

OXFORD

INTERNATIONAL
AQA EXAMINATIONS

INTERNATIONAL A-LEVEL BUSINESS

(9625)

Schemes of work

For teaching from September 2018 onwards

For International A-level exams in June 2020 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 A2 content is second year of a two year A-level course, with approximately 135 taught hours per year (four and a half 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 3.3.1 to 3.3.10).

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

- Teacher 1: 3.3.1/3.3.2/3.3.7/3.3.9
- Teacher 2: 3.3.3/3.3.4/3.3.5/3.3.6/3.3.8/3.3.10

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 3: Business strategy and business decision-making					
3.3.1 Mission, objectives and strategy					
Total teaching time: 12 hours					
	The links between mission, objectives, strategy and the business functions.	5 hours	To understand the nature of and the links between mission, objectives, strategy and the functional areas.	<p>Objectives include shareholder value and shareholder returns, growth, social and environmental objectives.</p> <p>Impact of different objectives on functional areas.</p> <p>Causes of short termism and its possible impact versus long termism.</p>	<p>Tutor2U – presentation – mission, aims, objectives and stakeholders: tutor2u.net/business/reference/business-objectives-introduction</p> <p>Tutor2U – lesson plan – aims and objectives for A2 – suggested lessons: tutor2u.net/business/blog/aims-and-objectives-for-a2-suggested-lesson</p> <p>Tutor2U – presentation – mission statements: slideshare.net/tutor2u/mission-statements?qid=cd5256bc-7ab3-4b0c-89e1-0b293922c9c2&v=qf1&b=&from_search=1</p> <p>Educational Portal clip – company mission statement: definition and examples: study.com/academy/lesson/company-mission-statements-definition-examples.html</p> <p>YouTube clip: ‘don’t write a mission statement, write a mantra’: youtube.com/watch?v=jT7xIFTinl</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
					<p>w&feature=related</p> <p>Tutor2U – presentation – introduction to strategy: tutor2u.net/business/presentations/strategy/introductiontostrategy/default.html</p> <p>Tutor2U – presentation – corporate and functional objectives: slideshare.net/tutor2u/introduction-to-business-objectives-in-strategy</p> <p>Educational portal clip – types of planning: study.com/academy/lesson/types-of-planning-strategic-tactical-operational-contingency-planning.html</p> <p>Educational portal clip – planning as a function of management: study.com/academy/lesson/planning-as-a-function-of-management.html</p> <p>YouTube clip: ‘what is good corporate strategy?’: youtube.com/watch?v=43kZDnyDXOc</p> <p>Business Review magazine – volume 19 – number 4 <i>The whys and hows of corporate strategy.</i></p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
					<p>Business Review magazine – volume 18 – number 2 <i>Great British companies – Rolls-Royce.</i></p> <p>Business Review magazine – volume 17 – number 4 <i>Profit as a business objective.</i></p> <p>Business Review magazine – volume 17 – number 1 <i>Pursuing growth.</i></p> <p>Tutor2U – video – business strategy – short-termism: tutor2u.net/business/reference/business-strategy-short-termism-video</p> <p>Tutor2U – study notes – short-termism: tutor2u.net/business/reference/short-termism</p> <p>Tutor2U – long-term strategy and The Mittelstand – Sennheiser: tutor2u.net/business/blog/long-term-strategy-the-mittelstand-sennheiser</p>
	Use and value of SWOT analysis.	2 hours	To understand the use and value of SWOT analysis.	Features of strategic decisions (versus tactical). A strategic decision could relate to a new business eg a decision to start up or an established business, eg a decision to take over	<p>Tutor2U – presentation – SWOT analysis: slideshare.net/tutor2u/buss4-planning-for-change-swot-analysis</p> <p>Educational portal clip – What is</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
				another firm or retrench. Use of SWOT to influence strategy.	SWOT analysis: situation analysis in marketing: study.com/academy/lesson/what-is-swot-situation-analysis-in-marketing.html Educational portal clip – what is SWOT analysis: study.com/academy/lesson/what-is-a-swot-analysis.html
	The need to consider stakeholder needs when making decisions.	5 hours	To understand the role of stakeholders needs when making decisions. To understand the possible overlap and conflict of these needs. To understand influences on the management of the relationship with different stakeholders.	Stakeholder mapping: stakeholder power and interest. Managing the relationship with different stakeholders. Stakeholder objectives and the possible overlap and conflict of these objectives.	Tutor2U – revision presentation – mission, aims, objectives and stakeholders: tutor2u.net/business/reference/business-objectives-introduction Tutor2U – presentation – stakeholders: tutor2u.net/business/presentations/strategy/changemanagement/default.html Tutor2U – stakeholders in business – lesson worksheet: tutor2u.net/business/worksheets/Stakeholders.pdf Tutor2U – stakeholder conflict in the battle over Royal Mail – article: tutor2u.net/business/blog/stakeholder-conflict-in-the-battle-over-royal-mail Tutor2U – do businesses have a responsibility beyond profit? –

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
					debate: tutor2u.net/business/blog/do-businesses-have-a-responsibility-beyond-profit
3.3.2 Analysing the existing internal position of a business					
Total teaching time: 16 hours					
	Assessing the financial performance of a business using statements of financial position, income statements and financial ratios.	10 hours	To understand how to assess the financial performance of a business using statements of financial position, income statements and financial ratios. To understand the value of financial ratios when assessing performance.	Financial ratio analysis to include: <ul style="list-style-type: none"> profitability (profit margins and return on capital employed) liquidity (current ratio) gearing and efficiency ratios (payables days, receivables days and inventory turnover) shareholder ratios (dividend per share, dividend yield, price earnings ratio) window dressing value of ratio analysis. Data may be analysed over time or in comparison with other businesses. Value of profit centres.	YouTube clip – what is a balance sheet?: youtube.com/watch?v=ixCPM5HznRU&feature=player_embedded Tutor2U – presentation – balance sheet basics: tutor2u.net/business/reference/balance-sheet-revision-presentation Bee business bee YouTube clip, income statements: youtube.com/watch?v=u54Rvg9dewl Tutor2U – presentation – income statement basics: slideshare.net/tutor2u/income-statement-basics?qid=1710b357-3cb8-44f7-874f-49c8d611deca&v=default&b=&from_search=3 Tutor2U – presentation – liquidity ratios: tutor2u.net/business/reference/li

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					<p>quidity-ratios-revision-presentation</p> <p>Tutor2U – presentation – profitability ratios: tutor2u.net/business/reference/profitability-ratios-revision-presentation</p> <p>Tutor2U – presentation – financial efficiency ratios: tutor2u.net/business/reference/financial-efficiency-ratios-revision-presentation</p> <p>Tutor2U – presentation – shareholder ratios: tutor2u.net/business/reference/shareholder-ratios-revision-presentation</p> <p>Tutor2U – presentation – balanced scorecard: tutor2u.net/business/presentations/strategy/balancedscorecard/default.html</p> <p>MindTools – the triple bottom line: mindtools.com/pages/article/newSTR_79.htm</p> <p>Business Review magazine – volume 17 – number 3 <i>Manchester United's gearing crisis</i>.</p> <p>Business Review magazine –</p>

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					volume 17 – number 1 <i>Mulberry – balance sheets and Alexa Chung.</i>
	How to analyse data other than financial data to assess the strengths and weaknesses of a business,	6 hours	<p>To understand how to analyse data other than financial statements to assess the strengths and weaknesses of a business in terms of both assessing short and long-term performance.</p> <p>To understand the value of different measures of assessing business performance.</p>	<p>Data other than financial statements should include operations, human resource and marketing data.</p> <p>Methods of assessing business performance include Triple bottom line and Kaplan and Norton’s balanced scorecard model.</p> <p>Data may be analysed over time or in comparison with other businesses.</p> <p>Data should be assessed in context of the business eg start-up versus growing business.</p>	<p>Tutor2U – presentation – measuring workforce effectiveness: slideshare.net/tutor2u/hrm-workforce-effectiveness</p> <p>Tutor2U – presentation – short run and long run: tutor2u.net/business/presentations/strategy/shortrunlongrun/default.html</p> <p>YouTube clip – triple bottom line: the science of good business: youtube.com/watch?v=2f5m-jBf81Q</p> <p>Tutor2U – the balanced scorecard explained: tutor2u.net/business/blog/the-balanced-scorecard-explained</p>
3.3.3 Analysing the industry environment					
Total teaching time: 5 hours					
	Analysis of industry environment.	5 hours	To understand Porter’s five forces, and how and why these might change, and the implications of these forces for strategic and functional decision making and profits.	<p>An understanding of Porter’s five forces to include:</p> <ul style="list-style-type: none"> • entry threat (barriers to entry) • buyer power • supplier power 	<p>Tutor2U – revision presentation – Porter’s five forces: tutor2u.net/business/reference/porters-five-forces-model</p> <p>Tutor2U – presentation – five forces analysis: tutor2u.net/business/presentatio</p>

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				<ul style="list-style-type: none"> rivalry substitute threat. <p>Students should be able to analyse and assess how and why these forces might differ between industries, how and why these forces might change or be changed and the implications of these forces for decision making and profits.</p>	<p>ns/strategy/fiveforces/default.html</p> <p>MindTools video – Porter’s five forces: youtube.com/watch?v=KINIYeS0JTI</p> <p>Bee business bee porters five forces explained: youtube.com/watch?v=3AD-M5GqalM</p> <p>Business Review magazine – volume 18 – number 2 <i>British Airways – Managing change in a competitive market place.</i></p> <p>Tutor2U – presentation – competitive environment – five forces: slideshare.net/tutor2u/porters-five-forces-model-analysing-competiton</p>
<p>3.3.4 Analysing the external environment to assess opportunities and threats: political and legal change</p> <p>Total teaching time: 5 hours</p> <p>Students may focus on the external political and legal environment in their own country but should be aware that external environments can differ between countries and that in a global economy changes in one country can affect businesses in another.</p>					
	The impact of changes in the political and legal environment on strategy and	5 hours	To understand about the impact of changes in the political and legal environment on strategic and functional decision-	<p>The political and legal environment should include:</p> <ul style="list-style-type: none"> a broad understanding of the scope and effects of how 	<p>Tutor2U – revision presentation – business legislation: tutor2u.net/business/reference/business-legislation</p>

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	functional areas.		making.	<p>the law within a country can affect competition, the labour market (including employee rights) and environmental issues</p> <ul style="list-style-type: none"> the impact of government policy related to supporting businesses and industries (eg grants and subsidies), the ease of doing business and international trade policies and agreements the effect of political stability or instability the effect of corruption within an economy. 	<p>Business Review magazine – volume 19 – number 1 <i>Supply-side myths – from policy to evaluation.</i></p> <p>Business Review magazine – volume 18 – number 3 <i>Regulation is needed</i></p> <p>Business Review magazine – volume 17 – number 3 <i>Youth unemployment – problems and policies.</i></p> <p>Business Review magazine – volume 18 – number 2 <i>The free market is ethical.</i></p> <p>Business Review magazine – volume 16 – number 4 <i>Who wants protection?</i></p>
<p>3.3.5 Analysing the external environment to assess opportunities and threats: economic change</p> <p>Total teaching time: 12 hours</p> <p>Students may focus on the external economic environment in their own country but should be aware that external environments can differ between countries and that in a global economy changes in one country can affect businesses in another.</p>					
	The impact of changes in the national and global economic environment on strategy and the functional areas.	12 hours	To understand about the impact of changes in the UK and the global economic environment on strategic and functional decision making.	<p>Economic factors to include:</p> <ul style="list-style-type: none"> GDP within the domestic economy and other economies taxation the exchange rate-(including 	<p>Educational portal clip – macroeconomic issues in business: study.com/academy/lesson/macro-economic-issues-in-business.html</p> <p>Tutor2U – presentation – business and interest rates:</p>

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				<p>exchange rate volatility)</p> <ul style="list-style-type: none"> inflation/deflation unemployment interest rates the degree of free trade versus protectionism investment in and quality of infrastructure in the economy prices of resources such as oil labour markets. 	<p>slideshare.net/tutor2u/business-and-interest-rates</p> <p>Tutor2U – presentation – business and inflation: slideshare.net/tutor2u/buss4-inflation</p> <p>Tutor2U – presentation – exchange rates: slideshare.net/tutor2u/buss4-exchange-rates</p> <p>Tutor2U – presentation – business and unemployment : slideshare.net/tutor2u/buss4-unemployment</p>
	The importance of globalisation for business.		To understand the importance of globalisation for business.	The impact of global social, labour, economic, technological and trade trends for business.	<p>Tutor2U – presentation – business cycle and economic growth: slideshare.net/tutor2u/buss4-business-cycle-economic-growth</p> <p>BBC news – What is GDP?: bbc.co.uk/news/business-13200758</p> <p>Tutor2U clip – video case study – EU legislation impact on business: tutor2u.net/business/blog/video-case-study-eu-legislation-impact-on-business</p> <p>Business Review magazine – volume 19 – number 2 <i>It's the</i></p>

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					<p><i>economy, stupid.</i></p> <p>Business Review magazine – volume 17 – number 3 <i>Youth unemployment – problems and policies.</i></p> <p>Business Review magazine – volume 17 – number 3 <i>Twitter – the pulse of the planet?</i></p> <p>Tutor2U – question and answer - what are the main factors driving globalisation? tutor2u.net/business/blog/qa-what-are-the-main-factors-driving-globalisation</p> <p>Tutor2U – Emerging economies: https://www.tutor2u.net/economics/topics/emerging-economies</p>
<p>3.3.6 Analysing the external environment to assess opportunities and threats: social, technological and environmental change</p> <p>Total teaching time: 7 hours</p> <p>Students may focus on the external social and technological environment in their own country but should be aware that external environments can differ between countries and that in a global economy changes in one country can affect businesses in another.</p>					
	<p>The impact of social, technological environmental change on strategy and the functional areas.</p>	7 hours	<p>To understand about the impact of changes in the social and technological environment on strategic and functional decision making.</p> <p>To understand the</p>	<p>Social changes to include demographic changes and population movements such as:</p> <ul style="list-style-type: none"> the age structure of the population 	<p>Tutor2U – revision presentation – business and the technological environment: tutor2u.net/business/reference/business-the-technological-environment</p> <p>Tutor2U – revision presentation –</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
			pressures for socially responsible behaviour.	<ul style="list-style-type: none"> urbanisation migration. <p>The social environment to include:</p> <ul style="list-style-type: none"> the size and composition of the workforce the education and training of the workforce cultural issues. <p>The social environment to include corporate social responsibility (CSR) and:</p> <ul style="list-style-type: none"> the reasons for and against CSR the pressures for socially responsible behaviour the difference between the stakeholder versus shareholder concept. <p>Technological change should include:</p> <ul style="list-style-type: none"> the impact of digital technology the impact of technological change on functional areas 	<p>social environment and business: tutor2u.net/business/reference/social-environment-business</p> <p>Tutor2U – presentation – corporate social responsibility: slideshare.net/tutor2u/buss4-corporate-social-responsibility</p> <p>YouTube clip – what is corporate social responsibility? youtube.com/watch?v=E0NkGtNU_9w</p> <p>SlideShare – introduction to CSR (includes Carroll's pyramid theory): slideshare.net/viren3616/introduction-to-csr</p> <p>Business Review magazine – volume 17 – number 3 <i>Twitter – the pulse of the planet?</i></p> <p>Business Review magazine – volume 18 – number 2 <i>Will Facebook fail?</i></p> <p>Business Review magazine – volume 18 – number 1 <i>Pay walls – the saviour for newspapers?</i></p>

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				<p>and strategy</p> <ul style="list-style-type: none"> the growth of online business. <p>Environmental changes to include pollution and climate change.</p>	
3.3.7 Analysing strategic options: investment appraisal					
Total teaching time: 7 hours					
	Financial methods of assessing an investment.	7 hours	To understand financial methods of assessing an investment.	<p>Investment appraisal should include the calculation and interpretation of payback, average rate of return and net present value.</p> <p>The value of sensitivity analysis.</p>	<p>Tutor2U – presentation – investment appraisal: tutor2u.net/business/reference/introduction-to-investment-appraisal-revision-presentation</p> <p>Tutor2U - revision quiz - investment appraisal: tutor2u.net/business/reference/investment-appraisal-revision-quiz</p>
	Factors influencing investment decisions.		<p>To understand the factors influencing investment decisions.</p> <p>To understand the value of sensitivity analysis.</p>	<p>Factors to include investment criteria, non-financial factors, risk, uncertainty, the business environment and business confidence.</p>	<p>Tutor2U - presentation - investment appraisal - non discounting (payback and ARR): tutor2u.net/business/presentations/accounts/investappraisalnondiscounting/default.html</p> <p>Tutor2U – presentation – investment appraisal – discounting method (NPV): tutor2u.net/business/presentations/accounts/investappraisaldisc</p>

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					counting/default.html Tutor2U – study notes – investment appraisal – sensitivity analysis: tutor2u.net/business/reference/investment-appraisal-sensitivity-analysis
3.3.8 Choosing strategic direction					
Total teaching time: 12 hours					
3.3.8.1 Strategic direction: choosing which markets to compete in and what products to offer	Factors influencing which markets to compete in and which products to offer.	7 hours	To understand factors influencing which markets to compete in and which products to offer.	The Ansoff matrix and value of: <ul style="list-style-type: none"> • market penetration • market development • new product development • diversification. The reasons for choosing and the value of different options for strategic direction. Reasons for and challenges of changing strategy.	Tutor2U – presentation – the marketing environment: tutor2u.net/business/presentations/marketing/marketingenvironment/default.html Business Review magazine – volume 20 – number 3 <i>Whole Foods market</i> . Tutor2U – presentation – Ansoff’s matrix: tutor2u.net/business/presentations/strategy/ansoff/default.html Tutor2U – revision presentation – Ansoff’s matrix: tutor2u.net/business/reference/ansoffs-matrix-revision-presentation Bee business bee video on YouTube: youtube.com/watch?v=fI_r_P0mA

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					<p>Q7M</p> <p>Tutor2U – Presentation – Marketing strategy</p> <p>Tutor2U – Samsung: Boston Matrix, culture and dividend yield</p> <p>Educational Portal – Competitive Advantage: the importance of strategic marketing</p> <p>Educational Portal – How to identify strategic alternatives in marketing</p> <p>Tutor2U – Presentation – Short run and long run</p> <p>Business Review magazine – Volume 19 – Number 2 ‘IKEA’</p> <p>Business Review magazine – Volume 19 – Number 1 ‘Hell pizza’ (the Ansoff’s matrix applied to a small pizza company)</p> <p>Business Review magazine – Volume 18 – Number 3 ‘One in ten – Launching new brands’</p> <p>Business Review magazine – Volume 18 – Number 3 ‘The hotel industry – Porter’s generic strategies’</p> <p>Business Review magazine –</p>

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					<p>Volume 18 – Number 3 ‘Whitbread – Successful diversification’</p> <p>Business Review magazine – Volume 17 – Number 3 ‘Diversification’</p> <p>Business Review magazine – Volume 17 – Number 4 ‘Porter’s generic strategies’</p>
3.3.8.2 Strategic positioning: choosing how to compete	How to compete in terms of benefits and price.	5 hours	To understand how to compete in terms of benefits and price.	Bowman’s strategic clock.	MindTools – Bowman’s strategy clock explained: mindtools.com/pages/article/newSTR_93.htm
	The value of different strategic positioning strategies.		To understand about influences on the choice of a positioning strategy and about the value of different positioning strategies.	Influences on the choice of a strategic positioning strategy.	YouTube video – Scholes 08 the strategic clock: youtube.com/watch?v=qJjbBH-gvbo
	Competitive advantage.		To understand the benefits of having and difficulties of maintaining a competitive advantage.	The benefits of having a competitive advantage. The difficulties of maintaining a competitive advantage.	Tutor2U – presentation – generic strategies: tutor2u.net/business/reference/porters-generic-strategies-video Educational Portal clip – types of competitive advantage: cost, product, niche and sustainable advantages: study.com/academy/lesson/types-of-competitive-advantage-cost-product-niche-sustainable-advantages.html Marketing teacher – Bowman’s

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					<p>strategic clock lesson and activity: marketingteacher.com/bowmans-strategy-clock/</p> <p>Tutor2U – study notes – competitive advantage: tutor2u.net/business/reference/competitive-advantage</p> <p>Tutor2U – competitive advantage: tutor2u.net/business/topics/competitive-advantage</p>
3.3.9 Strategic methods: how to pursue strategies					
Total teaching time: 25 hours					
3.3.9.1 Assessing a change in scale	The reasons why businesses grow or retrench.	10 hours	To understand the reasons why businesses grow or retrench and to understand the difference between organic and external growth.	Types of growth: organic and external. The advantages and disadvantages of organic and external growth.	Tutor2U – presentation – business growth (covers internal and external, mergers, acquisitions, etc): tutor2u.net/business/presentations/strategy/businessgrowth/default.html
	Assessing methods and types of growth.		To assess methods and types of growth.	Methods of growth: mergers, takeovers and joint ventures. Types of growth: vertical (backward and forward), horizontal and conglomerate integration.	Tutor2U – presentation – the motives for takeovers and mergers and how these link with corporate strategy: tutor2u.net/business/reference/motives-for-takeovers-and-mergers
	How to manage and overcome the problems of growth or		To understand about how to manage and overcome the problems of growth or retrenchment.	Issues with growth: <ul style="list-style-type: none"> economies of scale (technical, purchasing, marketing and managerial) 	Tutor2U – presentation – acquisitions: tutor2u.net/business/reference/introduction-to-acquisitions

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	retrenchment.			<ul style="list-style-type: none"> • diseconomies of scale • the experience curve • synergy • overtrading. <p>Issues with managing growth should include Greiner's model of growth.</p> <p>The impact of growth or retrenchment on the functional areas of the business.</p>	<p>Educational portal clip – corporate expansion: mergers and acquisitions: study.com/academy/lesson/corporate-expansion-mergers-and-acquisitions.html</p> <p>Educational portal clip – franchise: opportunities and challenges: study.com/academy/lesson/franchises-opportunities-and-challenges.html</p> <p>BBC learning zone clip – exploring the franchise business model: bbc.co.uk/education/clips/zx7987h</p> <p>Tutor2U - presentation – improving cash flow (slides 11 and 12 cover overtrading): slideshare.net/tutor2u/improving-cash-flow</p> <p>Tutor2U – revision presentation – retrenchment: tutor2u.net/business/reference/retrenchment</p> <p>MindTools the Greiner curve: mindtools.com/pages/article/newLDR_87.htm</p> <p>YouTube – business skills tutorial: how growth drives change – excellent clip explaining clearly the</p>

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					<p>Greiner curve: youtube.com/watch?v=Rth18GeBaa0</p> <p>Tutor2U – study notes – growth for firms: tutor2u.net/economics/reference/why-do-businesses-grow</p> <p>Business Review magazine – volume 19 – number 2 <i>The urge to demerge.</i></p> <p>Business Review magazine – volume 20 – number 2 <i>Conglomerates and emerging markets</i></p> <p>Tutor2U – study notes – Greiner's growth model: tutor2u.net/business/reference/greiners-growth-model</p> <p>Tutor2U – quiz – Greiner's growth model: tutor2u.net/business/reference/greiners-growth-model-revision-quiz</p>
3.3.9.2 Innovation	The value and impact of innovation.	5 hours	To understand the value of and the pressures for innovation.	<p>Pressures for innovation.</p> <p>Product and process innovation.</p> <p>Disruptive innovation.</p> <p>Impact of innovation on the</p>	<p>YouTube clip – business model innovation – excellent clip: youtube.com/watch?v=B4ZSGQW0UMI</p> <p>Tutor2U – revision presentation – innovation:</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
				functional areas of the business. The value of intellectual property.	tutor2u.net/business/reference/innovation-revision-presentation BBC News – patent wars: <i>Stripping the iPhone bare</i> : bbc.co.uk/news/av/technology-17040699/patent-wars-stripping-the-iphone-bare
	Ways of becoming an innovative organisation.		To understand about ways of becoming an innovative organisation and ways to protect innovation and intellectual property.	Ways of becoming innovative include: <ul style="list-style-type: none"> • Kaizen • research and development • intrapreneurship • benchmarking • developing the right culture and organisational structure. Barriers to innovation.	Tutor2U – revision presentation – protecting a business idea: tutor2u.net/business/reference/protecting-a-start-ups-business-idea YouTube clip – Kate Keene and the continuous improvement – excellent clip on Kaizen: youtube.com/watch?v=KHxi4T_DboU Business Review magazine – volume 15 – number 3 <i>Innovation – the heart of business success</i> . Tutor2U – article – intellectual property rights: China copycats: tutor2u.net/business/blog/intellectual-property-rights-china-copycats Tutor2U – intellectual property: tutor2u.net/business/topics/intellectual-property

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
3.3.9.3 Internationalisation	Reasons for and impact of operating and trading internationally.	10 hours	To understand reasons for targeting, operating in and trading with international markets.	Reasons to be a multinational business. Impact of multinationals on domestic business.	Tutor2U – presentation – global strategy: tutor2u.net/business/presentations/strategy/global/default.html
	Factors influencing the attractiveness of selling to, operating in or trading internationally.		To understand factors influencing the attractiveness of international markets.	The significance of emerging economies. The significance for international business of differences between countries in terms of the political, economic, social, technological and competitive environments. Factors influencing business investment in a country overseas (foreign direct investment). Factors influencing business location and relocation globally including government actions. Difficulties investing and locating in some countries. Factors influencing decisions whether to produce overseas include off-shoring and re-shoring.	Tutor2U – presentation – international marketing: tutor2u.net/business/presentations/marketing/internationalmarketing/default.html Educational portal clip – international business expansion methods: study.com/academy/lesson/international-business-expansion-methods.html Educational portal – managing in international companies: study.com/academy/lesson/managing-in-international-companies.html Educational portal clip – internationalisation and globalisation of businesses: study.com/academy/lesson/internationalization-globalization-of-businesses.html YouTube clip – strategy and structure of MNC (includes Bartlett and Ghoshal’s international

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					<p>strategies): powershow.com/view/14c7ca-Y2Q50/STRATEGY_AND_STRUCTURE_OF_MNC_powerpoint_ppt_presentation</p> <p>YouTube clip – Theo’s adventure capitalists – Brazil 1 of 4 – BBC documentary: youtube.com/watch?v=a8iHhYIJ6Xw</p> <p>Entire series is available on YouTube, it covers doing business in Brazil, India and Vietnam.</p> <p>Business Review magazine – volume 20 – number 3 <i>Topshop and Zara in China: why strategy matters.</i></p>
	Factors influencing the ability of businesses to trade internationally.		To understand influences on buying, selling and producing abroad.	<p>Factors influencing international competitiveness.</p> <p>Impact of protectionism including tariffs and quotas.</p> <p>Impact of trading agreements such as. ASEAN, EU and NAFTA.</p>	<p>Business Review magazine – volume 19 – number 4 <i>Doing business in emerging markets.</i></p> <p>Business Review magazine – volume 19 – number 2 <i>Africa – less guilt, more action.</i></p> <p>Business Review magazine – volume 18 – number 2 <i>Postcard</i></p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
	Ways of entering international markets and value of different methods.		To understand about ways of entering international markets and value of different methods.	Methods of entering international markets include <ul style="list-style-type: none"> • export • licensing/franchising • joint ventures • foreign direct investment (FDI). 	<i>from Dubai.</i> Business Review magazine – volume 16 – number 3 <i>Globalisation – a new world order?</i> Tutor2U – study notes – Bartlett and Ghoshal model of international strategy: tutor2u.net/business/reference/bartlett-ghoshal-model-international-strategy
	Managing international business.		To understand about managing international business including pressures for local responsiveness and pressures for cost reduction.	Pressures on international business: <ul style="list-style-type: none"> • to respond to local conditions versus standardise • to make functional decisions centrally versus decentralising. 	
3.3.10 Managing strategic change					
Total teaching time: 34 hours					
3.3.10.1 Understanding leadership and strategic decision-making	The role and value of leaders within a business.	4 hours	To understand what managers do.	Leaders and strategic decision making. Factors influencing the power, style and success of leaders.	Tutor2U – study notes – leadership styles: tutor2u.net/business/reference/leadership-styles YouTube – management in organisations: top, middle and low level managers: youtube.com/watch?v=iB334D7-jOY&list=PLSJnyH6TwwIRSDmTte9DII4iXXiEVbtK
	Types of leadership styles and influences on these.		To be aware of types of management and leadership styles and influences on these.	The effectiveness of different styles of leadership. Tannenbaum Schmidt continuum.	

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
			To understand the effectiveness of different styles of leadership and management.		<p>Education portal – management versus leadership: the difference between a manager and leader: study.com/academy/lesson/management-vs-leadership-the-difference-between-a-manager-leader.html</p> <p>MindTools YouTube – what is leadership? Learn what makes a good leader: youtube.com/watch?v=XixkUiRy1Fg</p> <p>Education portal – the black Mouton managerial grid: five leadership styles: study.com/academy/lesson/the-blake-mouton-managerial-grid-five-leadership-styles.html</p> <p>Education portal – leadership orientation: task-orientated and people-orientated: study.com/academy/lesson/leadership-orientation-task-oriented-people-oriented.html</p> <p>Tutor2U – presentation – leadership: models and styles (includes the Tannenbaum Schmidt continuum): slideshare.net/tutor2u/business-leadership-12281544</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
					<p>Businessballs – Tannenbaum and Schmidt continuum: businessballs.com/tannenbaum.htm</p> <p>Educational portal clip – setting business department goals: study.com/academy/lesson/setting-business-department-goals.html</p> <p>Educational portal clip – controlling as a function of management: study.com/academy/lesson/controlling-as-a-function-of-management.html</p> <p>Educational portal clip – reviewing goal achievement: study.com/academy/lesson/reviewing-goal-achievement.html</p>
3.3.10.2 Managing change	Causes of, pressures for and value of change.	11 hours	To understand causes of pressures for change.	Types of change include: <ul style="list-style-type: none"> • internal • external • incremental change • disruptive change. 	<p>YouTube clip – what is change management?: youtube.com/watch?v=__IIYNMdv9E&feature=kp</p> <p>Tutor2U – presentation – change management: slideshare.net/tutor2u/change-management-12289603</p>
	The value of a flexible organisation.		To understand the value of change and the value of a flexible organisation.	Flexible organisations include: <ul style="list-style-type: none"> • restructuring • delayering 	Educational portal clip – how internal and external factors drive organisational change: study.com/academy/lesson/how-

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				<ul style="list-style-type: none"> flexible employment contracts organic structures versus mechanistic. 	internal-and-external-factors-drive-organizational-change.html
	Managing change.		To understand the issues around managing change.	Lewin's force field analysis.	BBC learning zone clip – crisis management in business: bbc.co.uk/education/clips/zw4mhy
	Barriers to change.		To understand barriers to change.	Kotter and Schlesinger's four reasons for resistance to change.	Educational portal clip – the planned change process: study.com/academy/lesson/the-planned-change-process.html
	How to overcome barriers to change.		To understand how to overcome barriers to change.	Kotter and Schlesinger's six ways of overcoming resistance.	Educational portal clip – Lewins' 3 stage model of change: study.com/academy/lesson/lewins-3-stage-model-of-change-unfreezing-changing-refreezing.html
	Preparing for change.		To understand the ways in which a business can prepare for change and be adaptable.	<p>Ways of preparing for change including forecasting, strategic planning, developing a flexible organisation, scenario planning and contingency planning.</p> <p>Ways of ensuring the business can adapt to change.</p>	<p>Educational portal clip – Kurt Lewins' force field analysis change model: study.com/academy/lesson/kurt-lewins-force-field-analysis-change-model.html</p> <p>Education portal clip – Kotter's eight step change model of management: study.com/academy/lesson/kotters-8-step-change-model-of-management.html</p> <p>Educational portal clip – applying Kotter's eight step change model: study.com/academy/lesson/apply</p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
					<p>ing-kotters-8-step-change-model.html</p> <p>Models of change management – Lewin’s force field model: tutor2u.net/business/reference/models-of-change-management-lewins-force-field-model</p> <p>Business Review magazine – volume 20 – number 1 <i>The return of privatisation.</i></p> <p>Business Review magazine – volume 18 – number 3 <i>Crisis management – the last resort.</i></p> <p>Business Review magazine – volume 18 – number 2 <i>British Airways – managing change in a competitive market place.</i></p> <p>Business Review magazine – volume 18 – number 2 <i>Leading people through change.</i></p> <p>Business Review magazine – volume 17 – number 4 <i>Adapting in the airline industry.</i></p> <p>Business Review magazine – volume 16 – number 4 <i>Resistance to change.</i></p> <p>Business Review magazine – volume 16 – number 3 <i>Internal</i></p>

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					<p><i>forces causing business change.</i></p> <p>Tutor2U – revision presentation – layering: tutor2u.net/business/reference/delaying-revision-presentation</p> <p>Educational portal clip – Organisational downsizing – definition, strategies and business impacts: study.com/academy/lesson/e-business-enhanced-and-e-business-enabled-organizations.html</p> <p>Undercover Boss (UK) – series 2 – episode 5 – Viridor: channel4.com/programmes/undercover-boss/on-demand/48666-005</p> <p>CEO meets with temporary worker and discusses the pros and cons of using temporary contracts. Show from 25:11 to 30:00, 37:57 to 38:13, 40:28 to 41:35. Duration 9:00.</p> <p>Business Review magazine – volume 17 – number 3 <i>Part-time and flexible working – a new approach.</i></p> <p>Business Review magazine – volume 16 – number 4 <i>Charles Handy's shamrock organisation.</i></p>

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
3.3.10.3 Organisational culture	The importance of organisational (or corporate) culture.	5 hours	To understand the importance of organisational culture and the influences on organisational culture.		Tutor2U – handout – corporate culture – types of culture: tutor2u.net/business/reference/models-of-organisational-culture-handy
	The influences on organisational culture.		To understand the influences on organisational culture.	Students should understand Hofstede’s features of national cultures.	Tutor2U – presentation – business culture: slideshare.net/tutor2u/business-strategy-and-culture
	The reasons for and problems of changing organisational culture.		To understand the reasons for and problems of changing organisational culture.		Educational portal – Hofstede’s cultural dimensions theory: study.com/academy/lesson/hofstedes-cultural-dimensions-theory.html YouTube clip – Hofstede’s model on cultural dimensions: youtube.com/watch?v=ITY6LH9WdZ4 Business Review magazine – volume 19 – number 4 <i>Culture</i> . Business Review magazine – volume 19 – number 4 <i>Charles Handy</i> .
3.3.10.4 Strategic implementation	Implementing strategy effectively.	8 hours	To understand how to implement strategy effectively.	The value of leadership, communications and organisational structure in strategic implementation. The value of planning.	Tutor2U – presentation – strategic planning: tutor2u.net/business/presentations/strategy/strategicplanning/default.html

Specification reference	Summary of the specification content	Suggested timing (lessons)	Learning outcomes What most students should be able to do	Guidance	Resource
	Matching organisational structure to strategy.		To understand the importance of organisational structure in strategic implementation.	Organisational structures to include functional, product based, regional and matrix structure.	Tutor2U – presentation – corporate planning and strategy: tutor2u.net/business/reference/corporate-planning-strategy
	The value of network analysis in strategic implementation		To understand the value of network analysis in strategic implementation.	Network analysis to include: <ul style="list-style-type: none"> • understanding and interpreting network diagrams • construction and amendment of network diagrams • calculating Earliest start times, Latest finish times and Total float • identifying the critical path and Total float. 	<p>Educational portal clip – the strategic management process: study.com/academy/lesson/the-strategic-management-process.html</p> <p>Educational portal clip – strategy and organisational structure: study.com/academy/lesson/strategy-and-organizational-structure.html</p> <p>Educational portal clip – setting business department goals: study.com/academy/lesson/setting-business-department-goals.html</p> <p>Educational portal clip – types of contemporary organisational designs: matrix, teams and network designs: study.com/academy/lesson/types-of-contemporary-organizational-designs-matrix-team-network-designs.html</p> <p>Educational portal clip – organisational size impacts on structure and design of an</p>

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					<p>organisation: study.com/academy/lesson/organizational-size-impacts-on-structure-and-design-of-an-organization.html</p> <p>Tutor2 U – presentation – critical path analysis: slideshare.net/tutor2u/critical-path-analysis-10762045</p> <p>Tutor2U – Handout – critical path: tutor2u.net/business/reference/critical-path-analysis</p> <p>Bee business bee YouTube clip CPA: youtube.com/watch?v=-EqWGSdQSVI</p>
	Difficulties of strategic decision making and implementing strategy.	6 hours	<p>To understand the difficulties of strategic decision making and implementing strategy.</p> <p>To evaluate strategic performance and to understand the value of strategic planning.</p> <p>To understand why strategies might fail and the reasons for strategic drift.</p>	<p>The value of strategic planning.</p> <p>Why strategies fail.</p> <p>Reasons for strategic drift.</p>	<p>Educational portal clip – types of planning: strategic, tactical, operational and contingency planning: study.com/academy/lesson/types-of-planning-strategic-tactical-operational-contingency-planning.html</p> <p>Tutor2U – presentation – strategic planning: tutor2u.net/business/presentations/strategy/strategicplanning/default.html</p> <p>Tutor2U – handout – business ownership and control:</p>

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					<p>tutor2u.net/economics/blog/a2-micro-ownership-and-control-in-modern-businesses</p> <p>Business Review magazine – volume 20 – number 3 <i>What now for Tesco?</i></p> <p>Business Review magazine – volume 19 – number 4 <i>Facebook's growing pains</i></p> <p>Business Review magazine – volume 19 – number 3 <i>Failure – better than success?</i></p> <p>Tutor2U – study notes – strategic drift: tutor2u.net/business/reference/strategic-drift</p> <p>Tutor2U – strategic drift: tutor2u.net/business/topics/strategic-drift</p> <p>Tutor2U – video – business strategy – strategic drift: tutor2u.net/business/reference/business-strategy-strategic-drift</p>

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