**Long-term SOL: T-level Business**

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| **GLH (approx.)** | **Element** | **Content** | **Range** | **Key Learning** | **Skills** | **Suggested Resources** | **Links to employers/ business** |
| 14 hours | 1 Business Context | 1.1 The different types of organisations and the environments in which they operate | **Environments** – regional (national, international), political, social, economic, technological changes, cultural | * Types of organisation (private, public, not-for-profit, voluntary) * Characteristics of organisations * Range of environments organisations operate in * Range of factors that impact organisations * Local and national political environment, laws and regulations | CSA | * Comparison of a business operating in the UK and the US |  |
| 14 hours | 1 Business context | 1.2 How size, purpose and sector have an impact on organisations | **Size** – micro businesses, small/, medium/large enterprises  **Purpose** – vision, mission statement, values  **Sector** – private, public, non-profit | * Impact of organisation size on activities and operations * Purpose of business * Range of sector types * Business models and structures (hierarchy, functions, divisional, matrix, flat) * Impact of organisations structures on communication, time scales, complexity and responsibility * Operations and functions within an organisations (e.g. finance) * Roles within organisations (e.g. CEO) * Differences between organisations in the private and public sector | CSA | * Profiles of different business roles * Video of senior business leaders talking about their role | * Guest speaker – senior business leader from local business |
| 14 hours | 1 Business context | 1.3 The economic, social and environmental impacts of organisations | **Economic –** economic growth, revenue and profit generation, geographic implications, supply and demand  **Social –** CSR, social mobility, ethical finance, anti-slavery/human trafficking, ethical working conditions, promoting equality and diversity  **Environmental –** waste reduction, sustainability, the circular economy | * The role of organisations in society and the range of economic and environmental influences that they can have on a local, national and global level. * The reasons organisations adopt CSR * The responsibility of organisations to act and behave in ways that have appositive social, economic and environmental impact. Business ethics. * The benefits of organisations having a positive social, economic and environmental impact. | CSA  EC5  MC6  MC7 | * CSR news stories |  |
| 14 hours | 1 Business context | 1.4 Legal entity types that organisations can form | **Legal entity types** – Sole Trader, Partnerships, Limited Liability Partnership (LLP), Public Limited Company (PLC), Private Limited Company (LTD), Community Interest Company (CIC), Charity, social Enterprise, Franchise, Cooperative, Multinational Company (MNC) | * The range of legal entity types that exist, the characteristics of each and examples of each legal entity in society/industry. * The advantages and disadvantages of different types of each type of legal entity. The structure of each legal entity type. * The governance, regulation and key elements associated with the range of legal entities. * The potential reasons for choosing specific types of business organisation structure. | Missing from spec |  |  |
| 14 hours | 1 Business Context | 1.5 Organisational objectives and strategies for achieving them | **Objectives** – short, medium, long term  **Strategies** – business planning, corporate plan, key performance indicators (KPI) | * The purpose of setting organisational aims and objectives, e.g., to increase sales, decrease staff turnover * Recognition that organisational objectives can be short-term, medium-term, and long-term objectives, and examples of each e.g., marketing objectives * The strategies used to achieve objectives and how these are implemented, embedded, and reviewed within organisations e.g., marketing strategy, competitor analysis, * How objectives can be measured using different resources and tools, including key performance indicators and through business plans. Objectives should be set as SMART (specific, measurable, achievable, relevant, timebound). | CSB | * Examples of objectives from different businesses * PLC’s – annual reports |  |
| 14 hours | 1. Business Context | 1.6 The different forms of governance that operate in organisations | **Types of governance** – appointed board, cooperative, membership, representative  **Forms of governance** – advisory, administrative, management team, policy board | * The importance of governance in an organisation, including the responsibilities associated with governance, e.g., protecting financial accounts and public money. * How governance differs in relation to an organisation’s size, purpose, legal constitution and regulatory environment. * The roles (e.g., Finance Director, Head of Department, Administrators) within different functions and their responsibilities. * How governance is monitored in an organisation through both the use of internal and external audit activities. * The difference in governance from public sector to private sector. * The format and responsibility of a board of directors/trustees and their control/impact on the organisation. * Key rules and regulations that organisational governance teams are held accountable to. * The potential consequences of failing to ensure proper governance of an organisation | CSA | * News stories – failure of governance and the consequences | * Talk from school/ college governors about their role |
| 14 hours | 1 Business Context | 1.7 The main legislative and regulatory frameworks that apply to organisations | **Frameworks –** GDPR, data protection act, health and safety at work act, equality act, anti-bribery act, anti-competitive regulations, environmental/sustainability, consumer protection  **Regulatory bodies –** Information Commissioners Office (ICO), Health and Safety Executive (HSE) Equality Advisory Support Group and Human Rights commission, Prosecution Service | * The range of frameworks to be complied with by organisations and the reasons why these frameworks exist (e.g., to protect consumers). * The methods of ensuring organisations comply with frameworks, to include risk registers, audits, risk management, policies, processes, and procedures. * The financial, legal, and reputational risks associated with not complying with legislative and regulatory frameworks. * The role of each regulatory body and the penalties they can impose to organisations, the rights on individuals under these frameworks and how this can impact the organisations such as freedom of information requests, subject access requests, the right to be forgotten. * The impact data breaches could have to an organisation. How to protect the organisation from breaches to the framework guidance such as completing data protection impact assessments, the role of a data protection officer and the responsibilities of staff within organisations. * The importance of being able to demonstrate due diligence. The types of environmental issues and sustainability requirements expected to be managed by organisations. * How and why an organisation would be reported to a regulatory body for breaches in laws or regulations and the potential outcome. | -CSA |  |  |
| 14 hours | 1 Business Context | 1.8 Different types of internal and external stakeholders and customers | **Internal** - Employees, managers, owners, investors, board members, customers. **External** - Suppliers, contractors, customers, service users, shareholders, creditors, society, local community, government, trade unions. | * How stakeholders are managed and the importance of ensuring regular clear communication with a stakeholder, setting expectation with stakeholders and how to monitor this, involving stakeholders in any major decision-making process or project. * The power of stakeholder opinions and how their needs, priorities and feedback influence the way that organisations operate. * How stakeholder needs are transformed into a defined set of stakeholder requirements, which may be specified in a document containing statements. | CSC  EC1  EC2 |  |  |
| 14 hours | 1 Business Context | 1.9 Impacts of current and emerging digital technologies | **Impacts** - Cost, training, process changes, operational ability/effectiveness | * The range of and prevalence of current and emerging technologies that are used within and influence organisations, e.g., digital processes, cloud-based software, remote working, robotics, big data, biometrics, internet of things (IoT), Augmented Reality/Virtual Reality, cloud computing, 5G, artificial intelligence, cloud computing, 3D printing, drones, hybrid infrastructures. * The impact new digital technologies can have on how an organisation operates. The rapid advancement of digitalisation and changing/emerging technologies, and the approaches organisations use to embed these technologies to support currency, operate effectively and efficiently. * The security considerations when deploying new technologies (e.g., access, cyber threats). * The methods of using digital technologies and how they are used to communicate. The considerations needed to ensure users are safe and responsible when using online digital technologies. * Methods to keep up to date with emerging technologies such as subscribing to blogs, attending webinars, seminars, and events. | CSC  DC1  DC5  MC10 |  |  |
| 14 hours | 1 Business Context | 1.10 Organisational culture and values | **Culture** – Principles, core beliefs, mission statements, vision  **Values** – integrity, respect | * What is meant by culture and values in an organisation. * The importance of values and culture to an organisation. What values mean to organisations and staff. * The impacts of organisational culture and values on stakeholders. * The reasons why organisations would have different cultures and values. * The importance of embedding organisational values in the organisation’s daily workings. * The process of changing culture in an organisation, resistance to change and the barriers that exist with changes to an organisation’s culture. The methods that organisations use to demonstrate and reinforce their culture and values, both internally (e.g., internal branding, expected employee conduct/behaviour) and externally (e.g., branding, mission statements, letterheads, email signatures). | CSA |  |  |
| 14 hours | 1 Business Context | 1.11 The different methods and channels through which organisations communicate | **Methods –** Face-to-face, verbal and written  **Channels** – email, telephone, video conferencing, social media, intranet, internet, mobile applications, instant messaging tools, live chat, press releases. | * How to select the most appropriate communication methods depending on the circumstances and audience. * The different methods of communication that may be used internally within an organisation and externally outside of an organisation. * The types of content that would be shared on different communication channels * The tone and format of messages and methods of adapting based on intended audience. * How to maintain professional etiquette when using different communication channels. * Considerations when communicating externally using different public channels (e.g., impact of social media footprint). | CSC EC1 EC2 EC3 EC5 DC1 DC2 DC3 DC5 | * Example of a press release |  |

**Key:**

**Core Skills**

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| **Core Skill A (CSA)** | Business and commercial awareness, e.g., conduct a PESTLE analysis to inform a change project |
| **Core Skill B (CSB)** | Project Management: plan, manage and evaluate a project using appropriate tools and methodologies e.g., introducing a new policy or training  programme. |
| **Core Skill C (CSC) Communication** | using a range of communication methods tailored to audience e.g., to internal and external stakeholders on business solutions; making a presentation to a customer or using IT packages to present documentation professionally. |
| **Core Skill D (CSD)** | Working collaboratively with others e.g., to develop content for an intervention; to develop feedback skills; managing and influencing stakeholders;  considering the impact of proposed solutions on others; to develop a business improvement solution |
| **Core Skill E (CSE)** | Applying a logical approach to problem solving, identifying and resolving issues, recording progress and proposing solutions e.g., undertaking a cost /benefit analysis of the introduction of new procedures; developing a creative or innovative business improvement solution. |
| **Core Skill F (CSF)** | Undertaking research e.g., identifying sources and obtaining information related to a project and / or customer requirements; interrogating,  analysing, and reporting on business data; create a briefing document for internal colleagues or supervisor to assist them in formulating specific advice. |
| **Core Skill G (CSG)** | Reflective practice e.g., review performance and own behaviours for impact; identifying ways for improvement; quality outcomes. |