

SVKM International School, Mumbai
– SCHEME OF WORK
Batch: 2019-20
(Scope and Sequence)

Teacher: Rina Biswas

Subject: Business.

Weeks and Month	Topic	Sub topics & Learning Outcomes	Teaching activities / Integration of ICT components	Assessment Summative / formative	Course work / practical component	Resources
1 week June and 1 week of July	Business and environment	<p>1.2 Business structure</p> <p>At the end of this unit students will be able to:</p> <ul style="list-style-type: none"> Understand main differences between local, national and multinational businesses understand the growing importance of international trading links and their impact on business activity explain the benefits and disadvantages that a multinational might bring to a country discuss possible relationships between multinationals and the state explain advantages and disadvantages of privatisation in a given situation <p>1.3 Size of business</p> <p>Students will be able to</p> <ul style="list-style-type: none"> Understand different types of merger and takeover: horizontal, vertical (backward and forward), conglomerate, friendly merger, hostile takeover discuss the impact of a merger/takeover on the various 	<p>Use of ppts,</p> <p>Debate</p> <p>Critical thinking</p> <p>Discussions based on video clips.</p>	<p>Test on the topic</p>	<p>Case study discussions based on topic</p>	<p>Past papers</p> <p>Case studies from text book</p> <p>Case studies from book by Paul Hoang.</p> <p>Real life case study from newspapers.</p>

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		<p>stakeholders</p> <ul style="list-style-type: none"> • explain why a merger/takeover may or may not achieve objectives e.g. synergy • understand the importance of joint ventures and strategic alliances as methods of external growth <p>1.6 External influences on business activity Students will be able to</p> <ul style="list-style-type: none"> • Understand and explain how a government might use the law to seek to control: <ul style="list-style-type: none"> employment, conditions of work (including health and safety), minimum wage, marketing behaviour, competition, location decisions, particular goods and services • explain how international agreements might have an impact on businesses • understand and explain how the state might intervene to help businesses (small and large) • explain how the state might intervene to constrain businesses (small and large) • discuss how the state might deal with market failure • understand and explain the key macroeconomic objectives of governments: low unemployment, low inflation, stable 				

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		<p>exchange rates, growth, transfer of wealth</p> <ul style="list-style-type: none"> • understand and discuss how these macroeconomic objectives can have an impact on business activity • understand and discuss how a government might place a different emphasis on macroeconomic objectives from time to time • understand the policy instruments used to achieve macroeconomic objectives, e.g. monetary, fiscal and exchange rate policies • explain how changes in macroeconomic performance and policies may affect business behaviour • discuss the impact of and issues associated with corporate social responsibility (CSR), e.g. accounting practices, paying incentives for the award of contracts, social auditing • discuss why businesses need to consider the needs of the community including pressure groups • understand the problems of introducing technological change • discuss how businesses are constrained by and rely on other businesses • understand how a business might react to a given demographic change • discuss how (physical) environmental issues might influence 				

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		business behaviour. Past paper discussion related to the topic.				
July (4 weeks)	People in organisation	2.3 Human resource management (HRM) Students will be able to <ul style="list-style-type: none"> • Understand the difference between 'hard' and 'soft' HRM • understand the flexibility e.g. advantages and disadvantages of temporary contracts or flexible contracts, e.g. zero hours contracts and part-time against full-time workers • understand the measurement, causes and consequences of poor employee performance • discuss the strategies for improving employee performance • understand and explain the term Management by Objectives (MBO) – implementation and usefulness • discuss the need for labour legislation and the broad principles that often underlie it • discuss how cooperation between management and the workforce can be of benefit to both • discuss the reasons for and role of a workforce plan • explain the benefits to employers and employees of trade union involvement in the workplace including 	Use of ppts Critical thinking Discussions based on video clips Group discussion based on different situations	Tests after completion of the topic		Past papers Case studies from text book Real life case study from newspaper.

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		<p>their role in collective bargaining</p> <p>2.4. Organisational structure</p> <ul style="list-style-type: none"> • Discuss the purpose and attributes of an organisational structure such as flexibility, meet the needs of the business, permit growth and development • explain the advantages and disadvantages of the different types of structure • discuss why some organisations are structured by product and others by function or geographical area • discuss the reasons and ways structures change e.g. with growth or delayering • understand and explain features of a formal structure: levels of hierarchy, chain of command, span of control, responsibility, authority, delegation/accountability, centralised/decentralised • discuss the relationship between delegation and accountability • processes of accountability in a business • explain the advantages and disadvantages of delegating • discuss the impact of delegation on motivation • explain the relationship between span of control and levels of hierarchy 				

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		<ul style="list-style-type: none"> • explain difference between authority and responsibility • conflicts between control and trust that might arise when delegating • explain advantages and disadvantages of centralisation for stakeholders • examples of and distinctions between line and staff management; conflict between them <p>2.5 Business communication situations in which communication is essential</p> <ul style="list-style-type: none"> • explain standard methods of communication: interpersonal, general to and within groups; spoken, written, electronic, visual • discuss strengths and weaknesses of the different methods of communication • explain how communication works within an organisation • discuss difference between one- and two-way communication; difference between vertical and horizontal communication • discuss problems associated with different channels of communication • discuss the barriers to communication: attitudes, perceptions, noise, language, inappropriate medium, etc. • discuss the role of informal communications within a business • discuss ways in which communication 				

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		can influence the efficiency of a business • evaluate and suggest ways of improving communication in a given situation. Past paper discussion on the topic				
August – 4 weeks September 2 weeks	Marketing	3.4 Marketing planning the detailed marketing plan; associated benefits • explain and calculate income elasticity, promotional elasticity, cross elasticity; usefulness of the concept of elasticity in its various forms • discuss product development as a process from original conception to launch and beyond • explain the sources of new ideas for product development • discuss the importance of Research and Development • understand the need to forecast marketing data • calculation and use of moving average method to forecast sales • discuss the need for and development of a coordinated marketing mix • suggest development of marketing strategies that are focused towards achieving specific marketing objectives	Use of ppts Critical thinking Discussions based on video clips Calculation using moving average method.	Tests after completion of the topic		Past papers Case studies from text book.

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		3.5 Globalisation and international marketing <ul style="list-style-type: none"> • Understand economic globalisation within the context of the broader concept of 'globalisation' • discuss the implications for marketing of increased globalisation and economic collaboration, e.g. BRICS • understand the importance of international marketing for a specific business/situation • international markets – identification, selection and entry • evaluate whether a business in a given situation should develop an international market through pan-global marketing or maintain local differences • Suggest a strategy, in a given situation, to develop a global market • discuss factors influencing the method of entry into international Markets 				
October (3 weeks) Nov (2	Operations and Project Management	4.2 Operations planning <ul style="list-style-type: none"> • main features of an ERP programme • how ERP can improve a business' efficiency in relation to: inventory control, costing and pricing, capacity utilisation, responses to change, management information 4.4 Capacity utilisation <ul style="list-style-type: none"> • how capacity utilisation can be 	Use of ppts Critical thinking Discussions based on video clips Calculation of capacity utilization and network	Tests after completion of the topic		Past papers Case studies from text book Ian bothem – Book on A Level Business

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weeks)		measured • implications of operating under or over maximum capacity • choosing methods of improving capacity utilisation (e.g. through rationalisation, sub-contracting) • benefits of outsourcing in a given situation 4.5 Lean production and quality Management • links between lean production and inventory control, quality, employees roles, capacity management and efficiency • Kaizen (continuous improvement) in the context of lean production • JIT in the context of lean production • implications and justification of adopting a JIT approach • quality in terms of what the customer demands • the importance of quality assurance • methods of quality control: inspection, testing, random sampling, involving the workforce in quality control • the link between quality and training • aims and effectiveness of TQM • the potential of Kaizen in TQM • the importance of benchmarking in quality control 4.6 Project management • projects as a response to the need for change • reasons and impact of project failure, including examples	diagram.			

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		<ul style="list-style-type: none"> • main elements of a network diagram: activities, dummy activities, nodes • construction of a network from given data • finding the minimum project duration and the critical path • calculation of total and free float • interpretation of the results of the analysis of a network • how minimum duration and floats might be used in project management • CPA as a management tool 				
December – 3 weeks	Finance and accounting	5.3 Costs <ul style="list-style-type: none"> • differences between full and contribution costing • uses and limitations of the full costing method • the nature of the technique of contribution costing • the difference between contribution and profit • limitations of contribution costing • situations in which contribution costing would be and would not be used • solution of numerical problems involving costing methods • using contribution costing to help with 'accept/reject' order Decisions 5.6 Budgets <ul style="list-style-type: none"> • measuring performance • benefits and drawbacks from the use of budgets 	Discussion of accounts presented Collaboration and peer teaching.	Tests after completion of the topic		Past papers Case studies from text book Real life examples

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		<ul style="list-style-type: none"> • how budgets might be produced • use of flexible budgets and zero budgeting • purposes of budgets for allocating resources, controlling and monitoring of a business • role of budgets in appraising business • the meaning of variances • calculation and interpretation of variances [but not price/ volume variances] <p>5.7 Contents of published Accounts</p> <ul style="list-style-type: none"> • amendment of an income statement from given data • the impact on the income statement of a given change • amendment of a statement of financial position from given data • the relationships between items in the income statement and the statement of financial position • the impact on the statement of financial position of a given change in valuing non-current assets or inventories • the difficulties of valuing inventory • the net realisable value method [Note: LIFO and FIFO will not be examined] • the role of depreciation in the accounts • the impact of depreciation (straight line method only) on the statement of financial position and the income statement <p>5.8 Analysis of published</p>				

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		<p>Accounts</p> <ul style="list-style-type: none"> • return on capital employed • inventory turnover, days' sales in receivables • all the usual definitions of gearing are acceptable, e.g. Debt/Equity and Debt/(Debt + Equity). It is the interpretation of the calculation that is important when selecting a source of finance • dividend yield, dividend cover, price/earnings ratio • how each of these ratios is used • reasons for the results obtained • strategies that businesses might adopt to improve ratio results • comparison of ratios results between businesses • limitations of these accounting ratios <p>5.9 Investment appraisal</p> <ul style="list-style-type: none"> • the need for investment appraisal • the significance of risk in investment decisions • the meaning, calculation and interpretation of payback and ARR • the meaning, calculation and interpretation of discounted payback and NPV • the meaning and interpretation [but not the calculation] of IRR • qualitative factors that might influence an investment decision in a given situation 				

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Jan – 2 weeks		<ul style="list-style-type: none"> • comparison of the investment appraisal methods, including their limitations 6.1 What is strategic management? • the meaning of corporate strategy, tactics and strategic management • the need for strategic management • Chandler’s assertion that strategy should determine organisational structure • how business strategy determines competitive advantage in an increasingly competitive world 6.2 Strategic analysis • undertake and interpret SWOT (strengths, weaknesses, opportunities, threats) analysis in a given situation • development of the outcome of a SWOT analysis into strategic objectives • undertake and interpret PEST (political, economic, social, technological) analysis in a given situation • evaluation of the role of business vision/mission statements and objectives in strategic analysis • undertake and interpret Boston Matrix analysis on the product portfolio of a business • use Porter’s Five Forces analysis as a framework for business strategy • use Prahalad and Hamel’s Core 	<p>Give them a strategic decision of any corporate and analyze the decision with the help of various tools.</p>			

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	Strategic Management	<p>Competencies analysis as a framework for business strategy</p> <p>6.3 Strategic choice</p> <ul style="list-style-type: none"> • the structure of the Ansoff Matrix and how it analyses the link between business strategy and risk • use of the Ansoff Matrix to analyse and evaluate different business strategies in a given situation • the use of simple Force Field Analysis as a means of making strategic choices in a given situation • construction of simple decision trees from information given • calculation of the expected monetary values from decision trees and use of the results to assist in selecting the most appropriate strategy • the usefulness of decision trees including an assessment of the accuracy of the data they contain <p>6.4 Strategic implementation</p> <ul style="list-style-type: none"> • key elements of business plans • the value of business plans for large and small, established and start-up businesses • key elements and purpose of corporate plans • different types of corporate culture such as power, entrepreneurial and task • importance of corporate culture in strategic implementation in a given situation • importance of developing a change 				

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		culture to allow effective implementations of new strategies <ul style="list-style-type: none"> • the importance of leading and managing change • techniques to implement and manage change successfully • development of a strategy to manage change in a given situation <ul style="list-style-type: none"> • importance of contingency planning and crisis management 				