



ZIMBABWE

MINISTRY OF PRIMARY AND SECONDARY EDUCATION

BUSINESS STUDIES SYLLABUS

FORMS 5 - 6

2015 - 2022

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2015

ACKNOWLEDGEMENTS

The Ministry of Primary and Secondary Education would like to acknowledge the following:

- The National Business and Enterprise Skills Syllabus Panel
- Zimbabwe School Examinations Council (ZIMSEC)
- Polytechnic and Teacher Training Institutions Representatives
- Universities Representatives
- Department of Psychomotor Activities in Education
- United Nations Children's Fund (UNICEF)

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1.0 PREAMBLE

1.1 Introduction

Zimbabwe adopted various empowerment measures such as the indigenization policy to address previous economic imbalances. This move has empowered indigenous people to become active participants in economic development. The Business studies syllabus therefore intends to sustainably consolidate government efforts through developing learners' skills in decision making, problem solving, quantification and management of information, effective communication, leadership, resource management and enterprising. The syllabus will enable future entrepreneurs to adapt to dynamic economic, political and cultural environments through the use of acquired knowledge, competencies and skills, thus promoting self-reliance, and sustainable socio-economic development.

The Business Studies syllabus is a two – year learning area covering Forms 5 and 6.

1.2 Rationale

The dynamic business environment in Zimbabwe and beyond demands enterprisers with a practical approach to business. Thus the study of Business Studies equips learners with practical business skills such as: Decision making, Problem solving, Creativity and innovation, Communication, Leadership, Self-management and Team working. This will empower learners to operate successful businesses in the ever-changing socio-economic, cultural, political and technological environments. Business studies promotes economic empowerment, social equity and employment creation for the enhancement of self-reliance and economic growth.

1.3 Summary of Content

This syllabus covers theory and practical activities for the learners in Business Studies in areas such as business environmental analysis, human resources management, operations management, finance and accounting management, business communication, Information Communication Technology (ICT), project management and decision making.

1.4 Methodology and Time Allocation

1.4.1 Methodology

The need to impart skills such as, enterprising, leadership, decision making, communication, team working and problem solving, should influence the choice of teaching and learning methods in Business Studies. Therefore, the syllabus encourages learner-centred methods and approaches. Learners are encouraged to participate in projects and field trips which should allow them to acquire business skills and exposure.

The following are suggested teaching and learning methods:-

- Demonstrations
- Case studies
- Educational tours
- Research
- School on the shop-floor
- Group work
- Role play
- Seminars
- Presentations
- Debates
- E-Learning
- Project work

1.4.2 Time Allocation

To enable adequate coverage of the content, Form 5 and 6 learners should be allocated at least eight periods of at least thirty-five minutes per week.

Learners should have an educational tour, a seminar and a school on the shop-floor, at least once per term.

1.5 Assumptions

It is assumed that learners:

- have acquired commercial knowledge and business enterprise skills from previous studies.
- are constantly interacting with business activities at various levels.
- have a desire to create wealth for themselves through running their own businesses.
- desire to economically contribute to community and the nation at large
- have access to some means of production such as land
- are aware of the prevailing business environment
- interact with ICT tools.

1.6 CROSS CUTTING THEMES

The teaching and learning of Business Studies will encompass the following cross cutting themes:

- Information Communication Technology (ICT)
- Environmental issues
- Collaboration
- Disaster risk management
- Financial literacy
- Heritage
- Unhu/ubuntu /vumunhu

2.0 PRESENTATION OF SYLLABUS

The syllabus is presented as a single document catering for Forms 5 – 6.

2.1 Syllabus Aims

This syllabus aims to enable learners to:

- participate in the business process within the economy, as an enterpriser and as an investor
- acquire enterprise skills and attitudes necessary to be successful in business
- develop business leadership, technical and vocational skills in socio-economic sphere through active participation in the economy
- create a new business project that can be turned into a sustainable business venture
- appreciate the economic, environmental, ethical, governmental, legal, social, technological and other issues associated with business activity

Objectives

By the end of the two-year learning period, learners should be able to:

- demonstrate knowledge and understanding of the concepts acquired in business studies
- evaluate environmental factors influencing business
- transform an idea into a business venture
- apply fundamental business concepts as a means of personal development
- demonstrate critical inquiry skills that enable them to build relationships with other innovators, enterprisers and the community at large
- apply acquired knowledge, skills and techniques in

decision making

- Demonstrate cultural values through unhu/ubuntu/vumunhu in business practices

3.0 TOPICS

The syllabus topics are as follows:

- Business and its Environment
- ICT in Business
- Business Planning and Project Development
- Human Resources Management
- Business Communication
- Marketing
- Operations Management
- Business Finance and Accounting

4.0 SCOPE AND SEQUENCE

TOPIC 1: BUSINESS AND ITS ENVIRONMENT

FORM 5	FORM 6
<ul style="list-style-type: none">• Introduction to Business	<ul style="list-style-type: none">• International trade
<ul style="list-style-type: none">• Types of Business Environments	<ul style="list-style-type: none">• Causes of Business Failure
<ul style="list-style-type: none">• Size and Growth of Business	
<ul style="list-style-type: none">• Business aims and objectives	
<ul style="list-style-type: none">• Business Constraints	
<ul style="list-style-type: none">• ICT in business	

TOPIC 2 BUSINESS FORMULATION AND PROJECT DEVELOPMENT

FORM 5	FORM 6
Purpose of a business plan	<ul style="list-style-type: none"> • Formulation of project
How to prepare a business plan	<ul style="list-style-type: none"> • Tools for decision making
Components of a business plan	<ul style="list-style-type: none"> • Project
Meaning of Project,	
Project Formulation:	

TOPIC 3 PEOPLE IN ORGANISATIONS

FORM 5	FORM 6
<ul style="list-style-type: none"> • Management 	<ul style="list-style-type: none"> • Organisational Structure
<ul style="list-style-type: none"> • Leadership 	<ul style="list-style-type: none"> • Human Resources Management
<ul style="list-style-type: none"> • Motivation 	<ul style="list-style-type: none"> •

TOPIC 4 BUSINESS COMMUNICATION

FORM 5 <ul style="list-style-type: none">• Purpose of communication• Channels of communication• Methods of communication	FORM 6 <ul style="list-style-type: none">• Barriers to communication• Role of management in facilitating communication
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TOPIC 5: MARKETING

FORM 5 <ul style="list-style-type: none">• Evolution of marketing• Market analysis• Marketing research• Demand and Supply concepts	FORM 6 <ul style="list-style-type: none">• Marketing mix and marketing strategies• Impact of ICTs in marketing
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TOPIC 6: OPERATIONS MANAGEMENT

FORM 5 <ul style="list-style-type: none">• Nature of operations• Operations planning/organizing production	FORM 6 <ul style="list-style-type: none">• Operational efficiency• Quality management• Inventory management
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TOPIC 7 : BUSINESS FINANCE AND ACCOUNTING

- Business finance
- Financial markets

- Accounting

5.0 COMPETENCY MATRIX

FORM 5 SYLLABUS

5.1 BUSINESS AND ITS ENVIRONMENT

TOPIC	LEARNING OBJECTIVES: learners should be able to:	CONTENT	SUGGESTED ACTIVITIES AND NOTES	RESOURCES
Introduction to business	<ul style="list-style-type: none"> explain the need for business identify levels business activity explain each level of business activity describe industrialisation identify sectors of business explain types of business organisations describe the legal process of forming a business explain advantages and disadvantages of different business organisations 	<ul style="list-style-type: none"> Need for business such as, self-sustenance, economic growth, employment creation etc. Levels of business activity:-primary, secondary, tertiary Industrialisation 	<ul style="list-style-type: none"> Explaining the reasons for starting a business Classifying business activities Suggesting examples of businesses at each level 	<ul style="list-style-type: none"> Charts Recommended textbooks Case studies ICT tools: internet Newspaper cuttings Relevant statutory instruments
	<ul style="list-style-type: none"> Business organisations: <ul style="list-style-type: none"> Private, such as sole trader; partnership, co-operatives Public limited companies Changes in business ownership –privatisation and nationalisation 	<ul style="list-style-type: none"> Explaining each type of business organization Explaining the legal requirements in forming the business Evaluating each type of business organization 		

	<ul style="list-style-type: none"> describe the characteristics of economic systems evaluate each economic systems 	<ul style="list-style-type: none"> Business and economic system – free command and mixed economy 	<ul style="list-style-type: none"> Explaining the characteristics of each economic systems Assessing the advantages and disadvantages of each economic systems 	
Types of business environments	<ul style="list-style-type: none"> identify business environments explain business environments give examples of business environments identify business stakeholders 	<ul style="list-style-type: none"> Macro environment: such as political, economic, legal, technological Micro environment: such as capital, skills, workers Business stakeholders 	<ul style="list-style-type: none"> Explaining the types of business environments Evaluating the types of business environments Discussing examples of business stakeholders 	<ul style="list-style-type: none"> Recommended textbooks
Size and Growth of Business	<ul style="list-style-type: none"> outline methods of measuring businesses explain the methods of measuring businesses apply at least one method of measuring business size to a business enterprise of their choice explain the importance of small & medium enterprises (SMEs) describe problems faced by small & medium enterprises (SMEs) suggest solutions to problems faced by small & medium enterprises (SMEs) 	<ul style="list-style-type: none"> Ways of measuring businesses: size of capital, number of employees, size of market share Significance of small businesses in an economy Problems faced by small & medium enterprises (SMEs) in Zimbabwe Solutions to problems faced by small & medium enterprises 	<ul style="list-style-type: none"> Discussing ways of measuring sizes of businesses Measuring size of businesses of their choice using methods learnt Evaluating the importance of small & medium enterprises (SMEs) in Zimbabwe. Discussing problems faced by small & medium enterprises (SMEs) in Zimbabwe Suggesting solutions to problems faced by small & medium enterprises (SMEs) 	<ul style="list-style-type: none"> Recommended textbooks Charts Case studies ICT tools: internet Newspaper cuttings

	<ul style="list-style-type: none"> • evaluate State intervention to businesses • explain advantages and disadvantages of a business being small or large • identify the methods of business growth • evaluate methods of business growth 	<p>(SMEs)</p> <ul style="list-style-type: none"> • State interventions to assist and constrain businesses of different sizes • Advantages and disadvantages of small and large businesses • Forms of Business growth: merger, takeover, vertical and horizontal integration 	<ul style="list-style-type: none"> • Evaluating ways by which State assist or constrain businesses • Discussing the advantages and disadvantages of a business being small or large • Discussing forms of business growth 	
<p>Business Aims and Objectives</p>	<ul style="list-style-type: none"> • explain business aims and objectives • explain the hierarchy of objectives • describe the characteristics of business objectives • explain the types of business objectives • discuss the importance of business objectives • examine conflict of business objectives • explain constraints that influence business objectives • explain business ethics and 	<ul style="list-style-type: none"> • business aims and objectives • Hierarchy of business objectives: strategic operational, tactical • Characteristics of business objectives • Types of business objectives: such as survival, growth, profit maximisation • Importance of business objectives • Conflict of business objectives • Business constraints • Business ethics and 	<ul style="list-style-type: none"> • discussing business aims and objectives • Describing the hierarchy of objectives • Discussing characteristics of business objectives • Describing types of business objectives • Outlining importance of business objectives • Discussing conflict of business objectives • Visiting local business to investigate their business objectives • Discussing constraints that influence business objectives • Describing the importance of 	<ul style="list-style-type: none"> • Recommended textbooks • Charts • Local businesses(case studies)

	<p>corporate social responsibility</p> <ul style="list-style-type: none"> • assess the importance of business ethics • assess the importance of corporate social responsibility to a business and to the community. 	<p>corporate social responsibility.</p>	<p>business ethics and corporate social responsibility</p> <ul style="list-style-type: none"> • Discussing the importance of business ethics • Evaluating the importance of corporate social responsibility to a business and to the community 	
ICT in Business	<ul style="list-style-type: none"> • identify ICT resources • explain the role of ICT in business • analyse the usefulness of ICT in business 	<ul style="list-style-type: none"> • ICT resources • Role of ICT in business • Advantages and disadvantages of IT 	<ul style="list-style-type: none"> • Group discussions on the importance of ICT in business functional areas • Debating on advantages and disadvantages of ICT in business 	<ul style="list-style-type: none"> • Recommended text books • Newspapers • ICT tools • Journals • Charts

5.2 BUSINESS FORMULATION & PROJECT DEVELOPMENT

TOPIC	LEARNING OBJECTIVES: learners should be able to:	CONTENT	SUGGESTED ACTIVITIES AND NOTES	RESOURCES
Purpose of a business plan-	<ul style="list-style-type: none"> explain the purpose of a business plan. 	<p>Business plan</p> <ul style="list-style-type: none"> The need and purpose of a business plan. 	<ul style="list-style-type: none"> Describing the purpose of a business plan. Dramatizing importance of a business plan. 	<ul style="list-style-type: none"> Recommended textbooks Specimen of a business plan Use of software packages
Components of a business plan	<ul style="list-style-type: none"> analyse components of a business plan develop a business plan 	<p>Business plan specimen</p> <ul style="list-style-type: none"> Executive summary Organizational background Products Market analysis Strategy and implementation Management Financial plan Business plan 	<ul style="list-style-type: none"> listing components of a business plan Describing components of a business plan. Evaluating importance of each component of the business plan. Crafting a business plan 	<ul style="list-style-type: none"> Recommended textbooks Specimen of a business plan ICT Tools such as Microsoft Publisher
Business Project	<ul style="list-style-type: none"> explain a business project 	<p>Business Project</p>	<ul style="list-style-type: none"> Discussing a business project 	<ul style="list-style-type: none"> Internet Recommended textbooks
Business Project Formulation	<ul style="list-style-type: none"> design a project plan develop a business project from a business idea of their choice. 	<p>Project identification</p> <p>Project formulation:</p> <ul style="list-style-type: none"> Project proposal Project plan Implementation evaluation 	<ul style="list-style-type: none"> Preparing a business project. 	<ul style="list-style-type: none"> Internet Business magazines/journals recommended textbooks
Tools for decision making	<ul style="list-style-type: none"> construct network diagram, 	<p>Tools for business decision making</p> <p>Network Analysis, Elements of a network diagram such as dummy activities and nodes, critical paths</p>	<ul style="list-style-type: none"> Describing the different tools for decision making Construction of a network from given data Calculating the following: <ul style="list-style-type: none"> Earliest Starting Time (EST), Latest Finishing 	<ul style="list-style-type: none"> Internet Recommended textbooks Audio notes Slides

	<ul style="list-style-type: none"> construct a decision tree diagram evaluate the alternatives from a decision tree. tabulate the costs and benefits of a given project apply decision making tools to make decisions 	<ul style="list-style-type: none"> Decision tree Cost benefit analysis 	<p>Time (LFT), minimum project duration</p> <ul style="list-style-type: none"> Identifying critical and non-critical path. Constructing a decision tree diagram Discussing alternatives from a decision tree evaluating costs and benefits of a given project Evaluating the usefulness of each decision making tool. 	
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5.3 PEOPLE IN ORGANISATIONS

TOPIC	LEARNING OBJECTIVE learners should be able to:	CONTENT	ACTIVITIES	RESOURCES
Management	<ul style="list-style-type: none"> describe management explain management functions describe managerial roles apply managerial roles in different situations analyse different management theories apply management theories to today's business 	<ul style="list-style-type: none"> Management functions Managerial roles Management theories 	<ul style="list-style-type: none"> Discussing the concept of management Discussing management functions Role playing depicting functions of management Applying managerial roles in business cases Examining theories of management Evaluating the applicability of management theories 	<ul style="list-style-type: none"> Recommended text books Newspapers Charts ICT tools

TOPIC	LEARNING OBJECTIVE learners should be able to:	CONTENT	ACTIVITIES	RESOURCES
Leadership	<ul style="list-style-type: none"> distinguish between leadership and management identify leadership qualities explain leadership styles recommend appropriate leadership styles to different situations Analyse relevance of leadership theories in organisations describe leadership roles explain informal leadership discuss the role of informal leadership in an organisation identify needs that people seek to satisfy in the work situation 	<ul style="list-style-type: none"> Leadership vs management Leadership qualities Leadership styles Theories of leadership such as McGregor's Theory X and Theory Y Leadership roles such as supervisors, managers, directors, worker representatives Informal leadership Understanding human needs Importance of motivation Theories of motivation such as Maslow, Taylor, Herzberg and Mayo 	<ul style="list-style-type: none"> Discussing differences between leadership and management Outlining leadership qualities Describing leadership styles Evaluating appropriateness of leadership styles Assessing the contribution of leadership theories to leadership Explaining leadership roles Role playing showing different leadership styles Describing informal leadership Assessing the roles of informal leadership in an organisation Explaining human needs Discussing importance of motivation Discussing theories of motivation Analysing the relevance of motivation theories to human 	<ul style="list-style-type: none"> Recommended textbooks Tangible resources Charts with resources Recommended textbooks Charts ICT tools
Motivation	<ul style="list-style-type: none"> explain the importance of motivation describe various theories of motivation assess the relevance of motivation theories to human resources 	<ul style="list-style-type: none"> Importance of motivation Theories of motivation such as Maslow, Taylor, Herzberg and Mayo 	<ul style="list-style-type: none"> Discussing importance of motivation Discussing theories of motivation Analysing the relevance of motivation theories to human 	<ul style="list-style-type: none"> Recommended textbooks Charts ICT tools

TOPIC	LEARNING OBJECTIVE learners should be able to:	CONTENT	ACTIVITIES	RESOURCES
	<p>management</p> <ul style="list-style-type: none"> • distinguish between financial and non-financial motivation • discuss financial and non-financial methods of motivation • suggest appropriate motivation methods for given circumstances 	<ul style="list-style-type: none"> • Financial and non-financial motivation 	<p>resources management</p> <ul style="list-style-type: none"> • Discussing the difference between financial and non financial motivation methods • Evaluating methods of motivation 	

5.4 BUSINESS COMMUNICATION

TOPIC	LEARNING OBJECTIVES: learners should be able to:	CONTENT	SUGGESTED ACTIVITIES AND NOTES	RESOURCES
Purpose of communication	<ul style="list-style-type: none"> explain the situations in which communication is essential. 	<ul style="list-style-type: none"> Purpose of communication. 	<ul style="list-style-type: none"> Discussing the importance of communication. 	<ul style="list-style-type: none"> Recommended textbook Cell phones, Laptops.
Channels of communication	<ul style="list-style-type: none"> examine the communication process model evaluate channels of communication in an organization. discuss problems associated with different channels of communication suggest solutions to communication problems 	<ul style="list-style-type: none"> Communication process model Channels of communication. <ul style="list-style-type: none"> Horizontal (lateral) Vertical One way Two way 	<ul style="list-style-type: none"> Drawing the communication process model Role playing to demonstrate the communication process Discussing channels of communication Suggesting solutions to problems associated with different channels of communication 	<ul style="list-style-type: none"> Recommended textbook Chart showing different channels of communication ICT tools
Methods of communication	<ul style="list-style-type: none"> evaluate methods of communication examine the appropriateness of each method to given circumstances examine effectiveness of communication media explain factors influencing choice of communication media 	<ul style="list-style-type: none"> Methods of communication such as: <ul style="list-style-type: none"> Written Oral / verbal Visual Communication media such as: <ul style="list-style-type: none"> Newspapers Radios Cell phones 	<ul style="list-style-type: none"> Researching on methods of communication methods Identifying strengths and weaknesses of different methods of communication Communicating using different forms and media. 	<ul style="list-style-type: none"> Recommended textbooks ICT tool posters. Chart showing methods of communication Cell phone
Effective communication	<ul style="list-style-type: none"> examine barriers to effective communication suggest solutions to barriers to 	<ul style="list-style-type: none"> Effective communication <ul style="list-style-type: none"> barriers ways of reducing barriers 	<ul style="list-style-type: none"> Explaining the barriers to effective communication Examining ways to reduce 	<ul style="list-style-type: none"> Newspapers Recommended

	effective communication		barriers to effective communication <ul style="list-style-type: none"> • Discussing role of management in facilitating effective communication. 	textbooks <ul style="list-style-type: none"> • charts • ICT tools
	<ul style="list-style-type: none"> • distinguish between formal and informal communication • evaluate the importance of informal communication in an organisation 	<ul style="list-style-type: none"> • Formal and Informal communication. 	<ul style="list-style-type: none"> • Differentiating formal and informal communication using examples • Role playing informal and formal communication activities • Discussing ways in which informal communication can influence the efficiency of a business. 	<ul style="list-style-type: none"> • recommended textbooks, • ICT tools

5.5 MARKETING

TOPIC	LEARNING OBJECTIVES: Learners should be able to :	CONTENT	SUGGESTED ACTIVITIES AND NOTES	RESOURCES
Meaning of marketing and forms of markets	<ul style="list-style-type: none"> describe marketing and e-marketing analyse the relationship between marketing department and other functional departments in an organization 	<ul style="list-style-type: none"> The evolution of marketing E-Marketing Marketing vs other functional departments in an organisation 	<ul style="list-style-type: none"> Brainstorming on the meaning of marketing and e-marketing, demand and forecasting Discussing the link between marketing and other functional departments 	<ul style="list-style-type: none"> Recommended text books Newspapers ICT tools Journals Charts Research instruments
Market analysis	<ul style="list-style-type: none"> analyse the market. 	<ul style="list-style-type: none"> Market analysis such as: <ul style="list-style-type: none"> Market size Market share Market segmentation Competitors Location 	<ul style="list-style-type: none"> Researching on market analysis Calculating market share Discussing the appropriateness of market segmentation 	
Marketing research	<ul style="list-style-type: none"> distinguish between niche and mass marketing evaluate market research tools and process. calculate measures of central tendency & measures of dispersion apply measures of central tendency and dispersion in decision 	<ul style="list-style-type: none"> Niche and mass marketing Market research: primary and secondary Sampling methods such as random, stratified, quota Methods of information gathering such as questionnaires, interviews Data analysis and evaluation : Measures of central tendency & measures of dispersion 	<ul style="list-style-type: none"> Differentiating between niche and mass marketing Evaluating importance of niche and mass marketing Discussing market research methods Selecting appropriate sampling methods to collect data Collecting data using different tools Calculating measures of central tendency and dispersion Analysing measures of central tendency and dispersion to make decisions 	<ul style="list-style-type: none"> Recommended text books Newspapers ICT tools Journals Charts

TOPIC	LEARNING OBJECTIVES: Learners should be able to	CONTENT	SUGGESTED ACTIVITIES AND NOTES	RESOURCES
	<ul style="list-style-type: none"> • making • make decisions from research results • explain methods of sales forecasting. • analyse the determinants of demand and supply • explain the concept of elasticity • apply the elasticity of demand concepts in marketing decisions 	<ul style="list-style-type: none"> • Data presentation such as tables, graphs pie charts • Sales forecasting techniques: <ul style="list-style-type: none"> – Quantitative such as time series – Qualitative such as delphi • Determinants of demand and supply • Elasticity of demand concepts such as; <ul style="list-style-type: none"> – price – income – cross – promotional spending 	<ul style="list-style-type: none"> • Presenting data in different forms • Analysing research results • Interpreting research results • Using the information to make decisions • Discussing sales forecasting techniques • Analysing importance of sales forecasting techniques in decision making • Listing the determinants of demand and supply • Calculating of elasticity of demand • Illustrating elasticity of demand • Interpreting elasticity of demand 	<p>Research instruments</p>

5.6 OPERATIONS MANAGEMENT

TOPIC	LEARNING OBJECTIVES: learners should be able to:	CONTENT	SUGGESTED ACTIVITIES AND NOTES	RESOURCES
<p>Nature of operations</p>	<ul style="list-style-type: none"> • evaluate stages of production • explain the production function • make decisions based on labour and capital productivity • explain how to increase productivity • explain ways of increasing effectiveness and efficiency • explain value analysis 	<ul style="list-style-type: none"> • Stages of production <ul style="list-style-type: none"> – Primary – Secondary – Tertiary • Production and Productivity – Production function (inputs, processes & outputs) – value addition – Labour productivity – Capital productivity – Ways of increasing productivity • Effectiveness and efficiency • Value analysis (value engineering) 	<ul style="list-style-type: none"> • Explaining the stages of production • Visiting companies involved in primary, secondary and tertiary activities • Describing the production function • Commenting on the relationship between costs of inputs and value of outputs • Calculating labour and capital productivity • Suggesting ways of increasing productivity • Differentiating between effectiveness and efficiency • Discussing ways of increasing effectiveness and efficiency • Evaluating the importance of value analysis in operations management 	<ul style="list-style-type: none"> • Recommended textbooks, • charts, • ICT tools

<p>Operations planning/organizing production</p>	<ul style="list-style-type: none"> • evaluate different production methods 	<ul style="list-style-type: none"> • Production methods: <ul style="list-style-type: none"> - Job - Batch - Flow line - Continuous 	<ul style="list-style-type: none"> • Describing different production methods • Discussing challenges faced when changing from one production method to another • Assessing appropriateness of production methods to different circumstances • Visiting different production plants 	<ul style="list-style-type: none"> • Recommended textbooks • Charts • Print media • Production plants
<p>Production function</p>	<ul style="list-style-type: none"> • explain how a business can organize its production function • explain capacity utilization • explain ways of increasing capacity utilization 	<ul style="list-style-type: none"> • Organizing the production function such as: <ul style="list-style-type: none"> - Kaizen-continuous improvement • Capacity utilization • Ways of increasing capacity utilization 	<ul style="list-style-type: none"> • Discussing how a business can organize its productive function • Describing capacity utilization • Calculating capacity utilisation 	

	<ul style="list-style-type: none"> • identify factors that determine (a)location (b)relocation 	<ul style="list-style-type: none"> • Locational decisions <ul style="list-style-type: none"> - factors that determine (a)location (b)relocation <ul style="list-style-type: none"> ➢ qualitative such as Geographical , Legal, Political, ➢ quantitative such as costs, capital 	<ul style="list-style-type: none"> • Discussing ways of increasing capacity utilization • Describing in groups factors that determine (a)location (b)relocation 	
<p>Production Costing</p>	<ul style="list-style-type: none"> • justify the need for cost data 	<ul style="list-style-type: none"> • Cost data <ul style="list-style-type: none"> - The need for cost data 	<ul style="list-style-type: none"> • Justifying the need for cost data 	
<p>Break even analysis</p>	<ul style="list-style-type: none"> • apply approaches to costing in assigned projects • illustrate the break-even chart • explain the benefits and limitations of the break-even analysis. 	<ul style="list-style-type: none"> • Approaches to costing <ul style="list-style-type: none"> - Absorption costing - Contribution costing • Break-even analysis 	<ul style="list-style-type: none"> • Explaining approaches to costing • applying various costing methods to given projects • calculating costs using absorption and contribution costing • Constructing the break-even chart • Determining the breakeven point, margin of safety, profit or loss region • Discussing the benefits and limitations of the break-even analysis as a decision making tool 	

BUSINESS FINANCE AND ACCOUNTING

TOPIC	LEARNING OBJECTIVES: Learners should be able to :	CONTENT	SUGGESTED ACTIVITIES AND NOTES	RESOURCES
Business finance	<ul style="list-style-type: none"> explain the importance of finance in business differentiate between capital expenditure and revenue expenditure explain the significance of working capital assess the importance of managing working capital manage working capital 	<ul style="list-style-type: none"> Need for business finance such as: <ul style="list-style-type: none"> Start- up capital business expansion Capital expenditure and Revenue expenditure Working Capital: <ul style="list-style-type: none"> Meaning, significance management control 	<ul style="list-style-type: none"> Brain storming on importance of finance in business Discussing the difference between capital expenditure and revenue expenditure Commenting on the significance of working capital Discussing the importance of controlling working capital Controlling working capital on running projects. Assessing appropriateness of various sources of finance 	<ul style="list-style-type: none"> Recommended text books Newspapers ICT tools Journals Charts
Financial markets	<ul style="list-style-type: none"> evaluate various sources of finance 	<ul style="list-style-type: none"> Sources of finance: <ul style="list-style-type: none"> short and long term internal & external Drivers (factors) influencing the choice of finance; 		

TOPIC	LEARNING OBJECTIVES: Learners should be able to :	CONTENT	SUGGESTED ACTIVITIES AND NOTES	RESOURCES
	<ul style="list-style-type: none"> • distinguish between money and capital markets • explain the functions of financial markets in the practice of business • explain the role of international financial institutions 	<ul style="list-style-type: none"> • Money and Capital Markets such as: <ul style="list-style-type: none"> - The Zimbabwe Stock Exchange - Commercial banks • International financial institutions such as African Development Bank (AfDB), World Bank & IMF 	<ul style="list-style-type: none"> • Researching on functions of money and capital markets • Describing functions of money and capital markets • Discussing the functions of money and capital markets such as the Zimbabwe Stock Exchange (ZSE) • Visiting financial markets to interact with its players. • Assessing the importance of international financial institutions 	

FORM 6 SYLLABUS

5.7 BUSINESS AND ITS ENVIRONMENT

TOPIC	LEARNING OBJECTIVE learners should be able to:	CONTENT	ACTIVITIES	RESOURCES
International trade	<ul style="list-style-type: none"> outline importance of international trade describe balance of payments explain importance of economic integration and international trading links identify trade barriers explain how trade barriers affect business analyse solutions to reduce effects of trade barriers examine benefits of multinational companies to both the host country and home country identify problems posed by MNCs to host countries identify problems faced by MNCs when operating in foreign land. describe globalization assess advantages and disadvantages of 	<ul style="list-style-type: none"> Importance of international trade Imports and exports Balance of payments Regional Economic integration such as SADC, ECOWAS, COMESA Trade barriers Multinational companies <ul style="list-style-type: none"> – Benefits – Challenges Globalisation 	<ul style="list-style-type: none"> Discussing importance of international trade Explaining balance of payments Discussing importance of economic integration and international trade links Examining the effect of trade barriers to businesses Suggesting different options that reduce effects of trade barriers. Assessing the significance of multinational companies to both the host and home country Explaining globalization Evaluating effects of 	<ul style="list-style-type: none"> Recommended textbooks

TOPIC	LEARNING OBJECTIVE learners should be able to:	CONTENT	ACTIVITIES	RESOURCES
	globalisation		globalisation	
Management by objectives	<ul style="list-style-type: none"> • explain management by objectives • examine benefits and limitations of management by objectives • examine appropriateness of management by objectives to given situations 	<ul style="list-style-type: none"> • Management by objectives 	<ul style="list-style-type: none"> • Describing management by objectives • Discussing benefits and limitations of management by limitations • Analyzing appropriateness of management by objectives to given situations • Role playing management by objectives 	
Causes of business failure	<ul style="list-style-type: none"> • identify causes of business failure • analyse ways of reducing business failure 	<ul style="list-style-type: none"> • Causes of business failure 	<ul style="list-style-type: none"> • Citing cases of failed businesses familiar to the learners • Discussing causes of business failure • Suggesting ways of reducing business failure 	

5.8 PEOPLE IN ORGANISATIONS

TOPIC	LEARNING OBJECTIVE learners should be able to:	CONTENT	ACTIVITIES	RESOURCES
<p>Organisational structure</p>	<ul style="list-style-type: none"> • analyse an organizational structure • explain the importance of an organizational structure • distinguish between formal and informal organizations • assess the importance of informal organizations • illustrate organizational chart using a diagram • outline the features of an organizational chart • examine different approaches to organizational structures • relate the organizational structures to local organisations 	<ul style="list-style-type: none"> • The need for and nature of organizational structure • Formal and informal organizations • Organizational chart • Features of an organizational chart such as span of control, chain of command, authority, delegation, centralisation • Approaches to organizational structures – functional, divisional, matrix structures 	<ul style="list-style-type: none"> • Explaining the need for an organizational structure • Describing an organizational structure • Differentiating between formal and informal organizations • Evaluating the importance of informal organizations • Drawing a diagram to illustrate an organizational chart • Discussing the features of an organizational chart • Evaluating different approaches to organizational structures • Examining the relevance of organizational structures to local organisations 	<ul style="list-style-type: none"> • Recommended textbooks • Samples of business plans • Computers • Local businesses • ICT tools • Charts • Recommended textbooks

<p>Human Resources Management (HRM)</p>	<ul style="list-style-type: none"> • explain the functions of human resources management 	<ul style="list-style-type: none"> • Functions of human resources management such as human resources planning (determining demand for personnel, job descriptions and advertisement, employment contracts, discipline, employee welfare, dismissal and moral) recruitment, selection, training and development, job evaluation, remuneration, performance appraisal, work study, advisory role and guidance role 	<ul style="list-style-type: none"> • Discussing functions of human resources management 	<ul style="list-style-type: none"> • Recommended textbooks • Charts • Local business • Statutory instruments • Newspaper cuttings • Magazines
	<ul style="list-style-type: none"> • analyse labour/management relations functions • Distinguish between training and development 	<ul style="list-style-type: none"> • Labour/management relations: labour legislation, collective bargaining, dispute settlement, promotion of cooperation between management and workforce, need for negotiation. • Training and development 	<ul style="list-style-type: none"> • Discussing labour/management relations functions • Differentiating between training and 	<ul style="list-style-type: none"> • Recommended textbooks • Charts • Local business • Relevant Statutory instruments • Relevant Newspaper cuttings • Magazines

	<ul style="list-style-type: none"> Evaluate different training methods Explain the importance of training State health and safety issues at the work place in relation to law. Assess healthy and safety issues at the work place. Assess health and safety problems faced by employees of a local organisation 	<ul style="list-style-type: none"> Training methods such as induction, on-the-job, off-the-job training. Health and safety in the workplace Role of HRM in relation to health and safety: training, education, provision of facilities, dealing with the problems 	<p>development</p> <ul style="list-style-type: none"> Evaluating different training methods Discussing the importance of training Discussing the problems of health and safety faced at the shop floor Explaining the role of HRM to health and safety Investigating into the health and safety problems faced by employees of a local organisation of their choice. 	
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TOPIC 5 MARKETING

TOPIC	LEARNING OBJECTIVE learners should be able to:	CONTENT	ACTIVITIES	RESOURCES	
Marketing mix and Marketing strategies	<ul style="list-style-type: none"> analyse marketing mix elements 	<ul style="list-style-type: none"> The Marketing Mix <ul style="list-style-type: none"> i. Product <ul style="list-style-type: none"> Classification products Product Development: Sources of new product ideas, importance of research and development Packaging Branding Product life cycle (PLC): Product portfolio planning (BCG matrix) 	<ul style="list-style-type: none"> Classifying products in terms of consumer and producer goods Explaining product development Discussing the importance of branding and packaging Illustrating PLC for a particular product 	<ul style="list-style-type: none"> Recommended text books Newspapers ICT tools Recommended Journals Charts 	
	<ul style="list-style-type: none"> evaluate usefulness of the PLC in decision making 	<ul style="list-style-type: none"> Ansoff matrix 	<ul style="list-style-type: none"> Evaluating the usefulness of the PLC model to functional managers 	<ul style="list-style-type: none"> Using the Boston Consulting Group (BCG) matrix in product portfolio planning 	
	<ul style="list-style-type: none"> analyse market growth strategies of a product using the Ansoff matrix 			<ul style="list-style-type: none"> Evaluating market growth strategies of a product using the Ansoff matrix 	
	<ul style="list-style-type: none"> explain pricing objectives 	<ul style="list-style-type: none"> ii. Price <ul style="list-style-type: none"> Pricing objectives 	<ul style="list-style-type: none"> Analysing various pricing objectives 	<ul style="list-style-type: none"> Discussing factors influencing pricing decisions 	
	<ul style="list-style-type: none"> analyse factors influencing pricing decisions 	<ul style="list-style-type: none"> Determinants of price such as costs, supply, income, competition 	<ul style="list-style-type: none"> Discussing factors influencing pricing decisions 	<ul style="list-style-type: none"> Analysing pricing strategies 	
	<ul style="list-style-type: none"> evaluate pricing strategies 	<ul style="list-style-type: none"> Pricing strategies 	<ul style="list-style-type: none"> Analysing pricing strategies 		
	<ul style="list-style-type: none"> examine the importance of promotion 	<ul style="list-style-type: none"> iii. Promotion <ul style="list-style-type: none"> Importance of promotion such as product positioning 	<ul style="list-style-type: none"> Discussing importance of promotion Analysing relationship between product 		

<p>ICTs in marketing</p>	<ul style="list-style-type: none"> • apply appropriate promotion mix elements to different situations • explain the importance of promotional budgets • determine the relationship between promotion expenditure and sales • assess the effect of a promotional campaign on sales • evaluate various distribution channels • explain factors influencing choice of distribution channels • explain the importance of physical evidence, people and processes to services marketing • assess the impact of ICTs in marketing 	<ul style="list-style-type: none"> – Promotion mix elements such as advertising, publicity, sales promotion, public relations, direct marketing <p>iv. Place – Distribution channels</p> <p>v. Physical Evidence vi. People vii. Processes</p> <ul style="list-style-type: none"> • Impact of ICTs in marketing such as: <ul style="list-style-type: none"> – Electronic marketing – Mobile marketing – Social media marketing 	<p>positioning and promotion</p> <ul style="list-style-type: none"> • Discussing promotion mix elements • Creating advertisements • Determining promotional budget • Analysing the effect of promotional expenditure on sales • Applying a promotional tool of their choice to promote a product • Measuring effectiveness of the promotional tool on sales • Analysing the appropriateness of distribution channels • Examining factors influencing choice of distribution channels • Discussing importance of physical evidence, people and processes to services marketing • Discussing impact of ICTs in marketing • Applying ICT tools in marketing 	
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OPERATIONS MANAGEMENT

TOPIC	LEARNING OBJECTIVES: learners should be able to:	CONTENT	SUGGESTED ACTIVITIES AND NOTES	RESOURCES
Operational Efficiency Inventory control	<ul style="list-style-type: none"> evaluate the main methods of inventory control. 	<p>Methods of inventory control such as</p> <ul style="list-style-type: none"> Just In Time (JIT) Stock control chart Economic Order Quantity (EOQ) 	<ul style="list-style-type: none"> Describing the main methods of inventory control. Illustrating components of stock control chart Assessing methods of inventory control Calculating EOQ Explaining the importance of inventory within businesses. Describing the costs and benefits of holding stock. 	<ul style="list-style-type: none"> Recommended textbooks
Work study	<ul style="list-style-type: none"> calculate EOQ assess the importance of stock within businesses assess the Costs and benefits of holding stock. explain the concept of work study assess the usefulness of the results of work study as a way of improving efficiency and productivity 	<ul style="list-style-type: none"> Importance of stock within businesses Costs and benefits of holding stock. Work study <ul style="list-style-type: none"> Work measurement method study 	<ul style="list-style-type: none"> Discussing the concept of work study Evaluating the usefulness of the results of work study 	

<p>Lean Production</p>	<ul style="list-style-type: none"> Evaluate the appropriateness of lean production techniques in different circumstances. 	<ul style="list-style-type: none"> Lean Production Techniques such as <ul style="list-style-type: none"> Just in Time(JIT) Total quality management (TQM) Quality circles 	<ul style="list-style-type: none"> Explaining the lean production techniques <ul style="list-style-type: none"> Debating the appropriateness of lean production techniques in different circumstances. Researching on the benefits and limitations of using lean production techniques 	<ul style="list-style-type: none"> Recommended textbooks <ul style="list-style-type: none"> Case study ICT tools Charts
<p>Quality management</p>	<ul style="list-style-type: none"> discuss the techniques of quality control evaluate the importance of quality control evaluate the quality control methods assess the importance of quality assurance in improving standards 	<ul style="list-style-type: none"> Quality control techniques such as: <ul style="list-style-type: none"> Inspection Random sampling Testing Involving workers Total Quality Management (TQM) Kaizen groups Quality control methods such as: <ul style="list-style-type: none"> Feed forward Concurrent Feedback Quality assurance 	<ul style="list-style-type: none"> Explaining methods of quality control <ul style="list-style-type: none"> Discussing the benefits and limitations of quality control Visiting manufacturing companies to observe the quality control measures used. Applying quality control methods to school projects <ul style="list-style-type: none"> Assess the effectiveness of quality control methods in improving the quality of a product Discussing the importance of quality assurance 	<ul style="list-style-type: none"> Recommended textbooks <ul style="list-style-type: none"> Case study ICT tools Charts Magazines
<p>Impact of ICTs on Operations Management</p>	<ul style="list-style-type: none"> apply ICTs in operations management activities 	<ul style="list-style-type: none"> Impact of ICTs in operations management activities such as: <ul style="list-style-type: none"> Inventory control Production Quality control 	<ul style="list-style-type: none"> Constructing an inventory chart using a computer Discussing the impact of ICTs on production techniques such as: 	<ul style="list-style-type: none"> Chart Recommended textbooks

		<ul style="list-style-type: none"> - Lean production - Costing 	<ul style="list-style-type: none"> - Computer aided design (CAD) - Computer Aided Manufacturing (CAM) 	<ul style="list-style-type: none"> • ICT tools • Handouts
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TOPIC 7 FINANCE AND ACCOUNTING

TOPIC	LEARNING OBJECTIVE learners should be able to:	CONTENT	ACTIVITIES	RESOURCES
Accounting	<ul style="list-style-type: none"> draw up a straightforward financial statement interpret financial statements apply financial statements information to make decisions calculate depreciation using various methods Explain the advantages and disadvantages of stock valuation methods calculate ratios interpret ratios evaluate the usefulness of ratio analysis in decision making calculate payback period, ARR and NPV 	<ul style="list-style-type: none"> Financial statements Users of financial statements Statement of financial position income statement statement of cash flow (direct and indirect methods) Depreciation <ul style="list-style-type: none"> Straight line reducing balance Stock valuation <ul style="list-style-type: none"> LIFO FIFO AVCO Ratio Analysis <ul style="list-style-type: none"> Financial efficiency ratio – stock turnover, debtor days and creditor days. Investor ratios – dividend yield, dividend cover and price earnings ratio. Limitations of ratio analysis. Trend analysis of ratios and inter-firm comparisons. Investment Appraisal techniques such as: <ul style="list-style-type: none"> payback period, average rate of return (ARR), Net Present Value (NPV) 	<ul style="list-style-type: none"> Identifying users of financial statements Analysing financial statements Using financial statements information to make decisions Computing depreciation using different methods Discussing differences between straight line and diminishing balance method of depreciation Discussing advantages and disadvantages of stock valuation methods Calculating ratios Applying ratios in decision making Discussing the usefulness of ratio analysis Calculating ARR, NPV and payback period 	

	<ul style="list-style-type: none"> • analyse investment appraisal techniques • evaluate the usefulness of different appraisal techniques in decision making • discuss factors influencing investment decisions. • draw up simple cash flow forecast based on given data. • amend forecasts provided in the light of changes in business circumstances • apply cash flow forecasts to make decisions • explain the purpose of budgets • prepare a budget • assess benefits and drawbacks from of using budgets 	<ul style="list-style-type: none"> • Factors influencing investment decisions such as political, legal, economic, investor confidence • Cash flow forecasts <ul style="list-style-type: none"> - Managing cash flows • Budgeting: <ul style="list-style-type: none"> - The purpose of budgeting - The purpose of budgetary control - Types of budgets such as flexible budgets and zero based budgets. 	<ul style="list-style-type: none"> • Discussing advantages and disadvantages of investment appraisal techniques • Assessing the applicability of different investment appraisal techniques • Investigating factors influencing investment decisions • Drawing up cash flow forecasts • Adjusting cash flow forecasts • Using cash flow forecasts to make decisions • Discussing purpose of budgets and budgetary control • Drawing up budgets • Discussing benefits and drawbacks of budgets 	
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Case study totaling 25 marks

Section B - Essays

3 essay questions totaling 75 marks will be answered out of 9 questions

Time: 3 hours

Weighting: 50%

Examinations

Title	Duration	Marks	Weighting (%)
Paper 1 – Structured and Case Study	3 hours	100	50
Paper 2 – Data Response and Essays	3 hours	100	50

5.12 SPECIFICATION GRID

Paper	Knowledge with Understanding %	Application %	Analysis %	Evaluation %	Total %
1	15	10	5	5	35
2	11	9	8	7	35
Total	26	19	14	12	70

