

<b>Topic Checklist A Level Business - Y13</b>	
<b>Unit 3.1: What Is Business?</b>	
<p><b>Understanding the nature and purpose of business:</b></p> <ul style="list-style-type: none"> <li>• Why businesses exist</li> <li>• The relationship between mission and objectives</li> <li>• Common business objectives</li> <li>• Why businesses set objectives</li> <li>• The measurement and importance of profit</li> </ul> <p><b>Understanding different business forms:</b></p> <ul style="list-style-type: none"> <li>• Reasons for choosing different forms of business and for changing business form</li> <li>• The role of shareholders and why they invest</li> <li>• Influences on share price and the significance of share price changes</li> <li>• The effects of ownership on mission, objectives, decisions and performance</li> </ul> <p><b>Understanding that businesses operate within an external environment:</b></p> <ul style="list-style-type: none"> <li>• How the external environment can affect costs and demand</li> </ul>	<p><b>Pages 2-17 Revision guide</b></p> <p><a href="https://youtu.be/RdQuKwhCzGU?si=sELax4jJJ-R7Tn3">https://youtu.be/RdQuKwhCzGU?si=sELax4jJJ-R7Tn3</a></p> <p>Link to Unit 3.1 playlist revision videos</p>
<b>Unit 3.2: Managers, Leadership and Decision Making</b>	

<p><b>Understanding management, leadership and decision making:</b></p> <p>What managers do</p> <p>Types of management and leadership styles and influences on these</p> <p>The effectiveness of different styles of management and leadership</p> <p><b>Understanding management decision making:</b></p> <p>The value of decision making based on data (scientific decision making) and on intuition</p> <p>The use and value of decision trees in decision making</p> <p>Influences on decision making</p> <p><b>Understanding the role and importance of stakeholders:</b></p> <p>The need to consider stakeholder needs when making decisions</p> <p>Stakeholder needs and the possible overlap and conflict of these needs</p> <p>Influences on the relationship with stakeholders</p> <p>How to manage the relationship with different stakeholders</p>	<p><b>Pages 18-25 Revision guide</b></p> <p><a href="https://youtu.be/N6gkOnsjxUU?si=1rCPdMRe6ZBa7-28">https://youtu.be/N6gkOnsjxUU?si=1rCPdMRe6ZBa7-28</a></p> <p>Link to Unit 3.2 playlist revision videos</p>
<p><b>Unit 3.3: Decision making to improve marketing performance</b></p>	
<p><b>Setting marketing objectives:</b></p>	

- The value of setting marketing objectives
- External and internal influences on marketing objectives and decisions

**Understanding markets and customers:**

- The value of primary and secondary marketing research
- The value of sampling
- The interpretation of marketing data
- The value of technology in gathering and analysing data for marketing decision making
- The interpretation of price and income elasticity of demand data
- The value of the concepts of price and income elasticity of demand to marketing decision makers
- The use of data in marketing decision making and planning

**Making marketing decisions: segmentation, targeting, positioning:**

- The process and value of segmentation, targeting and positioning
- Influences on choosing a target market and positioning

**Making marketing decisions: using the marketing mix:**

- The elements of the marketing mix (7Ps)
- The influences on and effects of changes in

## Pages 26-51 of Revision Guide

<https://youtu.be/ODiz0JRx2U?si=jj8V04aeuvJh2ZAm>

Link to unit 3.3 playlist revision videos

the elements of the marketing mix

- Product decisions
- Pricing decisions
- Decisions about the promotional mix

(place) decision

Decisions relating to other elements of the marketing mix: people, process and physical environment

- The importance of and influences on an integrated marketing mix
- Understanding the value of digital marketing and e-commerce

### **Unit 3.4: Decision making to improve operational performance**

#### **Setting operational objectives:**

The value of setting operational objectives

External and internal influences on operational objectives and decisions

#### **Analysing operational performance:**

Interpretation of operations data

Calculation of operations data

The use of data in operational decision making and planning

#### **Making operational decisions to improve performance: increasing efficiency and productivity:**

The importance of capacity

The importance of efficiency and labour productivity

How to increase efficiency and labour productivity

## **Pages 52-65 of Revision Guide**

[https://youtu.be/GazbcbFlt\\_0?si=orgA1ibiHfOTzrz](https://youtu.be/GazbcbFlt_0?si=orgA1ibiHfOTzrz)

Link to 3.4 playlist revision videos

The benefits and difficulties of lean production

Difficulties increasing efficiency and labour productivity

How to choose the optimal mix of resources

How to utilise capacity efficiently

How to use technology to improve operational efficiency

**Making operational decisions to improve performance: improving quality:**

The importance of quality

Methods of improving quality

The benefits and difficulties of improving quality

The consequences of poor quality

**Making operational decisions to improve performance: managing inventory and supply chains**

Ways and value of improving flexibility, speed of response and dependability

How to manage supply to match demand and the value of doing so

Influences on the amount of inventory held

Influences on the choice of suppliers

How to manage the supply chain effectively and efficiently and the value of this.

The value of outsourcing

Unit 3.5: Decision making to improve financial performance	
<p><b>Setting financial objectives:</b></p> <ul style="list-style-type: none"> <li>• The value of setting financial objectives</li> <li>• The distinction between cash flow and profit</li> <li>• The distinction between gross profit, operating profit and profit for the year</li> <li>• Revenue, costs and profit objectives</li> <li>• Cash flow objectives</li> <li>• Objectives for investment (capital expenditure) levels</li> <li>• Capital structure objectives</li> <li>• External and internal influences on financial objectives and decisions</li> </ul> <p><b>Analysing financial performance:</b></p> <p>How to construct and analyse budgets and cash flow forecasts</p> <p>The value of budgeting</p> <ul style="list-style-type: none"> <li>• How to construct and interpret break-even charts</li> <li>• How to calculate and illustrate on a break-even chart the effects of changes in price, output and cost</li> <li>• The value of break-even analysis</li> <li>• How to analyse profitability</li> <li>• How to analyse timings of cash inflows and outflows</li> <li>• The use of data for financial decision making and planning</li> </ul>	<p><b>Pages 66-79 Revision guide</b></p> <p><a href="https://youtu.be/--oEdnOtIFg?si=nUADbHAIXcdilq75">https://youtu.be/--oEdnOtIFg?si=nUADbHAIXcdilq75</a></p> <p>Link to 3.5 playlist revision videos</p>

<p><b>Making financial decisions: sources of finance:</b> Internal and external sources of finance Advantages and disadvantages of different sources of finance for short- and long-term uses</p> <p><b>Making financial decisions: improving cash flow and profits:</b> Methods of improving cash flow Methods of improving profits and profitability Difficulties improving cash flow and profit</p>	
<p><b>Unit 3.6: Decision making to improve human resource performance</b></p>	
<p><b>Setting human resource objectives:</b> The value of setting human resource objectives Internal and external influences on human resource objectives and decisions</p> <p><b>Analysing human resource performance:</b> Calculating and interpreting human resource data The use of data for human resource decision making and planning</p> <p><b>Making human resource decisions: improving organisational design and managing the human resource flow:</b> Influences on job design Influences on organisational design Influences on delegation, centralisation and decentralisation</p>	<p><b>Pages 80-95 of Revision guide</b></p> <p><a href="https://youtu.be/RDYrUcP-EiM?si=GEw6W2gwa0AGrxfD">https://youtu.be/RDYrUcP-EiM?si=GEw6W2gwa0AGrxfD</a></p> <p>Link to 3.6 playlist revision videos</p>

<p>The value of changing job and organisational design</p> <p>How managing the human resource flow helps meet human resource objectives</p> <p><b>Making human resource decisions: improving motivation and engagement:</b></p> <p>The benefits of motivated and engaged employees</p> <p>How to improve employee engagement and motivation</p> <p>The value of theories of motivation</p> <p>The use of financial methods of motivation</p> <p>The use of non-financial methods of motivating employees</p> <p>Influences on the choice and assessment of the effectiveness of financial and non-financial reward systems</p> <p><b>Making human resource decisions: improving employer-employee relations:</b></p> <p>Influences on the extent and methods of employee involvement in decision making</p> <p>How to manage and improve employer-employee communications and relations</p> <p>Value of good employer-employee relations</p>	
<p><b>Unit 3.7: Analysing the strategic position of a business</b></p>	
<p><b>Mission, corporate objectives and strategy:</b></p> <p>Influences on the mission of a business</p>	<p><b>Pages 96-141 of Revision guide</b></p> <p><a href="https://youtu.be/CVByJVRWNqs?si=o3C9JrxioKs1h432">https://youtu.be/CVByJVRWNqs?si=o3C9JrxioKs1h432</a></p>

<p>Internal and external influences on corporate objectives and decisions</p> <p>The distinction between strategy and tactics</p> <p>The links between mission, corporate objectives and strategy</p> <p>The impact of strategic decision making on functional decision making</p> <p>The value of SWOT analysis</p> <p><b>Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis:</b></p> <p>How to assess the financial performance of a business using balance sheets, income statements and financial ratios</p> <p>The value of financial ratios when assessing performance</p> <p><b>Analysing the existing internal position of a business to assess strengths and weaknesses: overall performance:</b></p> <p>How to analyse data other than financial statements to assess the strengths and weaknesses of a business</p> <p>The importance of core competencies</p> <p>Assessing short and long-term performance</p> <p>The value of different measures of assessing business performance</p> <p><b>Analysing the external environment to assess opportunities and</b></p>	<p> Link to 3.7 playlist revision videos</p> <p><a href="https://www.youtube.com/live/kbYzH7FbE3I?si=JuZCEmdXRtv7WIDR">https://www.youtube.com/live/kbYzH7FbE3I?si=JuZCEmdXRtv7WIDR</a></p> <p>Link to Investment appraisal revision video</p>
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**threats: political and legal change:**

The impact of changes in the political and legal environment on strategic and functional decision making

**Analysing the external environment to assess opportunities and threats: economic change:**

The impact of changes in the UK and the global economic environment on strategic and functional decision making

Reasons for greater globalisation of business

The importance of globalisation for business

The importance of emerging economies for business

**Analysing the external environment to assess opportunities and threats: social and technological:**

The impact of the social and technological environment on strategic and functional decision making

The pressures for socially responsible behaviour

**Analysing the external environment to assess opportunities and threats: the competitive environment:**

Porter's five forces, how and why these might change, and the implications of these forces for strategic and functional decision making and profits

<p><b>Analysing strategic options: investment appraisal:</b></p> <p>Financial methods of assessing an investment</p> <p>Factors influencing investment decisions</p> <p>The value of sensitivity analysis</p>	
<p><b>Unit 3.8: Choosing strategic direction</b></p>	
<p><b>Strategic direction: choosing which markets to compete in and what products to offer:</b></p> <p>Factors influencing which markets to compete in and which products to offer</p> <p>The reasons for choosing and value of different options for strategic direction</p> <p><b>Strategic positioning: choosing how to compete:</b></p> <p>How to compete in terms of benefits and price</p> <p>Influences on the choice of a positioning strategy</p> <p>The value of different strategic positioning strategies</p> <p>The benefits of having a competitive advantage</p> <p>The difficulties of maintaining a competitive advantage</p>	<p><b>Pages 142-145 of Revision Guide</b></p> <p><a href="https://youtu.be/CMFXsJxi05U?si=d-wwwZ-dFkO67a4Y">https://youtu.be/CMFXsJxi05U?si=d-wwwZ-dFkO67a4Y</a></p> <p>Link to Ansoffs Matrix</p>
<p><b>Unit 9: Strategic methods: how to pursue strategies</b></p>	
<p><b>Assessing a change in scale:</b></p> <p>The reasons why businesses grow or retrench</p> <p>The difference between organic and external growth</p>	<p><b>Pages 146-166 of Revision guide</b></p> <p><a href="https://youtu.be/ny29zZmmwkM?si=xmayCIAKnIWoweRH">https://youtu.be/ny29zZmmwkM?si=xmayCIAKnIWoweRH</a></p> <p>Link to 3.9 playlist revision videos</p>

How to manage and overcome the problems of growth or retrenchment

The impact of growth or retrenchment on the functional areas of the business

Assessing methods and types of growth

**Assessing innovation:**

The pressures for innovation

The value of innovation

The ways of becoming an innovative organisation

How to protect innovation and intellectual property

The impact of an innovation strategy on the functional areas of the business

**Assessing internationalisation:**

Reasons for targeting, operating in and trading with international markets

Factors influencing the attractiveness of international markets

Reasons for producing more and sourcing more resources abroad

Ways of entering international markets and value of different methods

Influences on buying, selling and producing abroad

Managing international business including pressures for local responsiveness and pressures for cost reduction

<p>The impact on internationalisation for the functional areas of the business</p> <p><b>Assessing greater use of digital technology:</b></p> <ul style="list-style-type: none"> <li>The pressures to adopt digital technology</li> <li>The value of digital technology</li> <li>The impact of digital technology on the functional areas of the business</li> </ul>	
<p><b>Unit 3.10: Managing strategic change</b></p>	
<p><b>Managing change:</b></p> <ul style="list-style-type: none"> <li>Causes of and pressures for change</li> <li>The value of change</li> <li>The value of a flexible organisation</li> <li>The value of managing information and knowledge</li> <li>Barriers to change</li> <li>How to overcome barriers to change</li> </ul> <p><b>Managing organisational culture:</b></p> <ul style="list-style-type: none"> <li>The importance of organisational culture</li> <li>The influences on organisational culture</li> <li>The reasons for and problems of changing organisational culture</li> </ul> <p><b>Managing strategic implementation:</b></p> <ul style="list-style-type: none"> <li>How to implement strategy effectively</li> <li>The value of leadership in strategic implementation</li> </ul>	<p><b>Pages 167-187 of Revision guide</b></p> <p><a href="https://youtu.be/PmuNsYmEAoc?si=TTFgiWJUKyCkcqeT">https://youtu.be/PmuNsYmEAoc?si=TTFgiWJUKyCkcqeT</a></p> <p>Link to 3.10 playlist revision videos</p>

<p>The value of communications in strategic implementation</p> <p>The importance of organisational structure in strategic implementation</p> <p>The value of network analysis in strategic implementation</p> <p><b>Problems with strategy and why strategies fail:</b></p> <p>Difficulties of strategic decision making and implementing strategy</p> <p>Planned v emergent strategy</p> <p>Reasons for strategic drift</p> <p>The possible effect of the divorce between ownership and control</p> <p>Evaluating strategic performance</p> <p>The value of strategic planning</p> <p>The value of contingency planning</p>	
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