

AQA A LEVEL REVISION CHECKLIST



Topic	Notes/ covered	Happy/ done
3.1 What is business?		
Business objectives		
Measurement and importance of profit		
Different forms of business; benefits and drawbacks		
Role of shareholders		
Influence on share price / significance of share price changes		
Impact of the external environment on costs and demand		
3.2 Managers, leadership and decision making		
Role of managers		
Types of management and leadership styles; Blake Mouton Tannenbaum Schmidt		
Scientific decision making		
Decision trees; understanding, interpretation and calculation		
Opportunity cost		
Influences on decision making		
Stakeholders; power and interest		
3.3 Decision making to improve marketing performance		
Marketing objectives		
Primary and secondary research - qualitative and quantitative		
Market size, growth and share; calculations		
Market Mapping		
Value of sampling		
Correlation and extrapolation		
Confidence intervals		
Price and income elasticity of demand		
Market segmentation – demographic, geographic, income and behavioural		
Niche and mass marketing		
Marketing mix/ 7p's		
Product portfolio analysis – Boston Matrix/ Product Lifecycle		
Product decisions		
Pricing decisions; penetration pricing and price skimming		
Promotional mix		
Distribution (place) – multi-channel distribution		
Importance of an integrated marketing mix		
Value of digital marketing and e-commerce		
3.4 Decision making to improve financial performance		
Operational objectives		
Adding value		
Importance of efficiency and labour productivity		

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Use of technology to improve operational efficiency		
Operations data; labour productivity, unit costs, capacity & capacity utilisation		
Importance of capacity and capacity utilisation		
Lean production and Just in Time		
Importance of quality		
Consequences of poor quality		
Quality assurance		
Flexibility and mass customisation		
Methods of matching supply and demand		
Inventory control		
Inventory control charts; understanding and interpretation		
Factors influencing choice of suppliers		
3.5 Decision making to improve financial performance		
Financial objectives		
Difference between cash flow and profit		
Construct and analyse a cash flow forecast		
Difference between gross profit, profit for the year and operating profit		
Construct and analyse a budget		
Variance analysis		
Contribution and break-even – meaning and calculations		
Construct and interpret break-even charts		
Analysing profitability; gross profit ratio, operational profit ratio & profit for the year ratio		
Internal and external sources of finance; benefits and drawbacks		
Timings of cash flow; payables and receivables		
Methods of improving cash flow and profitability		
3.6 Decision making to improve human resource performance		
Human resource objectives		
Hard and soft human resource management		
Human resource data; calculations and interpretation		
Value of data in human resource decision making		
Job design; Hackman and Oldham's model		
Organisational design		
Delegation, centralisation and decentralisation		
Human resource flow		
Motivational theories; Taylor, Maslow, Herzberg		
Financial methods of motivation		
Non-financial methods of motivation		
Employee representation; trade unions and work councils		
Benefits of good employer-employee relations		

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3.7 Analysing the strategic position of a business		
Influences on the mission of a business		
Internal and external influences on corporate objectives and decisions		
The distinction between strategy and tactics		
The links between mission, corporate objectives and strategy		
The impact of strategic decision making on functional decision making		
The value of SWOT analysis		
How to assess the financial performance of a business using balance sheets, income statements and financial ratios		
The value of financial ratios when assessing performance		
How to analyse data other than financial statements to assess the strengths and weaknesses of a business		
The importance of core competences		
Assessing short- and long-term performance		
The value of different measures of assessing business performance		
The impact of changes in the political and legal environment on strategic and functional decision making		
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		
The impact of the social and technological environment on strategic and functional decision making		
The pressures for socially responsible behaviour		
Porter's five forces, how and why these might change, and the implications of these forces for strategic and functional decision making and profits		
Financial methods of assessing an investment		
Factors influencing investment decisions		
The value of sensitivity analysis		
3.8 Choosing strategic direction		
Factors influencing which markets to compete in and which products to offer		
The reasons for choosing and value of different options for strategic direction		
How to compete in terms of benefits and price		
Influences on the choice of a positioning strategy		
The value of different strategic positioning strategies		
The benefits of having a competitive advantage		
The difficulties of maintaining a competitive advantage		
3.9 Strategic methods: How to pursue strategies		
The reasons why businesses grow or retrench		
The difference between organic and external growth		
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		

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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		
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		
The impact on internationalisation for the functional areas of the business		
The pressures to adopt digital technology		
The value of digital technology		
The impact of digital technology on the functional areas of the business		
3.10 Managing strategic change		
Causes and pressures for change		
The value of change		
The value of a flexible organisation		
The value of managing information and knowledge		
Barriers to change		
How to overcome barriers to change		
The importance of organisational culture		
The influences on organisational culture		
The reasons for and problems of changing organisational culture		
How to implement strategy effectively		
The value of leadership in strategic implementation		
The value of communications in strategic implementation		
The importance of organisational structure in strategic implementation		
The value of network analysis in strategic implementation		
Difficulties of strategic decision making and implementing strategy		
Planned v emergent strategy		
Reasons for strategic drift		
The possible effect of the divorce between ownership and control		
Evaluating strategic performance		
The value of strategic planning		
The value of contingency planning		