



Business – A Level Assessment Manifest
Paper 1 – Marketing, People and Global Business
Theme 1 and 4 – 100 Marks
2 HOURS 35% OF A LEVEL

Theme 1 - Meeting customer needs, the Market, Managing people and Entrepreneurship.	R	A	G
Introduction – what is a market? 1.1.1 The market Mass markets and niche markets Dynamic markets			
1.1.2 Market research Product and market orientation Methods of market research Uses and limitations of these methods Market segmentation from market research results 1.1.3 Market positioning How businesses use market research information			
1.2.1 Demand Introduction to the demand curve Discuss movement along and of the demand curve, and factors influencing this			
1.2.2 Supply Introduction to the supply curve Discuss movement along and of the supply curve, and factors influencing this 1.2.3 Markets Combine work in demand and supply to illustrate price determination in a market			
1.2.4 Price elasticity of demand (PED) Calculation of PED Interpretation of PED and its importance to businesses 1.2.5 Income elasticity of demand (YED) Calculation of YED Comparison contrast to PED Interpretation of YED and its importance to businesses			

<p>1.3.1 Product/service design Design mix and how this might change</p> <p>1.3.2 Branding and promotion Types of branding Building a brand and changes in branding Generic versus branded products</p>			
<p>1.3.2 Branding and promotion Types of promotion</p>			
<p>1.3.3 Pricing strategies Different strategies Changes in, and factors determining, these strategies</p>			
<p>1.3.4 Distribution Methods Changes in channels used</p> <p>1.3.5 Marketing strategy The product life cycle and extension strategies Boston Matrix Consumer behaviour How the marketing mix changes in response</p>			
<p>1.4.1 Approaches to staffing Individual and collective methods and approaches</p> <p>1.4.2 Recruitment, selection and training Methods Costs and benefits</p>			
<p>1.4.3 Organisation design Key features and terminology Strengths and weaknesses of different models</p>			
<p>1.4.4 Motivation in theory and practice Importance of motivation Motivation theories Financial and non-financial incentives</p> <p>1.4.5 Leadership Management and leadership Types/methods Links between leadership and motivation</p>			
<p>1.5.1 Role of an entrepreneur What entrepreneurs do Problems and barriers they face</p> <p>1.5.2 Entrepreneurial motives and characteristics Characteristics and skills</p>			

Motivations for becoming an entrepreneur			
1.5.6 Moving from entrepreneur to leader Challenges			
1.5.3 Business objectives Outline and examples of objectives			
1.5.4 Forms of business Legal organisation and features The factors that lead to these forms			
1.5.5 Business choices Opportunity costs, choices and trade offs			

Theme 4 – Globalisation – Markets, Multi-National Companies & Expansion	R	A	G
4.1.1 Growing economies Measurements of different economies and economic performance Business opportunities			
4.1.2 International trade and business growth Specialisation of economies and business Business growth via trade			
4.1.3 Factors contributing to increased globalisation External factors (link to PESTLE)			
4.1.4 Protectionism Threats posed to economies and businesses and reactions to these			
4.1.5 Trading blocs As a reaction to protectionism between countries Opportunities and threats to businesses			
4.2.1 Conditions that prompt trade Push and pull factors for businesses			
4.2.2 Assessment of a country as a market 4.2.3 Assessment of a country as a production location Contrast the two, and compare and contrast factors			
4.2.4 Reasons for global mergers or joint ventures 4.2.5 Global competitiveness How this is achieved and can be enhanced through working with other businesses			
4.3.1 Marketing On a global scale Strategic choices for different markets			

4.3.3 Cultural and social issues Influences on marketing strategy 4.3.2 Niche markets Features and how these interact with cultural and social issues			
4.4.1 The impact of MNCs Local impacts versus national impacts			
4.4.2 Ethics Ethical discussions raised by the activities of MNCs			
4.4.3 Controlling MNCs Possibilities and practicalities			

Paper 2 – Business Activities, Decisions and Strategy

Theme 2 and 3 - 100 Marks

2 HOURS 35% OF A LEVEL

Theme 2 – Raising Finance, Financial Planning, Resource Management & External Influences.	R	A	G
2.1.1 Internal finance 2.1.2 External finance Sources and methods of finance The distinction between the two 2.1.3 Liability Legal implications Finance implications			
2.1.4 Planning Business planning Cash-flow forecasts (as standalone and part of the business plan) Use and limitations of cash-flow forecasts			
2.2.1 Sales forecasting Purpose of sales forecasting factors influencing them Difficulties with forecasting 2.2.2 Sales, revenue and costs Calculation of sales revenue and volume, and link to sales forecasting data			
2.2.2 Sales, revenue and costs Calculation of fixed and variable costs			

2.2.3 Break-even Numerical calculation Graphical presentation and interpretation Uses and limitations of break-even analysis			
2.2.4 Budgets Purpose and types of budgets Variance analysis Difficulties of budgeting 2.3.1 Profit Distinction between profit and cash			
2.3.1 Profit Calculation (and link to break-even) Statement of comprehensive income (profit and loss account) – introduction and key features			
2.3.2 Liquidity Statement of financial position (balance sheet) – introduction and key features Working capital (link to cash)			
2.3.3 Business failure Financial: link to cash, profit and liquidity Non-financial: link to the market and people			
2.4.1 Production, productivity and efficiency Methods of production Productivity and efficiency 2.4.2 Capacity utilisation Calculation, implications and ways of improving capacity utilisation			
2.4.3 Stock control Diagrams and key features Different methods and advantages gained from each 2.4.4 Quality management Methods, costs and benefits Links between stock control and quality management			
2.5.1 Economic influences Macroeconomic variables: inflation, exchange rates Economic policy: interest rates, taxation and government spending			
2.5.2 Legislation Different areas of businesses affected by legislation			

Theme 3 – Corporate Objective & Strategy, Decision Making & Managing Change	R	A	G
<p>3.1.1 Corporate objectives Development and levels Critical appraisal of objectives and their presentation</p> <p>3.4.1 Corporate influences The timescales on which businesses work Influences on decision-making</p> <p>3.4.4 Business ethics Trade-offs between profit and ethics and how this relates to objectives</p>			
<p>3.4.3 Shareholders versus stakeholders Examples of stakeholders and their objectives Influences on business objectives Conflicts between shareholders and stakeholders and the business</p>			
<p>3.4.2 Corporate culture How culture is formed in relation to objectives, ethics etc Categorising culture and assessing its strength</p>			
<p>3.1.2 Theories of corporate strategy Ansoff, Porter, Boston Matrix Strategic and tactical decisions</p>			
<p>3.1.3 SWOT analysis 3.1.4 Impact of external influences PESTLE analysis Porter’s Five Forces</p>			
<p>3.2.1 Growth How and why businesses grow Problems of growth</p> <p>3.2.2 Mergers and takeovers Reasons Different categories/directions</p> <p>3.2.3 Organic growth Compare and contrast mergers and takeovers</p> <p>3.2.4 Reasons for staying small Links to new, highly competitive markets Avoidance of diseconomies of scale</p>			
<p>3.3.1 Quantitative sales forecasting Times series analysis calculations Uses and limitations of quantitative sales forecasting</p>			

<p>3.3.2 Investment appraisal Methods, calculation and interpretation Uses and limitations</p>			
<p>3.3.3 Decision trees Construction and interpretation Uses and limitations</p>			
<p>3.3.4 Critical Path Analysis Completion and interpretation Uses and limitations</p>			
<p>3.5.1 Interpretation of financial statements Statement of comprehensive income (profit and loss account) and statement of financial position (balance sheet) Stakeholder interest</p> <p>3.5.2 Ratio analysis Calculation and interpretation Uses and limitations</p>			
<p>3.5.3 Human resources Quantitative measures of HR performance</p>			
<p>3.6.1 Causes and effects of change 3.6.2 Key factors in change Link to topics covered within this theme</p> <p>3.6.3 Scenario planning Planning to reduce risk</p>			
<p>Paper 3 – Investigating Business in a Competitive Environment</p> <p>All Themes - 100 Marks</p> <p>2 HOURS 30% OF A LEVEL</p>			

Calculate (4)
Paper 1 and 2

Write the formula

Show each stage of the formula

Write correct % or decimal or currency as requested

Explain (4)
Paper 1 and 2

State definition of key term

Make **Point** link to extract and question set

Explain why point is important to this company/extract

Leads to what impact or outcome for company/industry

Assess (8)
Paper 3

State definition of key term

Paragraph One **PIL+**.. *Contextual*

Paragraph Two **PIL+**.. alternate/counter argument. *Contextual*

No conclusion

Assess (10) All

State definition of key term

Paragraph One **PIL+**. *Contextual*

Paragraph Two **PIL+** |counter argument. *Contextual*

Conclusion; identify key reason, link to main question, consider short/long term. *Contextual*

Assess (12) All

Define key term. Consider selected analysis points

Paragraph One **PIL+** of selected factors. *Contextual*

Paragraph Two **PIL+**, counter argument, points of consideration *Contextual*

Judgement; supported judgement linked to question, consider short/long term impacts (*context*)

Evaluate (20) All

Define key term

Extended Paragraph One **PIL++** Discuss option one including counter argument. Use *context* and data

Extended Paragraph Two **PIL++** Discuss alternate option, include counter argument. Use *context* and data

Judgement: **MOPS** make balanced judgement/recommendation to question, short/long term

PIL: Point, Importance, Leads to
PIL+: Point, Importance, Leads to, counter argument/depth of argument
PIL++: Point, Importance, Leads to, counter argument/depth of argument, data, other factors
MOPS: Market, Objective, Product, Situation