

Tick one box per statement: ☐ not yet ☐ nearly ☐ confident. / /

1. Business and its environment

1.1 Enterprise

- ☐☐☐ explain the purpose of **business activity**, the concept of **adding value** and the role of the **entrepreneur** and **intrapreneur**
- ☐☐☐ explain the characteristics of successful entrepreneurs and the importance of **enterprise** to a country (business start-ups)
- ☐☐☐ explain the contents and purpose of a **business plan**

1.2 Business structure

- ☐☐☐ explain the classification of business activity (**primary, secondary, tertiary, quaternary** sectors) and the **private** and **public** sectors
- ☐☐☐ describe the legal structure of business: **sole trader, partnership, private and public limited company, franchise, joint venture, social enterprise**
- ☐☐☐ explain **limited and unlimited liability**

1.3 Size of business

- ☐☐☐ explain how the size of a business is measured and the significance of small businesses
- ☐☐☐ explain **internal and external growth** (**mergers and takeovers – horizontal, vertical, conglomerate**) and the reasons for and problems of growth
- ☐☐☐ explain **economies and diseconomies of scale**

1.4 Business objectives

- ☐☐☐ explain the importance of, and influences on, business objectives (**mission statement**, aims, objectives, **SMART objectives**, **strategy and tactics**)
- ☐☐☐ explain objectives such as **profit maximisation**, growth, survival, social and ethical objectives and **corporate social responsibility (CSR)**

1.5 Stakeholders in a business

- ☐☐☐ identify **internal and external stakeholders** and their objectives
- ☐☐☐ explain how and why the objectives of stakeholders may conflict and how conflicts can be managed

2. Human resource management

2.1 Human resource management

- ☐☐☐ explain the purpose and roles of **human resource management (HRM)**: **workforce planning, recruitment and selection, training and development**
- ☐☐☐ explain **redundancy** and **dismissal**, employer/employee rights and the management of change in HR
- ☐☐☐ calculate and interpret **labour turnover** and **labour productivity**

2.2 Motivation

- ☐☐☐ explain the importance of **motivation** and the main motivation theories (**Taylor, Mayo, Maslow, Herzberg, McClelland, Vroom**)
- ☐☐☐ explain **financial motivators** (wages, salary, **piece rate, commission, bonus, profit sharing, performance-related pay, fringe benefits**)
- ☐☐☐ explain **non-financial motivators** (**job enrichment, job rotation, job enlargement, empowerment, teamworking**)

2.3 Management

- ☐☐☐ explain the role and functions of **management** (**Fayol, Mintzberg**)
- ☐☐☐ explain **leadership** versus management and the importance of effective management

3. Marketing

3.1 The nature of marketing

- ☐☐☐ explain the role of **marketing, market and product orientation, and customer relationship marketing (CRM)**
- ☐☐☐ explain **market size, market growth and market share, mass and niche markets and market segmentation**
- ☐☐☐ explain **demand and supply** and the concept of **elasticity** (price, income, cross) and its usefulness

3.2 Market research

- ☐☐☐ distinguish **primary and secondary market research** and **qualitative and quantitative data**
- ☐☐☐ explain **sampling methods** and the reliability of data; present and interpret market research findings

3.3 The marketing mix

- ☐☐☐ explain the elements of the **marketing mix** (**product, price, place, promotion**) and their integration
- ☐☐☐ product: product development, the **product life cycle**, the **product portfolio** (**Boston Matrix**), **branding**
- ☐☐☐ price: pricing methods and strategies (**cost-plus, penetration, skimming, competitive, price discrimination, dynamic, psychological**)
- ☐☐☐ place and promotion: **distribution channels, above- and below-the-line promotion**, and digital/**e-commerce** marketing

4. Operations management

4.1 The nature of operations

- ☐☐☐ explain **operations** as the **transformation of inputs into outputs** and the concept of adding value
- ☐☐☐ explain **productivity, efficiency, capital- and labour-intensive** operations and methods of production (**job, batch, flow, mass customisation**)
- ☐☐☐ explain **sustainability** of operations and the use of technology in operations

4.2 Inventory management

- ☐☐☐ explain the purpose of **inventory** and the costs of holding inventory
- ☐☐☐ interpret **inventory control charts** (**re-order level**, **buffer inventory**, **lead time**) and explain **just-in-time (JIT)** and **just-in-case** approaches

4.3 Capacity utilisation and outsourcing

- ☐☐☐ calculate and interpret **capacity utilisation** and explain the problems of under- and over-utilisation
- ☐☐☐ explain **outsourcing** and its benefits and drawbacks

5. Finance and accounting

5.1 Business finance

- ☐☐☐ explain the need for **business finance** (**capital expenditure** and **revenue expenditure**, **working capital**)
- ☐☐☐ distinguish the meaning of **cash** and **profit**

5.2 Sources of finance

- ☐☐☐ describe internal and external, short- and long-term **sources of finance** (**retained profit**, sale of assets, **share capital**, loans, **debentures**, overdraft, **leasing**, **hire purchase**, **trade credit**, **venture capital**, **crowdfunding**, **microfinance**)
- ☐☐☐ explain the factors affecting the choice of source of finance

5.3 Forecasting and managing cash flows

- ☐☐☐ construct and interpret a **cash-flow forecast** and explain the causes of cash-flow problems
- ☐☐☐ explain methods of improving cash flow and the importance of working capital management

5.4 Costs

- ☐☐☐ classify costs (**fixed**, **variable**, **direct**, **indirect**, **marginal**, **average**) and use cost information for decision-making
- ☐☐☐ construct and interpret **break-even analysis** (**break-even point**, **margin of safety**, **contribution**) and explain its limitations

5.5 Budgets

- ☐☐☐ explain the purpose of **budgets** and types of budget (**incremental**, **zero-based**)
- ☐☐☐ calculate and interpret **variances** (favourable and adverse) using **variance analysis**

6. Business and its environment (A Level)

(A Level)

6.1 External influences on business activity

- ☐☐☐ explain the impact of **economic factors** (**business cycle**, **interest rates**, **exchange rates**, **inflation**, **taxation**, **unemployment**) on business
- ☐☐☐ explain the impact of **political**, **legal**, **social**, **technological**, **environmental** and **ethical** influences on business

6.2 Business strategy

- ☐☐☐ explain the meaning of **strategy** and **strategic management**
- ☐☐☐ use strategic analysis tools (**SWOT analysis**, and other planning tools) to inform business decisions

7. Human resource management (A Level)

(A Level)

7.1 Organisational structure

- ☐☐☐ explain organisational structures (**hierarchy**, **chain of command**, **span of control**, **centralisation**, **decentralisation**, **delayering**, **matrix structures**)
- ☐☐☐ explain **delegation**, **accountability** and the impact of structure on business performance

7.2 Business communication

- ☐☐☐ explain the process, methods and importance of effective **communication**
- ☐☐☐ explain **barriers to communication** and how to improve communication in a business

7.3 Leadership

- ☐☐☐ explain **leadership styles** (**autocratic**, **democratic**, **paternalistic**, **laissez-faire**) and theories of leadership
- ☐☐☐ explain **emotional intelligence** and the importance of effective leadership in managing change

7.4 Human resource management strategy

- ☐☐☐ explain **hard and soft HRM** and the use of **workforce planning**
- ☐☐☐ explain the management of change, employer-employee relations and the role of **trade unions**

8. Marketing (A Level)

(A Level)

8.1 Marketing analysis

- ☐☐☐ use quantitative marketing analysis: **sales forecasting**, **time-series analysis** (**moving averages**, **trend**, **seasonal variation**), **correlation**
- ☐☐☐ explain **elasticity** (price, income, cross) and its use in marketing decisions

8.2 Marketing strategy

- ☐☐☐ explain **marketing planning** and **marketing strategy** (**Ansoff's matrix**, **product portfolio analysis**)
- ☐☐☐ explain how marketing strategy is adapted for entering **international markets**

9. Operations management (A Level)

(A Level)

9.1 Location and scale

- ☐☐☐ explain the factors influencing the **location** and **relocation** of a business (including international location)
- ☐☐☐ explain the **optimum scale** of operation and the significance of **economies and diseconomies of scale**

9.2 Quality management

- ☐☐☐ explain the importance of quality and methods of managing quality (**quality control, quality assurance, total quality management, benchmarking**)

9.3 Operations strategy

- ☐☐☐ explain operations decisions: **lean production, capacity management**, and the use of technology
- ☐☐☐ use **critical path analysis (CPA)** to plan and manage projects (**EST, LFT, total float, critical path**, minimum project duration)

10. Finance and accounting (A Level)

(A Level)

10.1 Financial statements

- ☐☐☐ explain the purpose and content of the **income statement** and the **statement of financial position (balance sheet)**
- ☐☐☐ explain **depreciation** and how financial statements are used by stakeholders

10.2 Analysis of published accounts

- ☐☐☐ calculate and interpret **profitability, liquidity, efficiency** and **gearing ratios**
- ☐☐☐ use **ratio analysis** to assess and compare business performance and explain its limitations

10.3 Investment appraisal

- ☐☐☐ calculate and interpret investment appraisal methods: **payback period, accounting rate of return (ARR)** and **net present value (NPV)**
- ☐☐☐ use investment appraisal to make and evaluate investment decisions

10.4 Finance and accounting strategy

- ☐☐☐ explain the use of **financial data** and **budgets** in strategic decision-making
- ☐☐☐ evaluate the financial implications of strategic decisions