

Switching Guide

International AS and A-level

Business

(9625)

**Switching from Pearson Edexcel or
Cambridge International to
OxfordAQA International Qualifications**

oxfordaqa.com



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Switching to OxfordAQA International AS and A-level Business (9625)

The **OxfordAQA International AS and A-level Business** specification is relevant and engaging covering the major elements of business strategy, analysis and decision-making, with a contemporary look at digital technology, business ethics and globalisation.

Key features:

- A contemporary look at business strategy and business decision-making to help prepare the business leaders of tomorrow.
- Themed papers help make revision easier, while the variety of question types will help students develop their ability to analyse data, think critically and make informed decisions.
- Exams feature real-life case studies from internationally familiar brands such as Lexus and McDonalds, ensuring no student is disadvantaged.

The international exam board *that puts fairness first*



Topic by topic comparison

OxfordAQA specification (9625)	Pearson Edexcel specification (XBS01 and YBS01)	Cambridge International specification (9609)
Overall structure		
<p>Split into eight topics:</p> <ol style="list-style-type: none"> 1 What is Business? 2 Marketing. 3 Operations. 4 Human resources. 5 Finance. 6 Strategy (A-level only). 7 Strategic methods (A-level only). 8 Managing change (A-level only). <p>Geographical skills are integrated into the delivery of the content. A fieldwork enquiry is undertaken based on one specific part of the content.</p>	<p>Split into four topics:</p> <ul style="list-style-type: none"> • Unit 1: Business enterprise. • Unit 2: Business structures and processes. • Unit 3: Strategic business decisions. • Unit 4: Business in a global context. 	<p>Split into six topics:</p> <ol style="list-style-type: none"> 1 Business and its environment. 2 People in organisations. 3 Marketing. 4 Operations and project management. 5 Finance and accounting. 6 Strategic management (A-level only).
<p>AS Unit 1: Business and markets</p> <p>Written exam: 1 hour 30 minutes. 80 marks. 50% of AS. 20% of A-level.</p> <p>Three compulsory questions:</p> <p>Section A: multiple choice and short answer. Section B: extended response questions. Section C: extended responses.</p> <p>Any content from section 3.1.</p>	<p>AS Unit 1: Business enterprise assessment</p> <p>Exam length: 1 hour 30 minutes. Exam paper in two sections:</p> <p>Section A: supported multiple-choice questions – 24 marks. Section B: questions based on data – 56 marks.</p> <p>Total for paper: 80 marks. Students may use a calculator.</p> <p>The quality of written communication will be assessed in the context of this unit through the 14 mark data response question in Section B of the paper.</p>	<p>AS Paper 1</p> <p>Short answer and essay 1 hour 15 minutes.</p> <p>Section A: Four short answer questions (20 marks). Section B: One essay from a choice of three. questions (20 marks) Based on the AS Level syllabus content 40 marks.</p>

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<p>AS Unit 2: Managing operations, human resources and finance</p> <p>Written exam: 1 hour 30 minutes. 80 marks. 50% of AS. 20% of A-level.</p> <p>Three compulsory questions: Section A: multiple choice and short answer Section B: extended response questions Section C: extended responses</p> <p>Any content from section 3.2.</p>	<p>AS Unit 2: Business structure and processes</p> <p>Exam length: 1 hour and 30 minutes.</p> <p>Section A: supported multiple-choice questions – 24 marks.</p> <p>Section B: questions based on data – 56 marks.</p> <p>Total for paper: 80 marks. Students may use a calculator.</p> <p>The quality of written communication will be assessed in the context of this unit through the 14 mark data response question in Section B of the paper.</p>	<p>AS Paper 2</p> <p>Data response 1 hour 30 minutes.</p> <p>Two data response questions based on AS Level syllabus content 60 marks.</p>

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<p>A2 Unit 3: Business strategy Any content from section 3.3. Written exam: 1 hour 45 minutes. 80 marks. 30% of International A-levels.</p> <p>Unit 4: Business decision making Any content from section 3.3. Written exam: 1 hour 45 minutes. 80 marks. 30% of International A-level.</p>	<p>A2 Unit 3: Strategic business decisions Exam length: 2 hours. Section A: questions based on data – 40 marks. Section B: extended response questions based on data – 40 marks. Total for paper: 80 marks. Students may use a calculator. The assessment of this unit may draw on material from Units 1 and 2, enabling synoptic assessment. The quality of written communication will be assessed in the context of this unit through the 12 mark data response question in Section A and both the 20 mark questions in Section B of the paper.</p> <p>Unit 4: Business in a global context Exam length: 2 hours. Section A: questions based on data – 40 marks. Section B: extended response questions based on data – 40 marks. Total for paper: 80 marks. Students may use a calculator. The assessment of this unit may draw on material from other parts of the course, enabling synoptic assessment. The quality of written communication will be assessed in the context of this unit through the 12 mark data response question in Section A and both the 20 mark questions in Section B of the paper.</p>	<p>A2 Paper 3 Case study 3 hours. Five questions and one essay (from a choice of two) based on a case study. Based on the additional A-level syllabus content and also assumes knowledge and understanding of the AS Level syllabus content 100 marks.</p>

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<p>AO1: Demonstrate knowledge of terms, concepts, theories, methods and models to show an understanding of how individuals and organisations are affected by and respond to business issues.</p> <p>AO2: Apply knowledge and understanding to various business contexts to show how individuals and organisations are affected by and respond to issues.</p> <p>AO3: Analyse issues within business, showing an understanding of the impact on individuals and organisations of external and internal influences.</p> <p>AO4: Evaluate quantitative and qualitative information to make informed judgements and propose evidence-based solutions to business issues.</p>	<p>AO1: Demonstrate knowledge and understanding of the specified content.</p> <p>AO2: Apply knowledge and understanding of the specified content to problems and issues arising from both familiar and unfamiliar situations.</p> <p>AO3: Analyse problems, issues and situations.</p> <p>AO4: Evaluate, distinguish between and assess appropriateness of fact and opinion, and judge information from a variety of sources.</p>	<p>AO1: Knowledge and understanding Demonstrate knowledge and critical understanding.</p> <p>AO1: Application Apply knowledge and understanding to problems and issues in a variety of familiar and unfamiliar business situations and contexts.</p> <p>AO3: Analysis Analyse business problems, issues and situations by:</p> <ul style="list-style-type: none"> • Using appropriate methods and techniques to make sense of qualitative and quantitative business information • Interpreting and unpacking complex issues and situations to their constituent parts and searching for causes, impact and consequences • Distinguishing between factual evidence and opinion or value judgement • Drawing valid inferences and making valid generalisations. <p>AO4: Evaluation Evaluate business evidence, explanation, argument, discussion and analysis in order to make reasoned judgements, present measured conclusions and, where appropriate, make recommendations for action and implementation.</p>

General note

Although many topic areas are the same across the different specification the way in which they are organised and assessed varies significantly. This means, for example, certain topics may be at AS level in one specification and A2 level on another.

In general Edexcel is less specific about what is included under certain topics as it gives one or two examples rather than specifying in detail what is needed which means that matching the specifications precisely is not always possible.

The narrative for OxfordAQA is to introduce the key concepts of the subject at AS and focus mainly on the internal aspects of business. At A2 the more strategic aspects of the subject are introduced as we consider change and how the overall strategy of a business might be formed and why it might adapt.

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3.1 Unit 1: Business and markets		
<p>3.1.1.1 The nature and purpose of business</p> <p>This section introduces many of the key terms and concepts of business that students will use throughout the course. It examines the objectives of business and why people set up in business. It includes the study of why business is important to the economy and society. It includes the importance of a business plan.</p>	<p>This section of the OxfordAQA specification covers a number of important concepts that appear in different parts the Edexcel specification eg stakeholders appear in 1.3.1.</p> <p>The OxfordAQA specification includes Key Performance Indicators which are not in Edexcel.</p> <p>The OxfordAQA specification includes simple decision trees. These are included in 3.3.2 strategic and tactical decisions in Edexcel.</p>	<p>This section of the OxfordAQA specification is covered in a number of different sections of the Cambridge International specification:</p> <ul style="list-style-type: none"> 1.1.1 The nature of business activity. 1.1.2 The role of the entrepreneur. 1.1.3 Social enterprise. 1.4.1 Business objectives in the private sector and public sector. 1.4.2 Objectives and business decisions. 4.1.1 Inputs, outputs and the transformation process. 1.2.1 Local, national and multinational businesses. 1.2.2 Multinationals. 1.2.3 Privatisation. 4.1.3 Value added. <p>The OxfordAQAExam specification includes Key Performance Indicators which are not in Cambridge International.</p> <p>The OxfordAQA specification includes simple decision trees. These are included in Cambridge International 6.3.3 Decision trees.</p> <p>CSR is part of Cambridge International business objectives. The triple bottom line is studied with social enterprise.</p> <p>OxfordAQA includes social objectives in this section but CSR and the triple bottom line is part of the Year 2 specification.</p> <p>The Cambridge International specification includes the relationship between mission statement, objectives, strategy and tactics. This is included in Year 2 for OxfordAQA.</p>

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<p>3.1.1.2 Types of business ownership</p> <p>This section requires students to study different types of business and is generally similar to the other specifications.</p> <p>However students study the “business population” ie the composition of businesses within a country. For example, they consider the role of family businesses and SMEs within the economy.</p> <p>This section also considers the role of shareholders.</p>	<p>The Edexcel specification includes the role of entrepreneur in more detail than OxfordAQA.</p> <p>Edexcel does not include family businesses or small and medium size enterprises.</p> <p>OxfordAQA does not include partnership as a business type.</p> <p>Edexcel includes franchises. This topic is included are in Year 2 in OxfordAQA under growth.</p>	<p>This section is again covered in a number of different areas in the Cambridge International specification:</p> <p>1.2.1 Economic sectors. 1.2.2 Legal structures. 1.3.1 Measurements of business size. 1.3.2 Significance of small businesses.</p> <p>OxfordAQA does not include partnership as a business type. Joint ventures are included later as part of entering an international market.</p> <p>Cambridge International includes 1.2.3 advantages and disadvantages of privatisation in a given situation.</p>
<p>3.1.1.3 The external environment</p> <p>This section involves a study of a market conditions and the impact of changes in a selected number of factors in the external environment on a business.</p>	<p>The external environment is covered in Edexcel in 1.3.6 This has more detail at this stage than OxfordAQA. OxfordAQA looks at the external environment at A2.</p>	<p>This OxfordAQA section is covered in Cambridge International in 1 Business and its environment.</p>
<p>3.1.2.1 Marketing objectives and plans</p> <p>This section includes the importance of marketing, marketing objectives, marketing decisions and plans and how marketing influences other functions of the business.</p>	<p>Marketing objectives and strategies are set out in Edexcel section 2.3.1.</p> <p>Edexcel does not include a marketing plan.</p>	<p>These topics are covered in a number of sections in Cambridge International.</p> <p>3.1.1 Role of marketing and its relationship with other business activities. 3.1.3 Features of markets: location, size, share, competitors, growth. 3.1.4 Industrial and consumer markets. 3.1.5 Niche versus mass marketing. 23.4.1 Market planning. 3.4.2 Elasticity. 3.4.3 Product development.</p> <p>Cambridge International includes supply and demand analysis as a whole section; this is not in OxfordAQA.</p> <p>Cambridge International also includes the 4Cs as a different way of viewing the marketing mix.</p>

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<p>3.1.2.2 Marketing data This section includes marketing research and the use of marketing data.</p>	<p>There is generally similar content in OxfordAQA and Edexcel.</p> <p>OxfordAQA includes correlation which Edexcel does not.</p> <p>OxfordAQA does not include the calculation of price elasticity of demand.</p>	<p>This section links to the following sections of the Cambridge International specification:</p> <p>3.2.1 Primary and secondary research. 3.2.2 Methods of information gathering. 3.2.3 Sampling methods. 3.2.4 Market research results. 3.2.5 Cost effectiveness. 3.4.4 Forecasting.</p> <p>OxfordAQA includes correlation and market mapping which Cambridge International does not.</p> <p>Cambridge International includes the difference between product and customer (market) orientation</p> <ul style="list-style-type: none"> • Problems associated with measuring market share and market growth • Implications of changes in market share and growth. <p>Cambridge International includes: methods of market segmentation including geographic, demographic and psychographic. OxfordAQA also has income, behavioural and psychographic segmentation.</p>
<p>3.1.2.3 Segmentation, targeting and positioning This section includes the process of segmenting a marketing, targeting key segments and positioning within it. It includes a study of issues in targeting with international markets.</p> <p>The OxfordAQA specification identifies the process of segmentation, targeting and positioning and provides this as a structure for teaching and learning.</p>	<p>Edexcel specifically includes product trials. Edexcel requires supply and demand analysis.</p>	<p>These topics are covered in Cambridge International sections:</p> <p>3.1.6 Market segmentation. 3.5.2 Strategies for international marketing.</p>

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<p>3.1.2.4 The marketing mix This section covers the marketing mix but extends it beyond the usual four to the seven which is more relevant to modern business.</p>	<p>Edexcel has the 4Ps of marketing v OxfordAQAExam's 7Ps. Edexcel includes the calculation of price elasticity of demand. Edexcel includes the calculation and interpretation of income elasticity of demand which OxfordAQA does not. Edexcel includes product design in 2.3.3 Managing operations. Portfolio analysis is covered under corporate strategy in Edexcel in 3.3.1.</p>	<p>This section again covers a number of different areas in the Cambridge International specification.</p> <p>3.3.1 The elements of the marketing mix (the 4Ps). 3.3.2 The role of the customer (the 4Cs). 3.3.3 Product. 3.3.4 Product life cycle. 3.3.5 Types of pricing strategies. 3.3.6 Price elasticity of demand. 3.3.7 Promotion methods. 3.3.8 Channels of distribution. 3.3.9 Using the Internet for the 4Ps/4Cs. 3.3.10 Consistency in the marketing mix. 3.4.5 Coordinated marketing mix.</p> <p>OxfordAQA does not include the calculation of price elasticity of demand or the role of packaging. Cambridge International includes: income elasticity, promotional elasticity, cross elasticity calculation and use of moving average method to forecast sales which are not included in OxfordAQA.</p>
3.2 Unit 2: Managing operations, human resources and finance		
<p>3.2.1.1 Operational objectives This section involves the importance of operations management and typical operational operations.</p>	<p>This is similar content to in Edexcel 2.3.2 Managing operations.</p>	<p>This section is covers in the Cambridge International specification in: 4.1.4 Capital versus labour intensity. 4.4.1 Measurement and significance of capacity. 4.4.2 Increasing capacity utilisation.</p>
<p>3.2.1.2 Operations planning and data This section involves the importance of operations management and typical operational operations.</p>	<p>This is similar content to in Edexcel 2.3.2 Managing operations.</p>	<p>Cambridge International includes CAD and CAM which OxfordAQA does not.</p>

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<p>3.2.1.3 Operations and competitiveness This section includes a study of productivity, efficiency and quality.</p>	<p>This is similar content to Edexcel 2.3.2 Productivity and efficiency.</p>	<p>This section again covers a number of different areas in the CIS specification.</p> <p>4.1.2 Effectiveness, efficiency and productivity.</p> <p>4.2.1 Operations decisions.</p> <p>4.2.2 Flexibility and innovation.</p> <p>4.2.4 Location.</p> <p>4.2.5 Scale of operation.</p> <p>4.5.1 Lean production.</p> <p>4.5.2 Kaizen.</p> <p>4.5.3 Just in time (JIT).</p> <p>4.5.4 Quality control and assurance.</p> <p>4.5.5 Total quality management.</p> <p>Cambridge International includes “Types of production: Job batch flow”. These are not in the OxfordAQA specification.</p> <p>Cambridge International includes location – this is covered under international location for OxfordAQA.</p>
<p>3.2.1.4 Inventory and supply chain management This section includes managing supply and demand, inventory control and logistics.</p>	<p>Similar content to Edexcel 2.3.2 Inventory control.</p>	<p>The content of OxfordAQA is similar to Cambridge International: 4.3 Inventory management.</p> <p>4.3.1 Purpose, costs and benefits of inventory.</p> <p>4.3.2 Managing inventory.</p> <p>4.4.3 Outsourcing.</p> <p>OxfordAQA includes Just in case inventory management to compare with JIT.</p>
<p>3.2.2.1 Human resource objectives This section deals with the importance of human resource management and human resource objectives.</p>		<p>Cambridge International includes:</p> <ul style="list-style-type: none"> • Management by objectives (MBO) – implementation and usefulness • The need for labour legislation and the broad principles that often underlie it.

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<p>3.2.2.2 Human resource data This section focuses on analysing human resource data.</p>	<p>This is included in Edexcel under Human Resource competitiveness in 3.3.3 Assessing competitiveness.</p>	<p>Similar content to Cambridge International in: 2.3.1 Purpose and roles of HRM. 2.3.5 Redundancy and dismissal. 2.3.6 Staff morale and welfare. 2.3.7 Staff training.</p> <p>Cambridge International has more detail on: 2.3.2 Recruitment and selection. 2.3.3 Job descriptions, person specifications, job advertisements. 2.3.4 Employment contracts.</p>
<p>3.2.2.3 Organisational design and managing human resources This section focuses on managing human resources and issues with organisational design.</p>	<p>Organisational design (structure) is covered in Edexcel 2.3.4. Edexcel has more detail on the recruitment and selection process than OxfordAQA. Edexcel includes McGregor's Theory X and Y.</p>	<p>Similar content to Cambridge International in: 2.4.4 Delegation and accountability. 2.4.5 Control, authority and trust. 2.4.6 Centralisation. Cambridge International includes 2.4.7 Line and staff.</p>

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<p>3.2.2.4 Motivation and engagement This section focuses on motivation and engagement and examines the influences on these.</p>	<p>Edexcel includes Mayo as a motivation theorist.</p>	<p>Similar content to Cambridge International in: 2.2.1 Motivation as a tool of management and leadership. 2.2.2 Human needs. 2.2.3 Motivation theories. 2.2.4 Motivation methods in practice: financial motivators, nonfinancial motivators.</p> <p>The OxfordAQA specification refers to employee engagement; this is not in the Cambridge International specification.</p> <p>Theorists in the OxfordAQA specification are Taylor, Maslow and Herzberg. Cambridge International also include Mayo, Vroom, McClelland.</p> <p>Cambridge International includes the “ways in which employees can participate in the management and control of business activity”.</p>
<p>3.2.2.5 Employer-employee relations This section examines the value of good employer-employee relations and communications.</p>	<p>This is not included directly in Edexcel; there is reference to consultation in 2.3.4.</p>	<p>Similar content to Cambridge International in: 2.3.3 Cooperation between management and workforce. 2.3.5 Role of trade unions in HRM.</p>
<p>3.2.3.2 Financial data This section includes managing supply and demand, inventory control and logistics.</p>	<p>Edexcel includes historical based budgeting and zero based budgeting.</p>	<p>The content is similar to Cambridge International: 5.6.1 The purposes of budgets. 5.6.2 Variances: adverse, favourable.</p> <p>Cambridge International includes the use of flexible budgets and zero budgeting.</p>

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<p>3.2.3.3 Sources of finance This section considers the different sources of finance.</p>	<p>Similar content between OxfordAQA and Edexcel 1.3.4</p>	<p>The content is similar to Cambridge International:</p> <p>5.1.1 Start-up capital, capital for expansion</p> <p>5.2.1 Legal structure and sources of finance. 5.2.2 Short term finance and long term finance. 5.2.3 Internal sources</p> <p>5.2.4 External sources</p> <p>5.2.5 Factors influencing the sources of finance. 5.2.6 Selecting the source of finance.</p> <p>Cambridge International includes significance of the distinction between revenue expenditure and capital expenditure.</p>
<p>3.2.3.4 Breakeven analysis This section considers breakeven analysis..</p>	<p>Similar content to 1.3.5 in Edexcel.</p>	<p>The content is similar to Cambridge International:</p> <p>5.3.1 Cost information.</p> <p>5.3.2 Uses of cost information.</p> <p>5.3.3 Break-even analysis.</p> <p>Cambridge International has more detail on costs eg marginal; direct and indirect cost</p> <p>and</p> <p>5.3.1 Approaches to costing: full, contribution.</p> <p>5.3.2 Solutions to costing problems.</p> <p>Cambridge International includes the limitations of break-even analysis</p>
<p>3.2.3.5 Profit and cash This section examines the difference between profits and profitability. The difference between profit and cash flow and ways of improving cash and profits.</p>	<p>1.3.5 Edexcel includes gross profit and profit for the year. It does not include operating profit.</p> <p>Similar to OxfordAQA it has how to improve profitability in section 1.3.5 as well as cash flow forecasts and managing cash flow</p>	<p>Similar content to Cambridge International in:</p> <p>5.5.1 Purposes of cash flow forecasts.</p> <p>5.5.2 Cash flow forecasts in practice.</p> <p>5.5.3 Methods of improving cash flow.</p> <p>5.1.2 Working capital.</p>

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3.3 Unit 3 and Unit 4: Business strategy and business decision making		
<p>3.3.1 Mission, objectives, strategy</p> <p>This section includes the link between mission, objectives and strategy. It covers SWOT analysis and the need to consider stakeholders when making decisions.</p>	<p>Similar content to 3.3.1 such as corporate objectives and stakeholder influences,</p> <p>SWOT analysis is covered in Edexcel’s Making strategic and tactical decisions 3.3.2.</p> <p>OxfordAQA includes stakeholder mapping which consider the relative power and interest of different stakeholder groups. This is not in Edexcel.</p>	<p>Similar content to Cambridge International in:</p> <p>1.4 Business objectives.</p> <p>1.5.1 Business stakeholders.</p> <p>1.5.2 The importance and influence of stakeholders on business activities.</p> <p>6.1.1 Understanding what strategic management is.</p> <p>6.2.1 SWOT analysis.</p> <p>6.2.2 PEST or external environment analysis.</p> <p>6.2.3 Business vision/mission statement and objectives.</p> <p>OxfordAQA includes stakeholder mapping which considers the relative power and interest of different stakeholder groups. This is not included in Cambridge International.</p> <p>Cambridge International includes Prahalad and Hamel’s core competences analysis as a framework for business strategy.</p>

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<p>3.3.2 Analysing the existing internal position of a business 3.3.2 Analysing the existing internal position of a business</p>	<p>Similar content to 3.3.3 Assessing competitiveness Edexcel includes the acid test ratio; OxfordAQA does not. Edexcel does not include financial efficiency ratios.</p>	<p>Similar content to Cambridge International in: 2.8.1 Profitability ratios. 5.8.2 Financial efficiency ratios. 5.8.3 Gearing ratio. 5.8.4 Investor ratios. 5.8.5 Practical use of ratio analysis. 5.4.1 Income statement. 5.4.2 Statement of financial position. 5.4.3 Liquidity ratios. 5.4.6 Main users of accounts. 5.4.7 Limitations of published accounts. 5.7.1 The income statement. 5.7.2 The statement of financial position. Unlike OxfordAQA, Cambridge International includes: 5.4.3 Acid test ratio. 5.7.3 Inventory valuation. 5.7.4 Depreciation. Efficiency ratios.</p>
<p>3.3.3 Analysing the industry environment This section uses Porter's five force analysis of the competitive environment of an industry.</p>	<p>This is not covered in the Edexcel specification.</p>	<p>Similar content to Cambridge International in: 6.2.5 Porter's five forces. 1.6.5 Other businesses.</p>
<p>3.3.4 Analysing the external environment to assess opportunities and threats: political and legal change This section considers the political and legal environment of business.</p>	<p>The wider business environment is covered in 1.3.6 in Edexcel although it gives examples rather than providing in much detail what is included under each heading. The external influences on strategy (which it calls PESTLE) are also covered in Edexcel's Corporate strategy 3.3.1 but there is little detail on what is included.</p>	<p>Similar content to Cambridge International in: 1.6.1 Political and legal.</p>

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<p>3.3.5 Analysing the external environment to assess opportunities and threats: economic change</p> <p>This section considers the economic environment of business.</p>	<p>The wider business environment is covered in 1.36 in Edexcel although it gives examples rather than stating in detail what is included under each heading.</p>	<p>Similar content to Cambridge International in:</p> <p>1.6.2 Economic constraints and enablers.</p>
<p>3.3.6 Analysing the external environment to assess opportunities and threats: social, technological and environmental change</p> <p>This section considers the technological and environmental environment of business.</p>	<p>The wider business environment is covered in 1.3.6 in Edexcel although it gives examples rather than stating in much detail what is included under each heading.</p> <p>CSR is covered in Edexcel 3.3.1.</p>	<p>Similar content to Cambridge International in:</p> <p>1.6.3 Social.</p> <p>1.6.6 Demographic.</p> <p>1.6.7 Environmental.</p> <p>1.6.4 Technological (including the internet).</p> <p>Cambridge International includes the problems of introducing technological change.</p>
<p>3.3.7 Analysing strategic options: investment appraisal</p> <p>This section examines investment appraisal.</p>	<p>The OxfordAQA content is similar to Edexcel section in 3.3.2: Making strategic and tactical decisions.</p> <p>OxfordAQA does include the concept of sensitivity analysis i.e. managers will undertake what if questions using investment appraisal.</p>	<p>Similar content to Cambridge International in:</p> <p>5.9.1 The concept of investment appraisal.</p> <p>5.9.2 Basic methods: payback, accounting rate of return (ARR) .</p> <p>5.9.3 Discounted cash flow methods: discounted payback, net present value (NPV), internal rate of return (IRR).</p> <p>5.9.4 Qualitative factors in investment appraisal.</p> <p>The OxfordAQA specification does not include IRR. It does include the concept of sensitivity analysis ie managers will undertake what if questions using investment appraisal.</p>
<p>3.3.8.1 Strategic direction: choosing which markets to compete in and what products to offer</p> <p>This section focuses on the Ansoff matrix.</p>	<p>The Ansoff matrix is covered in Edexcel's 3.3.2 Making strategic choices.</p>	<p>Similar content to Cambridge International in:</p> <p>6.3.1 The Ansoff matrix.</p>

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<p>3.3.8.2 Strategic positioning: choosing how to compete</p> <p>This section analyses competitive advantage and the strategic position of a business using Bowman's strategy clock.</p>	<p>The Bowman model is not included in the Edexcel specification.</p> <p>Competitive advantage appears in 3.3.1 under corporate strategy and 1.3.2 under positioning.</p>	<p>The Bowman model is not included in the Cambridge International specification. Competitive advantage is included in 6.1.</p>
<p>3.3.9.1 Assessing a change in scale</p> <p>This section considers the reasons for and effects of growth and diminishment.</p>	<p>Growth is covered in Edexcel 3.3.4 Company growth.</p> <p>The OxfordAQA specification includes:</p> <p>The experience curve, diminishment, overtrading and synergy, Greiner's model.</p>	<p>Similar content to Cambridge International in:</p> <p>1.3.3 Internal growth.</p> <p>1.3.1 External growth.</p> <p>4.2.5 Scale of operation.</p> <p>The OxfordAQA specification includes:</p> <p>the experience curve, diminishment, overtrading and Greiner's model.</p>
<p>3.3.9.2 Innovation</p> <p>This section considers how a business can encourage innovation.</p>	<p>Innovation appears in the Edexcel specification under the role of an entrepreneur and managing operations but is not seen as a key strategic issue.</p> <p>The OxfordAQA specification includes intrapreneurship and benchmarking.</p>	<p>Similar content to Cambridge International in:</p> <p>4.2.2 Flexibility and innovation.</p> <p>4.5.6 Benchmarking.</p> <p>The OxfordAQA specification includes intrapreneurship and benchmarking.</p>
<p>3.3.9.3 Internationalisation</p> <p>This section considers issues with being an international business.</p>	<p>The content is similar to Edexcel's 4.3.1 International markets but Edexcel has more detail on this areas as it has a whole paper on this area.</p> <p>Edexcel includes global marketing approaches such as:</p> <ul style="list-style-type: none"> • Domestic/ethnocentric • Mixed/geocentric • International/polycentric <p>Edexcel includes global niche markets.</p> <p>Edexcel has more detail on the potential positive and negative impact of multinationals on overseas countries and controlling multinationals.</p>	<p>Similar content to Cambridge International in:</p> <p>3.5.1 Globalisation</p>

OxfordAQA specification (9625)	Pearson Edexcel specification (XBS01 and YBS01)	Cambridge International specification (9609)
3.3.9.4 Assessing greater use of digital technology	This links to Edexcel's 1.3.6 Impact on businesses of the digital economy, eg ecommerce, communications.	Cambridge International makes reference to digital technology in different sections eg 4.2.1 Enterprise resource planning (ERP).
3.3.10.1 Understanding leadership and strategic decision making This section consider the role of leadership in terms of strategy.	Leadership styles are outlined in 2.3.4 Managing people although this is not linked to strategy.	This topic area is included in AS for Cambridge International; it is an A2 strategic topic for OxfordAQA. 2.1.1 Management and managers. 2.1.2 Leadership. 2.1.3 Choice of leadership style. Cambridge International includes: The writers Mintzberg, McGregor and Goleman 2.1.4 Emotional intelligence/emotional quotient (EQ).
3.3.10.2 Managing change This section considers Lewin's model and the reason by people may resist change and how to overcome such resistance as identified by Kotter. It includes flexible organisations and the difference between mechanistic and organic organisations.	Contingency planning is covered in Edexcel 3.3.2 Making strategic and tactical decisions. OxfordAQA includes: <ul style="list-style-type: none"> • The difference between mechanistic and organic organisations • Scenario planning • Lewin's force field analysis • Kotter's reasons for resistance to change and overcoming such resistance. 	Similar content to Cambridge International in: 6.3.2 Force field analysis. 6.4.3 Developing a change culture. 6.4.4 Managing and controlling strategic change. 6.4.5 Contingency planning and crisis management. OxfordAQA includes: <ul style="list-style-type: none"> • The difference between mechanistic and organic organisations • Scenario planning • Lewin's force field analysis • Kotter's reasons for resistance to change and overcoming such resistance. Cambridge International includes 6.4.5 crisis management.

OxfordAQA specification (9625)	Pearson Edexcel specification (XBS01 and YBS01)	Cambridge International specification (9609)
<p>3.3.10.3 Organisational culture This section analyses different forms of organisational cultures and this importance if culture.</p>	<p>Similar content to Edexcel in: Corporate culture is covered in Edexcel 3.3.1. Edexcel includes: Handy’s cultural types in 3.3.1. Characteristics of strong corporate cultures. Characteristics of weak corporate cultures.</p>	<p>Similar content to Cambridge International in: 6.4.2 Corporate culture and strategic implementation.</p>
<p>3.3.10.4 Strategic implementation This section considers how to implement a strategy and include network diagrams. It also includes matching the organisational structure to the strategy.</p>	<p>Similar content to Edexcel in: Critical path analysis (CPA) is included in Edexcel 3.3.2 Making strategic and tactical decisions. Why businesses fail is covered in Edexcel 2.3.3.</p>	<p>Similar content to Cambridge International in: 4.6.1 The need for projects and project management. 4.6.2 Network diagrams. 4.6.3 Critical path analysis (CPA). 2.4.2 Types of structure: functional, hierarchical (flat and narrow), matrix. 6.4.2 Corporate culture and strategic implementation. Other topics in Cambridge International that are not in OxfordAQA include: 2.4.1 Relationship between business objectives, people and organisational structure. 2.4.3 Formal and informal organisations. 6.1.1 Chandler’s assertion that strategy should determine organisational structure. 6.4.1 Business plans.</p>
	<p>Cambridge International has a whole section on communication which OxfordAQA does not: 2.5.1 Purposes of communication. 2.5.2 Methods of communication. 2.5.3 Channels of communication. 2.5.4 Barriers to communication. 2.5.5 The role of management in facilitating communication.</p>	

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