

OXFORD

INTERNATIONAL
AQA EXAMINATIONS

INTERNATIONAL AS BUSINESS

(9625)

Schemes of work

For teaching from September 2018 onwards

For International AS exams in June 2019 onwards

This scheme of work suggests possible teaching and learning activities for each section of the specification. There are far more activities suggested than it would be possible to teach. It is intended that teachers should select activities appropriate to their students and the curriculum time available. The first two columns summarise the specification references, whilst the learning outcomes indicate what most students should be able to achieve after the work is completed. The resources column indicates resources commonly available to schools, and other references that may be helpful. The timings are only suggested, as are the possible teaching and learning activities, which include references to experimental work. Resources are only given in brief and risk assessments should be carried out.

Introduction

These outline schemes of work are intended to help teachers plan and implement the teaching of the Oxford AQA International AS/A-level Business specification. The purpose of these outline schemes is to provide advice and guidance to teachers, not to prescribe and restrict their approach to the specification. Each scheme has been produced by a practicing A-level Business teacher. There are obviously many other ways of organising the work, and there is absolutely no requirement to use these schemes.

Assumed coverage

This scheme assumes that the AS course is a one year course or the first year of a two year A-level course, with approximately 135 taught hours per year (4.5 hours of lessons per week). Work would also need to be completed outside of lessons, although this would ultimately depend on the amount of contact time available and the extent to which assessment activities take place within lesson time.

One/two teacher model

This scheme is set out as a potential model for one teacher, with a linear approach to the subject content (sections 3.1.1 to 3.2.3).

With two teachers, the model could be broken down as follows:

- Teacher 1: 3.1.1.1/3.1.2/3.2.1
- Teacher 2: 3.1.1.2/3.1.1.3/3.2.2/3.2.3

The allocation of functional areas could be changed according to teacher preference.

National focus

When studying the subject content, students may focus on businesses and the business environment in their own country but should be aware that there may be differences between countries and those changes in the business environment on one country can affect businesses in another.

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
Unit 1: Business and markets					
3.1.1 What is business?					
Total teaching time: 19 hours					
3.1.1.1 The nature and purpose of business	Key business terms and concepts. <ul style="list-style-type: none"> Inputs: land, labour, capital, enterprise. The transformation process. Outputs: goods and services. Adding value. Strategy and tactics. Setting objectives. Opportunity cost. Profit. Efficiency. Competitiveness. Risk. Decision-making 	10 hours	<p>To understand the meaning and significance of key business concepts.</p> <p>To understand the essential nature and purpose of business.</p>	<p>Learners may have no business knowledge before starting the course although some may have studied a business-related subject.</p> <p>Starter activities to focus on the key issues around the nature and purpose of business addressing questions such as:</p> <ul style="list-style-type: none"> what do businesses do? why does business activity take place? who are the key stakeholders? what do managers do? how are decisions made? what makes businesses successful and how might success be measured? 	<p>Tutor2U – operations: the production process: tutor2u.net/business/reference/operations-the-production-process</p> <p>Tutor2U – presentation – adding value and transformation process: slideshare.net/tutor2u/adding-value-transformation-process</p> <p>Tutor2U – study notes – opportunity cost and trade offs: tutor2u.net/business/reference/opportunity-costs-and-trade-offs</p> <p>BBC GCSE Bitesize – what is a business?: bbc.co.uk/schools/gcsebitesize/business/aims/aimsandactivitiesrev5.shtml</p> <p>Tutor2U – Study Notes – Business ethics introduction: tutor2u.net/business/reference/business-ethics-introduction</p> <p>Tutor2U – revision presentation – risks and rewards to enterprise: tutor2u.net/business/reference/risks-and-rewards-of-enterprise-</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
	<p>(including constructing and interpreting basic decision trees and expected value and net gain calculations).</p> <ul style="list-style-type: none"> • Ethical influences on decisions. • Owners and managers. • Business functions. • The role of managers. • Business plan. • Key performance indicators (KPIs). • Stakeholders. • Customers and consumers. 				<p>revision-presentation</p> <p>Education portal – the decision making process for organisations: study.com/academy/lesson/the-decision-making-process-for-organizations.html</p> <p>Biz/ed – learning zone – decision trees – lesson plan.</p> <p>Biz/ed – decision trees presentation.</p> <p>Business Review magazine – volume 20 – number 1 <i>Risk and reward</i></p> <p>Education portal – decision making for managers: certainty, risks and uncertainty: study.com/academy/lesson/decision-making-for-managers-certainty-risk-uncertainty.html</p> <p>YouTube – management in organisations: top, middle and low level managers: youtube.com/watch?v=iB334D7-jOY&list=PLSJnyH6TwwvIRSdMttTe9DII4iXXiEVbtK</p> <p>Education portal – management versus leadership: the difference between a manager and leader: study.com/academy/lesson/mana</p>

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					<p>gement-vs-leadership-the-difference-between-a-manager-leader.html</p> <p>Tutor2U – revision presentation – mission, aims, objectives and stakeholders: tutor2u.net/business/reference/business-objectives-introduction</p> <p>Tutor2U – do businesses have a responsibility beyond profit? – debate: tutor2u.net/business/blog/do-businesses-have-a-responsibility-beyond-profit</p>
	<p>Why businesses exist.</p> <p>Business objectives such as profit, growth, survival, cash flow, social and ethical objectives.</p>	4 hours	<p>To understand why businesses exist.</p> <p>To understand why businesses set objectives.</p> <p>To understand a range of common business objectives.</p> <p>To understand the measurement and importance of profit.</p>	<p>Learner activity looking at real life examples of objectives, such as:</p> <ul style="list-style-type: none"> • profit • growth • survival • cash flow • social • ethical. <p>Teacher led activity on the measurement of profit might include:</p> <ul style="list-style-type: none"> • revenue (also turnover and 	<p>BBC Bitesize clip – what is a business?; bbc.co.uk/education/guides/zrvb9j6/video</p> <p>Tutor2U presentation – objectives of a new business: https://www.tutor2u.net/business/reference/objectives-of-a-new-business-revision-presentation</p> <p>Tutor2U – business objectives introduction: tutor2u.net/business/reference/business-objectives-introduction</p> <p>James Slocombe YouTube clip – profit and revenue:</p>

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				sales) <ul style="list-style-type: none"> fixed costs variable costs total costs. 	youtube.com/watch?v=Eppn70CSrAQ BBC 2 – Peter Jones meets series 1/episode 1: Peter Jones meets Mark and Mo Constantine who run Lush (excellent illustration of ethical objectives and their impact on human resources, operations and financial decisions): youtube.com/watch?v=mhxLuG7qtwA
	Entrepreneurs. <ul style="list-style-type: none"> Entrepreneurship. Business start-ups. Government support. Why many new businesses fail. 	5 hours	To understand the nature and characteristics of entrepreneurship and the reasons and motivations for setting up a new business. To understand the problems of setting up a new business. To understand how the business environment and the government can impact on entrepreneurship and what influences the number and types of start-ups.	Motivation to set up in business. Characteristics of and difficulties being an entrepreneur and difficulties of starting up a business. Identifying a business opportunity. How the business environment of a country influences the success of entrepreneurs and start-ups. Why and how governments might support entrepreneurs and business start-ups. Factors influencing the number and type of start-ups in an economy.	Tutor2U – question and answer – what is an entrepreneur and what characteristics do entrepreneurs need?: tutor2u.net/business/blog/qa-what-is-an-entrepreneur-and-what-characteristics-do-entrepreneurs-need-t GCSE Bitesize – what is a business?: bbc.co.uk/schools/gcsebitesize/business/aims/aimsandactivitiesrev5.shtml Tutor2U – study notes – starting a business: objectives of an entrepreneur: tutor2u.net/business/reference/starting-a-business-objectives-of-an-entrepreneur Tutor2U – presentation – enterprise

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
				Reasons why many start-ups fail.	skills: tutor2u.net/business/blog/revisio-n-presentation-enterprise-skills
	Why business is important to an economy and society.		<p>To understand why many new businesses fail.</p> <p>To understand why business is important to its stakeholders, an economy and society.</p>	<p>The impact of business (including start-ups) on an economy and society.</p> <p>The impact of business (including start-ups) on stakeholders such as customers, employees, community, government, suppliers and the economy as a whole.</p>	<p>Tutor2U – article – born in the storm: tutor2u.net/business/blog/born-in-the-storm-4-start-ups-one-year-on</p> <p>Tutor2U – study notes – business failure: tutor2u.net/business/reference/business-failure</p> <p>Business Zone article – a guide to government support for small businesses in 2017: businesszone.co.uk/deep-dive/leadership/a-guide-to-government-support-for-small-businesses-in-2017</p> <p>Telegraph article – how the government can help your small business: telegraph.co.uk/sponsored/business/national-business-awards/10875206/government-help-small-business.html</p> <p>Tutor2U – article – start-ups and small businesses in numbers: tutor2u.net/business/blog/startup</p>

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					<p>s-and-small-businesses-in-numbers</p> <p>GCSE Bitesize – stakeholders: bbc.co.uk/schools/gcsebitesize/business/environment/stakeholders1.shtml</p>
<p>3.1.1.2</p> <p>Types of business</p> <p>Total teaching time: 12 hours</p>	<p>Reasons for choosing different types of business and for changing business type.</p>	5 hours	<p>To understand the issues around and the reasons for choosing different types of business.</p> <p>To understand the reasons for changing business type.</p>	<p>Learners should be able to understand different types of business and why these types may change.</p> <p>Different types of business include:</p> <ul style="list-style-type: none"> • sole traders • private limited companies and public limited companies • private sector and public sector organisations • non-profit organisations such as social enterprises and charities • co-operatives. <p>Issues with types of business include:</p> <ul style="list-style-type: none"> • differing objectives • sources of finance 	<p>Bee Business Bee types of ownership video: youtube.com/watch?v=gFOZp50FRU8</p> <p>Tutor2U – revision presentation – start-up business structures: tutor2u.net/business/reference/choosing-a-legal-structure-for-a-new-business</p> <p>Tutor2U – revision presentation – limited liability: tutor2u.net/business/blog/revision-presentation-limited-liability</p> <p>Tutor2U – revision quiz – legal structure: tutor2u.net/business/blog/revision-quiz-legal-structure-basics</p> <p>Excellent resource to illustrate non-profit organisations: YouTube – interview with Big Issue founder – John Bird: youtube.com/watch?v=jlO8GJke6EU</p>

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				<ul style="list-style-type: none"> • distribution of profit • unlimited and limited liability. 	<p>Business Review magazine – volume 19 (2013-14) – number 1 <i>Can Facebook float?</i></p> <p>Cliqvid YouTube – why Go limited?: youtube.com/watch?v=b15Ov8w-ijQ</p>
	The nature of and influences on the business population in a country.	4 hours	<p>To understand the meaning of and the differences between primary, secondary and tertiary business activity.</p> <p>To understand the factors influencing the nature of the business population in a country.</p> <p>To understand the nature of and the benefits/drawbacks of different types of business.</p>	<p>Primary, secondary and tertiary sector businesses.</p> <p>The advantages and disadvantages of:</p> <ul style="list-style-type: none"> • family businesses • small and medium sized enterprises (SMEs) and large businesses. 	<p>OUP textbook – relevant pages TBC.</p> <p>GCSE Bitesize – what is a business?: bbc.co.uk/schools/gcsebitesize/business/aims/aimsandactivitiesrev3.shtml</p> <p>Storify Article – the biggest firm – is it also the best?: storify.com/tomwhite/the-biggest-firm-is-it-also-the-best</p> <p>Forbes article – new report reveals the 500 largest Family-owned companies in the world: forbes.com/sites/chasewithorn/2015/04/20/new-report-reveals-the-500-largest-family-owned-companies-in-the-world/#2a3a4cb83602</p> <p>Tutor2U – study notes – small businesses: tutor2u.net/economics/reference/small-businesses</p>

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					<p>Tutor2U – article – SMEs should stand up to the large business bullies: tutor2u.net/business/blog/smes-should-stand-up-to-the-large-business-bullies</p> <p>Tutor2U – article – do the UK's forgotten mid-sized firms lack ambition and a competitive edge: tutor2u.net/business/blog/do-the-uks-forgotten-mid-sized-firms-lack-ambition-and-a-competitive-edge</p> <p>Tutor2U – study notes – what is a multinational company (MNC)?: tutor2u.net/business/reference/what-is-a-multinational-company-mnc</p> <p>Tutor2U – study notes – impact of multinational companies (MNCs) on their host countries: tutor2u.net/business/reference/impact-of-multinational-companies-mncs-on-their-host-countries</p> <p>Tutor2U – article – Britain for sale? Or Britain as outward investor? tutor2u.net/economics/blog/britain-for-sale-or-britain-as-outward-investor</p>

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	Shareholders.	3 hours	<p>To understand the role of shareholders and why they invest.</p> <p>To understand about market capitalisation and influences on share price and the significance of share price changes.</p>	<p>Ordinary share capital (equity).</p> <p>The role of shareholders and why they invest.</p> <p>Dividends and dividends per share, share price and dividend yield (including calculation).</p> <p>Influences on share price and the significance of share price changes.</p> <p>Market capitalisation.</p>	<p>Education portal – what are dividends? Investing in stocks clip: study.com/academy/lesson/what-are-dividends-investing-in-stocks.html</p> <p>Tutor2U – presentation – shares: tutor2u.net/business/presentations/accounts/shares/default.html</p> <p>YouTube – how the stock exchange works: youtube.com/watch?v=F3QpgXBtDeo</p>
<p>3.1.1.3</p> <p>The external environment</p> <p>Total teaching time: 7 hours</p>	Market conditions and how they can affect demand, business decisions and profits.	3 hours	<p>To understand how the number of businesses in a market and whether the market is growing or declining might affect the extent of competitive pressure on the business and the ease of entry.</p>	<p>Degree of competition (number of business).</p> <p>Extents of barriers to entry into a market.</p> <p>Students should be able to calculate and interpret data relating to:</p> <ul style="list-style-type: none"> • market size • market growth/decline • concentration ratio. 	<p>Tutor2U – video – understanding markets: tutor2u.net/business/reference/understanding-markets-revision-video</p> <p>Tutor2U- study notes – what is market concentration?: tutor2u.net/economics/reference/market-concentration</p> <p>Tutor2U – study notes – market structures and the degree of competition: tutor2u.net/business/reference/market-structures-and-the-degree-of-competition</p> <p>GCSE Bitesize – market research:</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
					bbc.co.uk/schools/gcsebitesize/business/marketing/marketresearch5.shtml
	How changes in the external environment can affect costs, demand, business decisions and profits.	4 hours	To understand how changes in the external environment can affect costs, demand, business decisions and profits.	Factors to include the effect of changes in: <ul style="list-style-type: none"> • incomes • interest rates • exchange rates • costs of inputs • government policies • competition (including from abroad). 	<p>Educational portal clip – macroeconomic issues in business: study.com/academy/lesson/macro-economic-issues-in-business.html</p> <p>Tutor2U – presentation – introduction to revenues and demand: tutor2u.net/business/reference/revenues-and-demand-revision-presentation</p> <p>MindTools: mindtools.com/</p> <p>YouTube – PEST analysis explained: youtube.com/watch?v=eGLFVjs1Zak</p>
3.1.2 Marketing					
Total teaching time: 24 hours					
3.1.2.1 Marketing objectives and plans	The importance of marketing.	1 hour	To understand the impact of marketing decisions on competitiveness and other business functions.	<p>How marketing decisions influence competitiveness.</p> <p>The interrelationships between marketing decisions and other functions.</p> <p>The impact of global business</p>	<p>marketingteacher.com</p> <p>Business case studies – article – the marketing process: businesscasestudies.co.uk/mcdonalds-restaurants/the-marketing-process/marketing-</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
				on marketing activities and the opportunities and challenges of international marketing.	<p>objectives.html</p> <p>Tutor2U – article – marketing mix – the online retailers have never had it so good: tutor2u.net/business/blog/marketing-mix-the-online-retailers-have-never-had-it-so-good</p> <p>Retail Gazette article – N Brown e-commerce sales outperform stores: retailgazette.co.uk/blog/2016/01/n-brown-e-commerce-sales-outperform-stores/</p> <p>Tutor2U – article – e-commerce and multichannel in 2016: tutor2u.net/business/blog/e-commerce-and-multichannel-in-2016</p> <p>Tutor2U – study notes – ethical marketing (GCSE): tutor2u.net/business/reference/ethical-marketing</p> <p>Tutor2U – study notes – internal and external influences on marketing objectives: tutor2u.net/business/reference/internal-and-external-influences-on-marketing-objectives</p>

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	Marketing objectives.	2 hours	<p>To understand the nature of and value in setting marketing objectives.</p> <p>To understand how to calculate and interpret results relating to marketing objectives.</p>	<p>Marketing objectives include:</p> <ul style="list-style-type: none"> • sales volume and sales value • market size • customer retention and repeat sales • sales per product/employee/region/store/customer. <p>Students should be able to undertake calculations and interpret results relating to these objectives.</p>	<p>Tutor2U – presentation – introduction to marketing: tutor2u.net/business/presentations/marketing/marketingintroduction/default.html</p> <p>Tutor2U – presentation – marketing objectives: tutor2u.net/business/reference/marketing-objectives-revision-presentation</p> <p>Tutor2U – revision presentation – marketing objectives: tutor2u.net/business/reference/marketing-objectives-revision-presentation</p> <p>Tutor2U – presentation – marketing analysis includes market size, growth and market share: tutor2u.net/business/presentations/marketing/marketinganalysis/default.html</p>
	Value of and influences on marketing plans and budgets.		To understand the value of and influences on marketing plans and budgets.	Marketing plans to include marketing objectives, strategy, tactics, and budget.	Tutor2U – revision presentation – marketing planning: tutor2u.net/business/reference/marketing-planning-revision-presentation

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	External and internal influences on marketing planning, objectives and decisions.	3 hours	To understand the external and internal influences on marketing planning, objectives and decisions.	<p>To include:</p> <ul style="list-style-type: none"> resources developments in technology (eg digital marketing and the use of social media, relationship marketing, dynamic pricing, e-commerce and m-commerce) ethical influences on marketing activities influences of market conditions and domestic and international competition. 	<p>Business Review magazine – volume 19 – number 1 <i>The business of blogging</i>.</p> <p>Business Review magazine – volume 18 – number 1 <i>Communication revolution – marketing in the service sector</i>.</p> <p>Business Review magazine – volume 19 – number 4 <i>Red Bull (its innovative and aggressive marketing strategies)</i>.</p>
3.1.2.2 Marketing data	The value of primary and secondary marketing research.	6 hours	<p>To interpret and apply marketing data in the context of marketing decision making and planning.</p> <p>To understand the nature and value of marketing research and the influences on choosing a form of market research.</p> <p>To understand the nature and value of sampling.</p>	<p>Marketing research should include:</p> <ul style="list-style-type: none"> qualitative and quantitative data market mapping sales forecast types of sample: random, stratified and quota the value of sampling. <p>Influences on choosing a form of market research:</p>	<p>Tutor2U – presentation – market research introduction: tutor2u.net/business/presentations/marketing/marketresearchintroduction/default.html</p> <p>Tutor2U – presentation – marketing research methods: tutor2u.net/business/presentations/marketing/marketresearchmethods/default.html</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
				<ul style="list-style-type: none"> • cost • time required • reliability of findings. <p>Students should understand that importance of a sales forecast and difficulties producing it.</p>	<p>Tutor2U – presentation – secondary research</p> <p>market mapping: tutor2u.net/business/presentations/marketing/secondaryresearch/default.html</p> <p>Tutor2U – presentation – sampling: tutor2u.net/business/presentations/marketing/sampling/default.html</p>
	<p>The interpretation and use of marketing data in marketing decision making and planning.</p>		<p>To understand the interpretation of marketing data.</p>	<p>This should include:</p> <ul style="list-style-type: none"> • positive and negative correlation and an understanding of the strength of the relationship • understanding the concept of confidence levels and intervals (eg significance of 95% confidence level) • big data and data mining. 	<p>Tutor2U – presentation – forecasting for marketing: tutor2u.net/business/presentations/marketing/marketingforecasting/default.html</p> <p>Educational portal – how to interpret correlations in research: study.com/academy/lesson/how-to-interpret-correlations-in-research-results.html</p> <p>Tutor2U – presentation – analysing marketing data (includes moving averages, extrapolation and correlation): tutor2u.net/business/reference/analysing-marketing-data-revision-presentation</p> <p>Business Review magazine – volume 19 – number 2 <i>It's hard to predict.</i></p>

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					Business Review magazine – volume 17 – number 3 <i>Testing times</i> .
3.1.2.3 Segmentation, targeting and positioning	The process and value of segmentation, targeting and positioning.	3 hours	To understand the process and value of segmentation, targeting and positioning.	Segmentation methods include: <ul style="list-style-type: none"> • demographic • geographic • income • behavioural • psychographic. 	Tutor2U – revision presentation – targeting: tutor2u.net/business/presentations/marketing/targeting/default.html Tutor2U – presentation – consumer segmentation: tutor2u.net/business/presentations/marketing/consumersegmentation/default.html
	Influences on choosing a target market and positioning.		To understand the influences on choosing a target market and positioning.	Targeting includes niche and mass marketing.	TES – market segmentation: tes.com/teaching-resource/market-segmentation-6035892
	International markets.		To understand the issues around targeting international markets.	The benefits and potential difficulties of targeting international markets.	Tutor2U – presentation – STP market segmentation: tutor2u.net/business/presentations/marketing/stpsegmentation/default.html Tutor2U – presentation – product positioning: tutor2u.net/business/presentations/marketing/productpositioning/default.html Tutor2U – presentation – niche

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					marketing: tutor2u.net/business/presentations/marketing/nichemarketing/default.html
3.1.2.4 The marketing mix	The elements of the marketing mix (7Ps).	9 hours	To understand the elements of the marketing mix (7Ps). To understand the importance of and influences on an integrated marketing mix.	The marketing mix should be considered: <ul style="list-style-type: none"> • for goods and services both industrial and consumer • in a business to business and business to consumer context • in national and international markets • in the context of e-commerce. The importance of and influences on an integrated marketing mix.	MindTools – the 4Ps marketing mix: youtube.com/watch?v=CiLTrVuN8mk Tutor2U – presentation – marketing of services: tutor2u.net/business/presentations/marketing/marketingservices/default.html Tutor2U – presentation – types of consumer products: tutor2u.net/business/presentations/marketing/typesofconsumerproducts/default.html Tutor2U – presentation – product life cycle: tutor2u.net/business/reference/product-life-cycle-revision-presentation Tutor2U – presentation – Boston matrix: tutor2u.net/business/reference/the-boston-matrix-explained YouTube clip – B2C vs B2B: the basics: youtube.com/watch?v=lioMujmO

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					<p>TGk</p> <p>Tutor2U – presentation – marketing mix: tutor2u.net/business/reference/marketing-mix-introduction-to-promotion</p> <p>Tutor2U – interactive quizzes on marketing: tutor2u.net/business/blog/revision-quiz-marketing-mix-20-questions</p> <p>Tutor2U – article – marketing mix changes: tutor2u.net/business/blog/marketing-mix-changes</p>
	Product		To understand the issues around product decisions.	<p>Influences on and value of new product development.</p> <p>The implications of different stages of the product life cycle including extension strategies.</p> <p>The use of the Boston Matrix (including product categories of cash cows, stars, dogs, problem children).</p> <p>The value of branding including own label brands.</p>	<p>Tutor2U – presentation – levels of products: tutor2u.net/business/presentations/marketing/levelsofproducts/default.html</p> <p>Tutor2U – product positioning: tutor2u.net/business/presentations/marketing/productpositioning/default.html</p> <p>Tutor2U – presentation – product mix: tutor2u.net/business/presentations/marketing/productmix/default.html</p>

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					<p>Tutor2U – presentation – product life cycle: tutor2u.net/business/reference/product-life-cycle-revision-presentation</p> <p>Tutor2U – presentation – Boston matrix: tutor2u.net/business/reference/the-boston-matrix-explained</p> <p>Tutor2U – presentation – marketing and product portfolios: tutor2u.net/business/reference/marketing-strategy-an-introduction-to-product-portfolios</p> <p>Business Review magazine – volume 18 – number 4 <i>From cheapest car to Jaguar – Tata’s product portfolio.</i></p> <p>Business Review magazine – volume 18 – number 4 <i>Branding.</i></p> <p>Tutor2U – revision presentation – marketing mix: product: tutor2u.net/business/reference/marketing-mix-product-revision-presentation</p>
	Pricing.		To understand the issues around pricing decisions.	Influences on the price(s). Pricing strategies including price skimming, price	Tutor2U – presentation – pricing: tutor2u.net/business/reference/marketing-mix-price-revision-presentation

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
				<p>penetration and price discrimination.</p> <p>Students should be able to:</p> <ul style="list-style-type: none"> • interpret price elasticity of demand data • analyse the impact of changes in price on revenue • assess the value of the concept of price elasticity of demand to business. 	<p>presentation</p> <p>BBC – Dragon’s Den – the Wholeleaf company. Excellent to illustrate the importance of ‘price’ in the marketing mix: tutor2u.net/business/reference/marketing-mix-price-revision-presentation</p> <p>Tutor2U – presentation – skimming versus penetration: tutor2u.net/business/presentations/marketing/skimmingvpenetration/default.html</p> <p>Business Review magazine – volume 18 – number 2 <i>How much are you thinking? Psychological pricing.</i></p> <p>Tutor2U – presentation – price elasticity of demand (use the first part of the presentation only): tutor2u.net/economics/reference/price-elasticity-of-demand</p> <p>YouTube clip (James Slocombe) – market planning – price elasticity: youtube.com/watch?v=uOFueiyyFqc&index=8&list=UUaey8K-hi8GvHnQ4MbWPGng</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
	The promotional mix.		To understand the issues around decisions about the promotional mix.	Influences on the promotional mix should include advertising, sales promotions, the salesforce, public relations, exhibitions.	Tutor2U – presentation – marketing mix: introduction to promotion: tutor2u.net/business/reference/marketing-mix-introduction-to-promotion Tutor2U – lesson worksheet – marketing mix: promotion basics: tutor2u.net/business/blog/lesson-worksheet-marketing-mix-promotion-basics Tutor2U – study notes – promotion: tutor2u.net/business/reference/promotion-introduction
	Distribution (place).		To understand the issues around distribution (place) decisions.	Influences on distribution decisions should include different channels of distribution (including online) and multi-channel distribution.	Tutor2U – presentation – marketing mix: introduction to place: tutor2u.net/business/reference/marketing-mix-an-introduction-to-place Tutor2U – presentation – physical distribution: tutor2u.net/business/presentations/marketing/physicaldistribution/default.html Tutor2U – article – e-commerce and multichannel in 2016: tutor2u.net/business/blog/e-commerce-and-multichannel-in-2016

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
	Other elements of the marketing mix.		To understand the issues around decisions relating to other elements of the marketing mix: people, process and physical environment.	Influences on people, process and physical environment.	Tutor2U – video – extended marketing mix (7Ps): tutor2u.net/business/reference/marketing-extended-marketing-mix-7ps Tutor2U – extended marketing mix (7ps): tutor2u.net/business/topics/extended-marketing-mix-7ps Tutor2U – study notes – extended marketing mix (7Ps): tutor2u.net/business/reference/the-extended-marketing-mix-7ps
Unit 2: Managing operations, human resources and finance					
3.2.1 Operational performance					
Total teaching time: 24 hours					
3.2.1.1 Operations Management	The importance of operations management.	2 hours	To understand the importance of operations management.	How operations can affect the competitiveness of a business. The interrelationships between operational decisions and other functions. The impact of global business on operations activities and the opportunities and challenges of international operations.	Tutor2U – revision presentation – operational objectives: tutor2u.net/business/reference/operational-objectives-revision-presentation Tutor2U – presentation – making operational decisions: tutor2u.net/business/reference/making-operational-decisions-revision-presentation Tutor2U – revision presentation –

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
	Operational objectives.		To understand the nature and value of setting operational objectives.	<p>Objectives include:</p> <ul style="list-style-type: none"> • total costs and unit costs • measures of quality • speed of response • flexibility • environmental objectives • customer satisfaction. <p>Students should understand potential trade-offs in achieving these objectives (eg costs versus speed of response) and that objectives vary in different operational contexts.</p>	<p>adding value and the transformation process: tutor2u.net/business/reference/adding-value-and-the-transformation-process</p> <p>Tutor2U – study notes – operational objectives: tutor2u.net/business/reference/operational-objectives</p> <p>Tutor2U – study notes – introduction to production and operations: tutor2u.net/business/reference/introduction-to-production-operations</p> <p>Tutor2U – study notes – external environment: business and the environment (GCSE): tutor2u.net/business/reference/external-environment-business-the-environment</p>
	External and internal influences on operational plans, objectives and activities.		To understand the external and internal influences on operational objectives, plans and decisions.	<p>Resources.</p> <p>Development in technology (eg more online businesses, better links with customers, suppliers and inventory control).</p> <p>Ethical and environmental influences.</p> <p>Market conditions and domestic and international competition.</p>	

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
3.2.1.2 Operations planning and data	Operational planning.	3 hours	To understand the purpose and use of operational plans and budgets.	Operational plans, objectives and budgets. Interpretation and use of operations data in operational planning.	Tutor2U – presentation – labour productivity: tutor2u.net/business/reference/workforce-effectiveness-management-revision-presentation
	Operations data.		To be able to calculate and interpret operations data.	Students should be able to calculate and interpret: <ul style="list-style-type: none"> labour, land and capital productivity sales per employees unit costs (average costs) capacity and capacity utilisation. Students should be able to interpret data appropriate to the context eg waiting times or maximum number of passengers.	Tutor2U – worksheet – capacity utilisation: tutor2u.net/_legacy/blog/files/Capacity_Utilisation.pdf YouTube – Bee Business Bee capacity utilisation: youtube.com/watch?v=7-FT-dni1iY Tutor2U – revision presentation – making operational decisions: tutor2u.net/business/reference/making-operational-decisions-revision-presentation Tutor2U – example of capacity utilisation: tutor2u.net/economics/blog/capacity-utilisation
3.2.1.3 Managing operations	The importance of managing capacity.	8 hours	To understand the concepts and importance of efficiency and productivity and the importance of managing	How to utilise capacity efficiently.	OUP textbook – relevant pages TBC. Tutor2U – revision presentation – economies of scale and resource

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
	The importance of efficiency and productivity.		capacity. To understand the issues relating to increasing efficiency and productivity.	Productivity of labour, land and capital.	mix: slideshare.net/tutor2u/economies-of-scale-and-resource-mix
	Ways of increasing efficiency and productivity.				Tutor2U – revision presentation – making operational decisions: tutor2u.net/business/reference/making-operational-decisions-revision-presentation
	Difficulties of increasing efficiency and productivity.				Tutor2U – hand-out – just in time: tutor2u.net/business/reference/production-lean-production-gcse
	The benefits and difficulties of lean production.			Lean production should include Just in time (JIT) operations, simultaneous engineering and Kaizen.	Tutor2U – presentation – lean production: tutor2u.net/business/reference/lean-production-revision-presentation
	The value of customer service.		To understand the issues relating to lean production.		Tutor2U – lean organisational structure clip: study.com/academy/lesson/lean-organizational-structure.html
	How to improve customer service.		To understand the value of customer service and the ways in which it might be improved.		Tutor2U – revision presentation – operations and technology: tutor2u.net/business/reference/making-operational-decisions-revision-presentation

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
	The benefits and disadvantages of different mixes of resources.		To understand the issues around different resource mixes.	The mix of resources should include an understanding of labour and capital intensive processes.	
	How to measure quality.	4 hours	To understand the importance of quality.	The importance of quality. Methods of improving quality: quality control and Total quality management (TQM).	Tutor2U – handout – introduction to quality: tutor2u.net/business/reference/quality-assurance
	The benefits and difficulties of improving quality.		To understand the benefits and challenges of improving quality.	The consequences of poor quality.	Tutor2U – presentation – managing quality: tutor2u.net/business/reference/managing-quality
	Ways and value of improving flexibility and speed of response.		To understand the benefits and methods of improving flexibility and speed of response.		Tutor2U – revision presentation – making operational decisions: tutor2u.net/business/reference/making-operational-decisions-revision-presentation YouTube clip – Loake Shoemakers: youtube.com/watch?v=_W7_hPuggro Daily Mail – Aldi is successful because of its quality: dailymail.co.uk/news/article-2508069/Aldi-successful-copies-

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
					brands-improves-quality.html Tutor2U – quiz – quality: tutor2u.net/business/reference/quality-management
3.2.1.4 Inventory and supply chain management	Managing supply to match demand and the value of doing so.	7 hours	To understand a range of techniques used by business to match supply to demand and the benefits of their use. To understand the problems of failing to match supply to demand.	Ways of managing supply to match to demand (eg to cope with seasonal demand) include: <ul style="list-style-type: none"> outsourcing flexible labour eg use of temporary, part time, agency employees, zero hours contracts. producing to order. Problems of not matching supply to demand.	Tutor2U – presentation – special order contracts: tutor2u.net/business/presentations/accounts/specialorders/default.html Tutor2U – presentation – stock control – the importance of managing stocks: tutor2u.net/business/presentations/accounts/stock_management.swf Marks and Spencer article about investing in stock control technology: theguardian.com/business/2013/may/08/marks-spencer-online-warehouse
	Influences on the amount of inventory held.		To understand the issues around inventory control.	Inventory control should include constructing and interpreting inventory control charts, including: <ul style="list-style-type: none"> lead time re-order quantities and levels buffer level of inventory. The value of effective inventory control.	YouTube clip – a very brief introduction to stock control charts: youtube.com/watch?v=mC1Apv0betg YouTube (James Slocombe) clip – stock control and lean production: youtube.com/watch?v=d8xr_G_Voc4&list=UUaey8K-

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
				Just in time (JIT) versus Just in case (JIC) inventory control.	hi8GvHnQ4MbWPGng Tutor2U – revision presentation – making operational decisions: tutor2u.net/business/reference/making-operational-decisions-revision-presentation
	Influences on the choice of suppliers.		To understand the influences on the choice of suppliers.	How the choice of suppliers has an impact on performance.	SlideShare – working with suppliers: slideshare.net/tutor2u/operations-working-with-suppliers
	The importance of managing the supply chain effectively.		To understand the importance of effective supply chain management.	Issues with managing supply chains (including global supply chains) effectively.	YouTube clip – what is supply chain management?: youtube.com/watch?v=_SPNu_il7el
	The importance of logistics.		To understand the importance of effective logistics management.	Value of effective logistics management.	YouTube clip – Walmart Chain management supply chain and ethics – strong emphasis on ethics: youtube.com/watch?v=yZC4neLax5o Tutor2U – presentation – outsourcing: tutor2u.net/business/presentations/strategy/outsourcing/default.html
3.2.2 Human resources					
Total teaching time: 19 hours					
3.2.2.1 Human resource objectives	The importance of managing human resources.	2 hours	To understand how human resources interrelates with other	The interrelationship between human resource decisions	YouTube clip (James Slocombe) – Human resource management: youtube.com/watch?v=sHT_Wsx

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
			business functions and how it can improve competitiveness. To understand the impact of global business on HRM.	and other functions. How human resource help improve the competitiveness of the business. The impact of global business on human resource management.	kgfY&index=16&list=UUaey8K-hi8GvHnQ4MbWPGng Tutor2U what is human capital? – importance to an organisation: study.com/academy/lesson/what-is-human-capital-importance-to-an-organization.html
	Human resource planning and objectives.		To understand the influences on human resources objectives and plans/decisions.	Influences on the human resource plan. Human resource objectives include: <ul style="list-style-type: none"> • employee engagement • diversity • number and skill of employees • retention. 	The importance of human capital in business: slideshare.net/FBBProject/the-importance-of-human-capital-in-business?qid=44889424-8e91-4d75-a275-b866e71f462c&v=qf1&b=&from_search=1 Tutor2U – presentation – introduction to HR strategies and objectives: tutor2u.net/business/reference/hrm-objectives-and-strategies-revision-presentation
	Internal and external influences on human resource plans, objectives and decisions.		To understand the influences on human resources objectives and plans/decisions.	Resources. Developments in technology (eg changing nature of work, the skills required and ways of working such as tele-working). Ethical and environmental influences. Market conditions (including the labour market) and domestic and international	YouTube – Bee Business Bee workforce planning: youtube.com/watch?v=ee-ZPa5I02Q&list=PLBuW3SAj0djnHfFQG4m9VbN03mA_MMLlv&index=16 Tutor2U – revision presentation – HRM objectives and strategies: tutor2u.net/business/reference/hr

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
				competition.	<p>m-objectives-and-strategies-revision-presentation</p> <p>Tutor2U – revision quiz – HRM objectives and influences: tutor2u.net/business/blog/revision-quiz-hrm-objectives-influences</p>
3.2.2.2 Human resource data	Using human resource data.	4 hours	<p>To calculate and interpret human resource data.</p> <p>To understand the use of data for human resource decision making and planning in different circumstances.</p>	<p>Students should be able to calculate and interpret:</p> <ul style="list-style-type: none"> • labour turnover • labour productivity • employee costs as percentage of turnover • labour cost per unit • sales and profit per employee • employee engagement. <p>Students should understand that the measures of human resource performance will vary in different contexts.</p>	<p>Tutor2U – revision presentation – measuring workforce effectiveness: tutor2u.net/business/reference/measuring-workforce-effectiveness</p> <p>Business Review magazine – volume 18 – number 2 <i>Labour turnover</i>.</p> <p>Tutor2U – quiz – workforce planning: tutor2u.net/business/quiz/workforceplanning/quiz.html</p> <p>Tutor2U – quiz – HRM objectives and influences: tutor2u.net/business/quiz/hrmobjectives/quiz.html</p> <p>Educational portal – aligning HRM and organisational strategy: study.com/academy/lesson/aligning-hrm-and-organizational-strategy.html#lesson</p>
3.2.2.3 Organisational	Managing human resources.	6 hours	To understand how managing human resources helps meet	<p>Students should consider:</p> <ul style="list-style-type: none"> • the value of effective 	Education portal clip – job design: definition and purpose: study.com/academy/lesson/job-

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
design and managing human resources			human resource objectives.	recruitment and selection <ul style="list-style-type: none"> the value of training issues relating to reducing the number of employees. 	design-definition-and-purpose.html Education portal clip – what is delegation?: study.com/academy/lesson/what-is-delegation-definition-parties-duties.html
	Influences on and effect of different organisational designs.		To understand the influences on organisation design. To understand the value of changing organisational design.	Decisions relating to organisational design: <ul style="list-style-type: none"> span of control levels of hierarchy delegation centralisation and decentralisation. 	Tutor2U – revision presentation – organisational structures (introduction): tutor2u.net/business/reference/introduction-to-organisational-structures YouTube clip (James Slocombe) – organisational structure: youtube.com/watch?v=R-m8grawp1k&index=4&list=UUaey8K-hi8GvHnQ4MbWPGng Education portal clip – organisational design and structure: study.com/academy/lesson/organizational-design-and-structure.html YouTube – Bee Business Bee organisation structure: youtube.com/watch?v=yAPgkpDF0Wg&list=PLBuW3SAj0djnHfFQG4m9VbN03mA_MMLlv&index=17 Tutor2U – presentation –

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
					<p>centralised and decentralised decision making: tutor2u.net/business/reference/centralised-and-decentralised-decision-making-revision-presentation</p> <p>Education portal clip – authority in centralised and decentralised organisations: study.com/academy/lesson/authority-in-centralized-decentralized-organizations.html</p> <p>Tutor2U – revision presentation – improving organisation structures: tutor2u.net/business/reference/improving-organisational-structures-revision-presentation</p> <p>Tutor2U – quiz – competitive structures: tutor2u.net/business/quiz/competitiveorgstructures/quiz.html</p>
3.2.2.4 Motivation and engagement	The benefits of motivated and engaged employees.	4 hours	To understand the benefits of motivated and engaged employees and how to improve employee engagement and motivation.	Theories of motivation: Taylor, Maslow and Herzberg.	YouTube clip (James Slocombe) – motivation theories: youtube.com/watch?v=Ou7f3YwFaUs&list=UUaey8K-hi8GvHnQ4MbWPGng&index=5

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
	How to improve employee engagement and motivation.		To understand a range of financial approaches to motivation.	Financial methods of motivation and engagement should include: <ul style="list-style-type: none"> • piece rate • commission • salary schemes • performance-related pay. 	Tutor2U – presentation – motivation in theory: tutor2u.net/business/presentations/people/motivation-theory/player.html Tutor2U – presentation – motivation in practice: tutor2u.net/business/presentations/people/motivation-practice/player.html
	The use of financial methods and non-financial methods of motivation and engagement.		To understand why businesses use different methods of motivation and engagement in different circumstances. To understand a range of non-financial methods of motivating employees and the assessment of the effectiveness of financial and non-financial reward systems.	Influences on the choice and assessment of the effectiveness of financial and non-financial techniques such as consultation, job design and empowerment.	Channel 4 OD – Undercover Boss: Andy Edge, Park Resorts (series 1, episode 1) – excellent to illustrate the impacts of financial rewards, employee empowerment and recognition, centralisation, decentralisation on motivation and employee behaviour. Alanis Business Academy clip: youtube.com/watch?v=Wm5ypcltyvl Business Review magazine – volume 20 – number 3 <i>Leadership – the Blake and Mouton managerial grid.</i> YouTube – learn loads clip: youtube.com/watch?v=6_PM94bhXms

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
3.2.2.5 Employer-employee relations	The value of employee involvement.	3 hours	To understand influences on the extent and methods of employee involvement in decision making.	Influences on the extent and methods of employee involvement in decision making. Employee involvement methods to include consultation, trade unions and worker directors.	Tutor2U – presentation –employee representation and trade unions: tutor2u.net/business/presentations/people/employeerelations/player.html Unions into schools includes presentations and activities: unionsintoschools.org.uk/
	The value of employee communication and good employer-employee relations.		To understand how to manage and improve employer-employee communications and relations. To understand the value of good employer-employee relations.	How to manage and improve employer-employee communications and relations.	SlideShare – conflict resolution, managing conflict in the workplace: slideshare.net/BryceSchow/conflict-resolution-managing-conflict-in-the-workplace?qid=8768256a-80f4-4c0f-bcad-73fedc2113d8&v=qf1&b=&from_search=2 Bee Business Bee – effective workplace communication: youtube.com/watch?v=PYe4FzDIU7M&index=18&list=PLBuW3SAj0dJnHfFQG4m9VbN03mA_MMLiv Educational portal clip – organisational communication: study.com/academy/lesson/organizational-communication.html Film: Made in Dagenham (selected sections).
3.2.3 Finance					
Total teaching time: 30 hours					

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
3.2.3.1 Financial objectives	The importance of managing finances.	4 hours	To understand how finance interrelates with other business functions and how financial decisions can impact on competitiveness. To understand the impact of global business on finance.	How decisions in finance improve the competitiveness of the business. The interrelationship between financial decisions and other functions. The impact of global business on the finances of a business.	SlideShare – presentation – financial objectives includes internal and external factors influencing financial objectives: slideshare.net/gemdeane1/financial-objectives Tutor2U – handout – financial objectives – measures: tutor2u.net/business/reference/internal-and-external-influences-on-financial-objectives
	Financial objectives.		To understand the value of setting financial objectives and the influences on financial objectives and decisions. To understand the concepts of revenue, profit and profit margin, cash flow and return on investment.	Financial objectives to include: <ul style="list-style-type: none"> • revenue (sales or turnover) • profit margin • profit • cash flow • return on investment. 	Tutor2U – presentation – calculating and interpreting profit: tutor2u.net/business/reference/calculating-and-measuring-profit YouTube – Bee Business Bee calculating profit: youtube.com/watch?v=ObU6Bpy_EAo
	External and internal influences on financial objectives.		To understand the influences on financial objectives.	Resources. Developments in technology (eg crowd funding). Ethical and environmental influences. Market conditions and domestic and international competition on financial objectives and decisions.	Tutor2U – presentation – measuring and increasing profit: tutor2u.net/business/reference/measuring-and-increasing-profit-revision-presentation Tutor2U – presentation – profit and cash: tutor2u.net/business/presentations/finance/profitandcash/player.html

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
3.2.3.2 Financial data	Using financial data.	7 hours	<p>To understand the use of data for financial decision making and planning.</p> <p>To understand how to complete and interpret budgets.</p> <p>To understand the value of budgeting.</p>	<p>Students should be able to calculate and interpret:</p> <ul style="list-style-type: none"> gross and operating profit gross and operating profit margins return on investment. <p>Students should be able to complete and interpret budgets including favourable and adverse variance.</p> <p>Students should be able to assess the value of budgeting.</p>	<p>Tutor2U – revision presentation – profitability ratios: tutor2u.net/business/reference/profitability-ratios-revision-presentation</p> <p>YouTube (James Slocombe) clip – accounting and finance – budgeting: youtube.com/watch?v=4Teulqp4Fuo&index=36&list=UUaey8K-hi8GvHnQ4MbWPGng</p> <p>YouTube (James Slocombe) clip – accounting and finance – variance analysis: youtube.com/watch?v=NFu2iqmCnX4&list=UUaey8K-hi8GvHnQ4MbWPGng&index=1</p> <p>Tutor2U – revision presentation – using budgets: tutor2u.net/business/reference/using-budgets</p> <p>Business Review magazine – Volume 20 – Number 2 ‘A guide to budgeting’</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
3.2.3.3 Sources of finance	Internal and external sources of finance.	4 hours	To understand internal and external sources of finance and the advantages and disadvantages of different sources of finance for short and long run uses.	<p>Advantage and disadvantages of short and long run sources of finance:</p> <ul style="list-style-type: none"> • debt factoring • overdrafts • retained profits • share capital (equity) • loans • debentures • leasing • venture capital • micro-finance • government grants • crowd funding. <p>Appropriateness of different sources of finance in different situations eg start-up.</p>	<p>Tutor2U – presentation – sources of finance: tutor2u.net/business/presentations/accounts/sourcesoffinance/default.html</p> <p>Business Review magazine – Volume 20 – Number 1 ‘New Sources of finance’</p> <p>YouTube (James Slocombe) clip – accounting and finance – sources of finance: youtube.com/watch?v=5II0mKg6-yl&index=32&list=UUaey8K-hi8GvHnQ4MbWPGng</p> <p>YouTube clip (Cliqvid) – Loan versus overdraft: youtube.com/watch?v=R5ZhsReqloM</p> <p>YouTube clip (Cliqvid) – how does invoice financing work – explanation of debt factoring: youtube.com/watch?v=NdTbKvfCsg</p> <p>Guardian article – Islamic finance for beginners: theguardian.com/news/datablog/2013/oct/29/islamic-finance-for-beginners</p> <p>Tutor2U – study notes – crowdfunding:</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
					tutor2u.net/business/reference/crowdfunding
3.2.3.4 Breakeven analysis	Break-even output.	5 hours	<p>To construct and interpret break-even charts.</p> <p>To calculate and illustrate on a break-even chart the effects of changes in price, output and costs.</p> <p>To understand the significance of and calculate break-even output, contribution and margin of safety.</p>	<p>Students should be able to:</p> <ul style="list-style-type: none"> construct, interpret and manipulate break-even charts calculate and interpret break-even output and profit/loss at different output levels. <p>Understand the significance of and be able to calculate:</p> <ul style="list-style-type: none"> fixed costs variable costs total costs revenue (or turnover) profit break-even output margin of safety contribution per unit total contribution. 	<p>YouTube (James Slocombe) clip – accounting and finance – breakeven analysis and contribution: youtube.com/watch?v=Y22_AC6BN9Y&list=UUaey8K-hi8GvHnQ4MbWPGng&index=30</p> <p>YouTube (James Slocombe) clip – accounting and finance – breakeven charts: youtube.com/watch?v=TLOo2mY6Flw&index=31&list=UUaey8K-hi8GvHnQ4MbWPGng</p> <p>Tutor2U – revision presentation – breakeven analysis: tutor2u.net/business/reference/breakeven-analysis-revision-presentation</p> <p>YouTube (James Slocombe) clip – accounting and finance – costs: youtube.com/watch?v=_VwWOLn-0cs&list=UUaey8K-hi8GvHnQ4MbWPGng&index=38</p> <p>tutor2u.net/business/reference/measuring-and-increasing-profit-</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
					<p>revision-presentation</p> <p>Tutor2U – presentation – special order contracts: tutor2u.net/business/presentations/accounts/specialorders/default.html</p>
3.2.3.5 Profit and Cash	Profit.	2 hours	<p>To understand the meaning and significance of profit.</p> <p>To understand how to distinguish between profit and profitability and profit and cash.</p>	<p>Meaning and significance of profit.</p> <p>Distinction between gross profit, operating profit and profit for the year.</p> <p>The difference between profit and cash.</p> <p>The difference between profit and profitability.</p>	<p>YouTube (James Slocombe) clip – accounting and finance – costs: youtube.com/watch?v=_VwWOLn-0cs&list=UUaey8K-hi8GvHnQ4MbWPGng&index=38</p> <p>Tutor2U – presentation – measuring and increasing profit: tutor2u.net/business/reference/measuring-and-increasing-profit-revision-presentation</p> <p>Tutor2U – revision presentation – profitability ratios: tutor2u.net/business/reference/profitability-ratios-revision-presentation</p> <p>Tutor2U – study notes – measurement and importance of profit: tutor2u.net/business/reference/measurement-importance-of-profit</p> <p>Tutor2U – revision presentation – calculating and interpreting profit: tutor2u.net/business/reference/calculating-and-interpreting-profit</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
					<p>revision-presentation</p> <p>Tutor2U – lesson worksheet – gross profit basics: tutor2u.net/business/blog/lesson-worksheet-gross-profit-basics</p> <p>Tutor2U – study notes – net profit: tutor2u.net/business/reference/net-profit</p> <p>Tutor2U – revision presentation – profit and cash: tutor2u.net/business/blog/revision-presentation-profit-and-cash</p> <p>Tutor2U – study notes – profit and cash flow – what is the difference?: tutor2u.net/business/reference/profit-and-cash-flow-what-is-the-difference</p>
	Statements of cash flows and forecasts.	4 hours	<p>To construct and analyse cash flow forecasts and statements and to understand the value of cash flow forecasting.</p> <p>To understand how to analyse timings of cash inflows and outflows.</p> <p>To understand the significance of cash and working capital.</p>	<p>The importance of cash and working capital.</p> <p>Constructing and analysing statements of cash flows and forecasts.</p> <p>Analysing timings of cash inflows and outflows including an understanding of trade payables and receivables.</p>	<p>YouTube (Cliqvid) – what is cash flow forecast?: youtube.com/watch?v=h0rcvlqUiTM</p> <p>YouTube (James Slocombe) clip – accounting and finance – cashflow: youtube.com/watch?v=0exkKuTau9c&list=UUaey8K-hi8GvHnQ4MbWPGng&index=37</p> <p>Tutor2U – revision presentation – forecasting Ccsh flows emphasis on start-ups: tutor2u.net/business/reference/c</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
					<p>ash-flow-forecasting-for-startups-and-small-businesses</p> <p>Tutor2U – study notes – overtrading: tutor2u.net/business/reference/overtrading</p> <p>Tutor2U – study notes – working capital (net current assets): tutor2u.net/business/reference/working-capital-net-current-assets</p> <p>Tutor2U – question and answer – what factors determine the amount of working capital in a business?: tutor2u.net/business/blog/qa-what-factors-determine-the-amount-of-working-capital-in-a-business</p>
	Ways of improving working capital and cash flow.	4 hours	To understand ways of and difficulties in improving cash flow, working capital, and profits and profitability.	Managing cash and working capital.	Tutor2U – BUSS2 revision – improving cash flow and profit: tutor2u.net/business/blog/buss2-revision-improving-cash-flow-and-profit
	Ways of improving profits and profitability.			Difficulties in improving cash flow and working capital.	Tutor2U – presentation – improving cash flow: tutor2u.net/business/reference/improving-cash-flow-revision-presentation
				Difficulties of improving profits and profitability.	<p>YouTube (James Slocombe) clip – accounting and finance – costs: youtube.com/watch?v=_VvWOL</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
					<p>n-0cs&list=UUaey8K-hi8GvHnQ4MbWPGng&index=38</p> <p>Tutor2U – measuring and increasing profit: tutor2u.net/business/reference/measuring-and-increasing-profit-revision-presentation</p> <p>Tutor2U – quiz – profit measurement and improvement: tutor2u.net/business/quiz/profitmeasurementimportance/quiz.html</p> <p>Tutor2U – study notes – methods of improving profit: tutor2u.net/business/reference/methods-of-improving-profit</p>

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