

D Diploma Program Outline (2025-2027)

Business Management SL and HL

Week	Week of...	Topic / Unit / Text	Content / Skill Development	Graded Assessments
Year 1 Semester 1				
1	August 18	1.1 What is a business	<ul style="list-style-type: none"> define the following terms: (AO1) primary sector secondary sector tertiary sector quaternary sector describe the nature of business (AO1) distinguish between the primary, secondary, tertiary and quaternary sectors (AO2) 	
2	August 25	1.1 What is a business	<ul style="list-style-type: none"> explain the opportunities and challenges of starting a business (AO2) outline the elements of a business plan (AO1) apply a business plan in a given context (AO2) 	
3	September 2	1.2 Types of business entities	<ul style="list-style-type: none"> distinguish between the private and public sectors (AO2) compare and contrast the sole trader, partnership and corporation forms of ownership (AO3) 	Formative assessment <ul style="list-style-type: none"> Paper 2: Application and analysis questions
4	September 8	1.2 Types of business entities	<ul style="list-style-type: none"> examine different forms of for-profit and non-profit social enterprises (AO3) examine cooperatives recommend an appropriate type of legal structure for a business (AO3) 	
5	September 15	1.2 Types of business entities	<ul style="list-style-type: none"> Summative assessment Summative feedback and reflection Sample grading 	Summative assessment <ul style="list-style-type: none"> Paper 2: Application and analysis questions
6	September 22	1.3 Business objectives	<ul style="list-style-type: none"> define the following terms: (AO1) vision mission objective growth profit strategy tactic distinguish between a vision statement and a mission statement (AO2) explain and evaluate various business objectives, including growth, profit, protecting shareholder value and ethical objectives (AO2, AO3) 	
7	September 29	National Holiday		
8	October 6	1.3 Business objectives	<ul style="list-style-type: none"> define corporate social responsibility (CSR) evaluate CSR (AO3) discuss how strategies and tactics help businesses achieve objectives (AO3) apply and recommend circular business models in context (AO2, AO3) 	
9	October 13	1.3 Business objectives	<ul style="list-style-type: none"> discuss how strategies and tactics help businesses achieve objectives (AO3) apply and recommend circular business models in context (AO2, AO3) practice AO3 questions (10-mark question) 	
10	October 20	1.4 Stakeholders	<ul style="list-style-type: none"> Summative assessment Summative feedback and reflection Sample grading distinguish between internal and external stakeholders (AO2) explain the interests of a particular stakeholder group (AO2) 	Summative assessment Paper 2: <ul style="list-style-type: none"> Application and analysis questions Synthesis and evaluation
11	October 27	1.4 Stakeholders/ 1.5 Growth and evolution	<ul style="list-style-type: none"> explain at least one possible area of mutual benefit, or at least one potential conflict, between stakeholders (AO2) suggest possible solutions to stakeholder conflict (AO2) 	
12	November 3	1.5 Growth and evolution	<ul style="list-style-type: none"> explain different types of internal and external economies and diseconomies of scale (AO2) distinguish between internal and external growth (AO2) 	

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13	November 10	1.5 Growth and evolution	<ul style="list-style-type: none"> examine different types of external growth (AO3) explain why businesses decide to stay small or to grow (AO2) evaluate advantages and disadvantages of growing and/or staying small (AO3) SWOT analysis STEEPLE analysis, apply an Ansoff Matrix in a given context (AO2) 	
14	November 17	1.5 Growth and evolution/1.6 Multinational companies (MNCs)	<ul style="list-style-type: none"> apply a Force Field analysis in a given context (HL only) (AO2) examine the positive and negative impacts of multinationals on the host country (AO3) Summative assessment Summative feedback and reflection 	Summative assessment Paper 2: <ul style="list-style-type: none"> Application and analysis questions Synthesis and evaluation
15	November 24	Week Without Wall		
16	December 1	4.1 Introduction to marketing	<ul style="list-style-type: none"> distinguish between market orientation and product orientation (AO2) distinguish between market share and market growth (AO2) calculate market share and market growth for given data (AO4) discuss the importance of market share and market leadership (HL only) (AO3) apply the Boston Consulting Group matrix in a given context (AO2) 	
17	December 8	4.2 Marketing planning	<ul style="list-style-type: none"> explain the role of marketing planning (AO2) explain segmentation and targeting (AO2) explain positioning and construct position maps (AO2, AO4) distinguish between niche market and mass market (AO2) explain the importance of having a unique selling point/proposition (USP) (AO2) discuss and recommend how organisations can differentiate themselves and their products from competitors (AO3) 	
18	December 15	4.2 Marketing planning	<ul style="list-style-type: none"> apply Porter's Generic Strategies in a given context (HL only) (AO2) Summative assessment Summative feedback and reflection Sample grading 	Summative assessment Paper 2: <ul style="list-style-type: none"> Application and analysis questions Synthesis and evaluation
19	December 22	Christmas & New Year		
20	December 30	Christmas & New Year		
21	January 5	4.3 Sales forecasting (HL only)	<ul style="list-style-type: none"> explain how businesses forecast sales (AO2) discuss the benefits and limitations of sales forecasting (AO3) apply simple linear regression in a given context (AO2, AO4) 	Formative assessment Paper 2: quantitative skills
22	January 12	4.4 Market research	<ul style="list-style-type: none"> define the following terms: (AO1) <ul style="list-style-type: none"> primary research secondary research qualitative research quantitative research sampling examine why and how organisations carry out market research (AO3) explain the methods/techniques of primary market research and secondary research (AO2) explain the difference between qualitative and quantitative research (AO2) explain the methods of sampling: (AO2) 	
23	January 19	4.5 The seven Ps of the marketing mix	<ul style="list-style-type: none"> explain the relationship between the product life cycle, investment, profit and cash flow (AO2) analyse the relationship between the product life cycle, product portfolio and the marketing mix (AO2) distinguish between the brand awareness, loyalty, development and value (AO2) 	
Year 1 Semester 2				
1	January 26	4.5 The seven Ps of the marketing mix	<ul style="list-style-type: none"> distinguish between the above the line, below the line and through the line promotion (AO2) 	

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			<ul style="list-style-type: none"> evaluate social media marketing as a promotional strategy (AO3) examine the importance of different distribution channels (AO3) evaluate the the appropriateness of various pricing methods (AO3) 	
2	February 2	4.5 The seven Ps of the marketing mix	<ul style="list-style-type: none"> discuss the importance of employee–customer relationships in marketing a service, and cultural variation in these relationships (AO3) discuss the importance of delivery processes in marketing a service, and changes in these processes (AO3) discuss the importance of tangible physical evidence in marketing a service (AO3) recommend appropriate marketing mixes for particular products or businesses (AO3) 	Summative assessment PBL project: <ul style="list-style-type: none"> Application and analysis questions Synthesis and evaluation
3	February 9	4.6 International marketing (HL only)	<ul style="list-style-type: none"> evaluate the opportunities and threats posed by entering and operating internationally (AO3) 	
4	February 16	Chinese New Year		
5	February 23	Chinese New Year		
6	March 2	2.1 Introduction to human resource management	<ul style="list-style-type: none"> explain the role of human resource management (AO2) distinguish between the internal and external factors that influence human resource planning (such as demographic change, change in labour mobility, immigration, flexitime and gig economy) (AO2) analyse the reasons for resistance to change in the workplace (AO2) examine human resource strategies for reducing the impact of change and resistance to change (AO3) 	
7	March 9	2.2 Organizational structure	<ul style="list-style-type: none"> explain (AO2) <ul style="list-style-type: none"> delegation span of control levels of hierarchy chain of command bureaucracy centralisation decentralisation delaying matrix structure distinguish between flat and tall organisational structures(AO2) distinguish between 'by product', 'by function' and 'by region' organisational structures (AO2) construct different types of organisational charts (AO4) evaluate the appropriateness of different organisational structures given a change in external factors (AO3) evaluate the changes in organisational structures and, more specifically, project-based organisation and Handy's 'shamrock organisation' (HL only) (AO3) 	
8	March 16	2.3 Leadership and management	<ul style="list-style-type: none"> distinguish between management and leadership (AO2) evaluate different leadership styles: (AO3) <ul style="list-style-type: none"> autocratic paternalistic democratic laissez-faire situational distinguish between scientific and intuitive thinking/management (HL only) (AO2) 	2.1-2.3 Summative assessment Paper 2: <ul style="list-style-type: none"> Application and analysis questions Synthesis and evaluation
9	March 23	2.4 Motivation and demotivation	<ul style="list-style-type: none"> discuss motivation theories, including those from Taylor, Maslow and Herzberg (AO3) analyse various types of financial and non-financial rewards (AO2) distinguish between induction, on-the-job training and off-the-job-training (AO2) 	
10	March 30	2.4 Motivation and demotivation (HL only)	<ul style="list-style-type: none"> discuss motivation theories, including McClelland's acquired needs theory, Deci and Ryan's self-determination theory, and equity and expectancy theory (AO3) explain and calculate labour turnover (AO2, AO4) distinguish between formative and summative appraisal, 360-degree feedback, and self-appraisal (AO2) explain methods of recruitment (AO2) evaluate internal and external recruitment for a business (AO3) 	

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11	April 6	Easter Holiday		
12	April 13	2.1-2.4 Review	<ul style="list-style-type: none"> Summative assessment Summative feedback and reflection Sample grading 	Unit 2.1-2.4 Summative assessment Paper 2: <ul style="list-style-type: none"> Application and analysis questions Synthesis and evaluation
13	April 20	2.5 Organizational (corporate) culture (HL only)	<ul style="list-style-type: none"> describe elements of organisational culture (AO1) analyse types of organisational culture using Handy's Gods of Management theory or Laloux's theory (AO2) discuss cultural clashes that can emerge when organisations change (AO3) apply Hofstede's cultural dimensions in a particular context (AO2) 	
14	April 27	2.6 Communication	<ul style="list-style-type: none"> examine formal and informal methods of communication (AO3) explain barriers to communication (AO2) 	
15	May 4	2.7 Industrial/employee relations (HL only)	<ul style="list-style-type: none"> explain the importance of employee-employer relations (AO2) analyse the sources of conflict in the workplace (AO2) examine different approaches to conflict in the workplace (AO3) discuss different approaches to conflict resolution in the workplace (AO3) 	
16	May 11	Review Week	<ul style="list-style-type: none"> Paper 1 Practice Sample grading 	
17	May 18	Review Week	<ul style="list-style-type: none"> Final Exam Review 	
18	May 25	Final Exam Week		
19	June 1	IA	<ul style="list-style-type: none"> Work on IA 	
20	June 8	IA	<ul style="list-style-type: none"> Work on IA 	
21	June 15	Collaborative Science Project		
Year 2 Semester 1				
1	August	Unit1,2,4 Review	<ul style="list-style-type: none"> Content review 	Content checking quiz
2	August	3.1 Introduction to finance	<ul style="list-style-type: none"> Role of finance for businesses. (AO2) <ul style="list-style-type: none"> Capital expenditure Revenue expenditure 	
3	September	3.2 Sources of finance	<ul style="list-style-type: none"> define the following terms: (AO1) <ul style="list-style-type: none"> business angel share capital loan capital overdraft microfinance trade credit leasing crowdfunding distinguish between sources of internal and external finance (AO2) evaluate and recommend appropriate sources of short- and long-term finance in a given situation (AO3) 	
4	September	3.2 Sources of finance	<ul style="list-style-type: none"> evaluate and recommend appropriate sources of short- and long-term finance in a given situation (AO3) 	Summative assessment
5	September	3.3 Cost and revenue	<ul style="list-style-type: none"> distinguish between fixed costs, variable costs, semi-variable costs, direct costs and indirect costs, using examples (AO2) distinguish between revenue and revenue streams, using examples (AO2) 	Formative assessment: Content checking quiz
6	September	3.4 Final accounts	<ul style="list-style-type: none"> explain the purpose of accounts to different stakeholders (AO2) analyse the elements of a statement of profit or loss (profit and loss account) and a statement of financial position (balance sheet) (AO2) construct a statement of profit or loss (profit and loss account) (AO4) construct a statement of financial position (balance sheet) (AO4) 	Formative assessment: Content checking quiz
7	September	National Holiday		
8	October	3.4 Final accounts	<ul style="list-style-type: none"> distinguish between different types of intangible assets (AO2) calculate depreciation using the straight-line method (HL only) (AO4) calculate depreciation using the units of production method (HL only) (AO4) discuss the appropriateness of each depreciation method (HL only) (AO3) 	

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9	October	3.5 Profitability and liquidity ratio analysis	<ul style="list-style-type: none"> Calculate the following profitability ratios. (AO2) (AO4) <ul style="list-style-type: none"> Gross profit margin Profit margin Return on capital employed (ROCE) Calculate the following liquidity ratios. (AO2) (AO4) <ul style="list-style-type: none"> Current ratio Acid test (quick) ratio Possible strategies to improve these ratios 	Summative assessment: Paper 2: quantitative skills
10	October	3.6 Debt/equity ratio analysis (HL only)	<ul style="list-style-type: none"> Calculate the following efficiency ratios. (AO2) (AO4) <ul style="list-style-type: none"> Stock turnover Debtor days Creditor days Gearing Possible strategies to improve these ratios. (AO3) Insolvency versus bankruptcy. (AO3) 	
11	October	3.7 Cash flow	<ul style="list-style-type: none"> distinguish between profit and cash flow (AO2) analyse and prepare cash flow forecasts (AO2, AO4) recommend strategies for dealing with cash flow problems (AO3) 	
12	November	3.8 Investment appraisal	<ul style="list-style-type: none"> calculate, compare and evaluate investment opportunities using the payback period (AO3, AO4) calculate, compare and evaluate investment opportunities using the average rate of return (ARR) (AO3, AO4) calculate, compare and evaluate investment opportunities using the net present value (NPV) (HL only) (AO3, AO4) 	Summative assessment: Paper 2: quantitative skills
13	November	3.9 Budgets (HL only)	<ul style="list-style-type: none"> distinguish between cost centres and profit centres (AO2) explain the roles of cost centres and profit centres (AO2) explain and construct a budget (AO2, AO4) explain and calculate variances (AO2, AO4) explain the importance of budgets and variances in decision-making (AO2) 	
14	November	Unit 3 Review	Paper 2: quantitative skills practice Summative feedback and reflection Sample grading	Summative assessment: Paper 2: quantitative skills
15	November	5.1 Introduction to operations management/ 5.2 Operations methods	<ul style="list-style-type: none"> explain the role of operations management (AO2) examine the features of the main methods of production, including: (AO3) <ul style="list-style-type: none"> job production batch production mass/flow production mass customisation 	IA First Draft Due
16	December	5.3 Lean production and quality management (HL only)	<ul style="list-style-type: none"> describe the following features of lean production: (AO1) <ul style="list-style-type: none"> less waste greater efficiency explain the following features of lean production: (AO2) <ul style="list-style-type: none"> continuous improvement (kaizen) just-in-time (JIT) explain the features of cradle-to-cradle design and manufacturing (AO2) distinguish between quality control and quality assurance (AO2) explain the following methods of managing quality: (AO2) <ul style="list-style-type: none"> quality circle benchmarking total quality management (TQM) discuss the impact of lean production and total quality management (TQM) on an organisation (AO3) explain the importance of national and international quality standards (AO2) apply a Gantt chart in a given context (AO2) prepare and analyse a critical path (network) diagram in a given context (AO4, AO2) 	
17	December	5.4 Location/ 5.5 Break-even analysis	<ul style="list-style-type: none"> explain the reasons for a specific location of production (AO2) evaluate outsourcing/subcontracting, offshoring, insourcing and reshoring as ways of reorganising production, both nationally and internationally (AO3) 	Summative assessment: Paper 2

Week	Week of...	Topic / Unit / Text	Content / Skill Development	Graded Assessments
			<ul style="list-style-type: none"> distinguish between total contribution and contribution per unit (AO2) calculate the break-even point and construct a break-even chart (AO4) analyse the effects of changes in price or cost on the break-even quantity, profit and margin of safety, using graphical and quantitative methods (AO2, AO4) discuss the uses and limitations of break-even as a decision-making tool (AO3) 	
18	December	5.6 Production planning (HL only)	<ul style="list-style-type: none"> explain the local and global supply chain process (AO2) distinguish between and evaluate 'just-in-time' and 'just-in-case' production (AO3) draw and analyse a stock control chart, including the following parts: (AO2, AO4) calculate and comment on the following operations management calculations: (AO2, AO4) <ul style="list-style-type: none"> capacity utilisation rate defect rate labour productivity capital productivity operating leverage calculate cost to make (CTM) and cost to buy (CTM) and discuss make or buy decisions (AO3, AO4) 	Summative assessment: Paper 2
19	December	Christmas & New Year		
20	January	Christmas & New Year		
21	January	5.7 Crisis management and contingency planning (HL only)	<ul style="list-style-type: none"> distinguish between crisis management and contingency planning (AO2) analyse the factors that affect effective crisis management (AO2) examine the impact of contingency planning for a given organisation or situation (AO3) 	IA Final Due
• Year 2 Semester 2				
1	January	5.8 Research and development (HL only)/ 5.9 Management information systems (HL only)	<ul style="list-style-type: none"> discuss the importance of research and development for a business (AO3) analyse the importance of developing goods and services that address customers unmet needs (of which the customers may or may not be aware) (AO2) comment on the importance of intellectual property protection: copyrights, patents and trademarks (AO2) explain incremental and disruptive innovation (AO2) describe data analytics, databases, cybersecurity and cybercrime (AO1) analyse the importance of critical infrastructures, including artificial neural networks, data centres and cloud computing (AO2) explain the role of virtual reality (VR) in business (AO2) 	
2	January	5.9 Management information systems (HL only)	<ul style="list-style-type: none"> comment on the importance of the internet of things, artificial intelligence and big data (AO2) examine the benefits and drawbacks of customer loyalty programmes (AO3) discuss the use of data to manage and monitor employees; digital Taylorism (AO3) evaluate the use of data mining to inform decision-making (AO3) examine the benefits, risks and ethical implications of advanced computer technologies (management information systems) and 	Summative assessment: Paper 2

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			technological innovation on business decision-making and stakeholders (AO3)	
3	January	Chinese New Year		
4	February	Chinese New Year		
5	February	Review	Paper 3 Practice 17-mark question practice	
6	February	DP Mock Examination		
7	February	Review	Mock Examination take up	
8	March	Review	Unit 5 Review Paper 2: quantitative skills	
9	March	Review	Unit 3 Review Paper 2: quantitative skills	
10	March	Review	Unit 4 Review Paper 1	
11	March	Review	Unit 2 Review Paper 1	
12	March	Review	Unit 1 Review Paper 1	
13	March	Review	Paper 3	
14	April	Easter Holiday		
15	April	Review	Paper 3	
16	April - May	IB DP May Examination		