interpretation of:
- gross profit margin
- net profit margin
- average rate of return.

Marcouse 9-1 Book, Ch 47: Business calculations. This chapter comes with some useful tables of data showing profit margins of Supergroup v Ted Baker v French Connection. And ARR is covered in a highly accessible manner. The End of Chapter exercises will be invaluable.

A-Z Worksheet 9-1, No 71 Profit margins

Pearson: ARR Exam-style Q on P243

A-Z Worksheet 9-1, No 2: Average rate of return

### 2.4.2 Understanding business performance

**The use and interpretation of quantitative business data to support, inform and justify business decisions:**
- information from graphs and charts
- financial data
- marketing data
- market data.

The use and limitations of financial information in:
- understanding business performance
- making business decisions.

Marcouse 9-1 Book, Ch 48: Understanding Business Performance. This is a data-packed, detailed chapter followed by an extensive section of Calculation Exercises as well as End of Chapter exercises. The Answer Guide will come in handy.

**Case study exercise: increasing profits**
**Numeracy exercise: robots**
**Marketing data analysis**

Business Review Nov 2016: 10 Things You Should Know About Market size, growth and share

A-Z Worksheet 9-1, No 94: Understanding business performance
## Topic 2.5 Making human resource decisions

| 2.5.1 Organisational structures (1) | Different organisational structures and when each are appropriate:  
- hierarchical and flat  
- centralised and decentralised. | Marcouse 9-1 Book, Ch 49: Organisational structures, including a super Practice Question based on a past episode of ‘Undercover Boss’  
A-Z Worksheet 9-1, No 63 Organisational structure  
Quercus: Hierarchies, P50 |
|---|---|---|
| 2.5.1 Organisational structures (2) | The importance of effective communication:  
- the impact of insufficient or excessive communication on efficiency and motivation  
- barriers to effective communication. | Marcouse 9-1 Book, Ch 50: Effective communication. Please note the useful End of chapter Qs  
Case study on hierarchy and communications  
Quercus: Communication, P254  
A-Z Worksheet 9-1, No 19: Communication |
| 2.5.1 Organisational structures (3) | Different ways of working:  
- part-time, full-time and flexible hours  
- permanent, temporary, and freelance contracts  
- the impact of technology on ways of working: efficiency, remote working. | Marcouse 9-1 Book, Ch 51: Different ways of working. Here, the key exercise is the Deliveroo Practice Question, especially the 9-marker.  
A-Z Worksheet 9-1, No 91 Technology and ways of working |
| 2.5.2 Effective recruitment | Different job roles and responsibilities:  
- key job roles and their responsibilities: directors, senior managers, supervisors/team leaders, operational and support staff.  
How businesses recruit people:  
- documents: person specification and job description, application form, CV  
- recruitment methods used to meet different business needs (internal and external recruitment). | Marcouse 9-1 Book, Ch 52 Effective recruitment: Never my favourite topic, but students love it. The material on P264 could easily be turned into a role play.  
Case study: recruitment at Toyota.  
A-Z Worksheet 9-1, No 74 Recruitment effectiveness  
Start-Up 2017/18: Ch 18 Getting the right staff |
| 2.5.3 Effective training and development | How businesses train and develop employees:  
- different ways of training and developing employees: formal and informal training, self-learning, ongoing training for all employees, use of target setting and performance reviews.  
Why businesses train and develop employees:  
- the link between training, motivation and retention  
- retraining to use new technology. | Marcouse 9-1 Book, Ch 53 Effective training and development: good material and a super Practice Question at the end.  
A-Z Worksheet 9-1, No 93 Training and development |
| 2.5.4 Motivation | The importance of motivation in the workplace:  
- attracting employees, retaining employees, productivity.  
How businesses motivate employees:  
- financial methods: remuneration, bonus, commission, promotion, fringe benefits  
- non-financial methods: job rotation, job enrichment, autonomy. | Marcouse 9-1 Book, Ch 54: Motivation. Students will love the Asda v Morrisons Practice Question on P275  
Case study: motivation.  
A-Z Worksheet 9-1, No 61: Motivation |
| Revision for section 2.5 | Revision for section 2.5 | Marcouse 9-1 Book, P276-7: Exam-style questions on Topic 2.5 |
Revision for the whole course
Revision crossword puzzle for GCSE
Case study: Coconut Water
A-Z Worksheet 9-1, Nos 95-100 Six revision worksheets
Exam Packs: the A-Z Exam Pack has three complete exam papers (plus mark schemes) for Theme 2 (and 3 more for Theme 1)

Theme 2 Resources List:

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<th>Author</th>
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<tr>
<td>Marcouse 9-1</td>
<td>Marcouse I.,</td>
<td>Edexcel GCSE 9-1 Business 2nd Edn</td>
<td>Hodder &amp; Stoughton 2017</td>
<td>978 1 4718 9935 5</td>
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<td>Exam Packs</td>
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<td>A-Z Business Exam Packs for Edexcel GCSE 9-1</td>
<td>A-Z Business Training Ltd. 2017</td>
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Other useful resources available from:

**A-Z Business Training Ltd** publishes ‘eBus’ 8 times a year. This targets the Edexcel 9-1 GCSE specifically – and is completely free for 2017/2018 and 2018/2019. Contact Ian Marcouse at [marcouse@btopenworld.com](mailto:marcouse@btopenworld.com) 3 Rayleigh Road, London SW19 3RE

**Business Review**, Hodder Education, Carmelite House, 50 Victoria Embankment, London, EC4Y 0DZ. Email: subscriptions@bookpoint.co.uk. Tel: +44 (0)1235 827827 and ask for magazine subscriptions

**Businessstudiesonline.com** has a range of quick tasks for students. It’s worth a look, e.g. for online exercises on break-even analysis

**Tutor2**, at [www.tutor2u.net](http://www.tutor2u.net). Wide range of on-line materials

**TV Choice Ltd**, Dept BA, 22 Charing Cross Road, London, WC2H 0HR. Tel: 020 7379 0873

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Please note: updated versions of this Scheme of Work will be provided as part of ‘eBus’ from **A-Z Business Training Ltd**. ‘eBus’ is completely free for 2017/2018 and 2018/2019. Contact Ian Marcouse at [marcouse@btopenworld.com](mailto:marcouse@btopenworld.com) 3 Rayleigh Road, London SW19 3RE