

## A Level Business Personal Learning Checklist

Green (G) means you are competent in this area, Amber (A) means working towards a complete understanding of this area and Red (R) means I still do not understand. This can then be used to guide your independent learning.

	Area of the Specification	R	A	G
1.	<b>Introduction to the Business in the UK</b>			
1.	Explain the importance of understanding different stakeholders and their wants and needs			
1.	Explain the difference between the private and public sector			
1.	Explain the aims of private sector businesses including survival, growth and profit			
1.	Explain the aims of the public sector and its role in providing goods and services			
1.	Evaluate the roles of the public and private sectors in the provision of goods and services			
2.	<b>Understanding Markets</b>			
2.	Explain what is meant by a market and competition			
2.	Identify different types of market, including local/global, mass/niche, B2B/B2C			
2.	Understand that different markets have differing degrees of competition, ranging from perfect competition to monopoly			
2.	Explain the features of perfect competition, monopolistic competition, oligopoly and monopoly and their impact on business behaviour			
2.	Understand the reasons why consumers sometimes need protection from exploitation from businesses			
3.	<b>Supply and Demand</b>			
3.	Explain what is meant by demand, supply and equilibrium			
3.	Understand the importance of demand and supply in the market			
3.	Explain the factors that lead to a change in demand and supply			
3.	Explain how a change in demand and supply can impact on price and quantity			
3.	Construct and interpret demand and supply diagrams			
3.	Understand the factors that cause the demand and supply curves to shift and the effect this has on equilibrium price and quantity			
3.	Analyse and evaluate factors which affect demand and supply and equilibrium			
3.	Understand the concept of price and income elasticity of demand			
3.	Explain the nature of inferior, normal and luxury goods			
4.	<b>Market Research</b>			
4.	Explain what is meant by market research			
4.	Explain the value of carrying out market research			
4.	Distinguish between primary and secondary market research and the different methods of conducting both			
4.	Evaluate the use of market research to business and its stakeholders			

4.	Distinguish between qualitative and quantitative data			
4.	Explain the issues involved in selecting the most appropriate method of market research			
4.	Evaluate the use of the different methods of primary and secondary research			
4.	Interpret and evaluate quantitative and qualitative research			
4.	Explain what is meant by sampling			
4.	Explain the difference between random and quota sampling methods			
4.	Understand the need to avoid bias in market research			
4.	Evaluate the usefulness of sampling for a business and its stakeholders			
5.	<b>Market Segmentation and Targeting</b>			
5.	Explain what is meant by market segmentation			
5.	Explain how markets are segmented			
5.	Evaluate the importance and impact of segmentation to a business and its customers			
6.	<b>Costs revenue and profit</b>			
6.	Explain what is meant by costs, revenue and profit			
6.	Identify costs to a business, including fixed, variable, semi-variable, direct, indirect/overhead costs and total costs			
6.	Calculate revenue, costs and profit			
6.	Interpret revenue, costs and profit calculations			
6.	Evaluate the impact of costs, revenue and profit on a business and its stakeholders			
6.	Explain what is meant by contribution			
6.	Explain what is meant by break-even			
6.	Calculate contribution and understand its application to the calculation of break-even			
6.	Construct and interpret break-even charts, including the margin of safety			
6.	Illustrate on a break-even chart the effects of changes in costs and revenue			
6.	Analyse how changes in costs and/or revenue can affect break-even ('what-if' analysis)			
6.	Evaluate the usefulness of break-even to a business and its stakeholders			
7.	<b>Introduction to Marketing</b>			
7.	Explain the purpose of marketing and its importance to different types of business organisation in different situations			
7.	Explain what is meant by market orientation, product orientation and asset-led marketing			
7.	Explain what is meant by the marketing mix			
8.	<b>Product (Portfolio Analysis)</b>			
8.	Explain what is meant by product, product portfolio, brand, unique selling point (USP) and differentiation			
8.	Evaluate the importance of having the right product(s) to a business and its stakeholders			
8.	Explain what is meant by the product life cycle			
8.	Explain the stages in the product life cycle			
8.	Explain what is meant by an extension strategy			

8.	Construct and interpret a product life cycle diagram including extension strategies			
8.	Evaluate the impact of extension strategies on a business			
8.	Explain the relationship between the product life cycle and cash flow			
8.	Analyse product life cycles and extension strategies for different businesses, products and markets			
8.	Evaluate the use of the product life cycle to a business and its stakeholders			
8.	Explain how the Boston matrix can be used to manage a product portfolio			
8.	Evaluate the use of the Boston matrix to a business and its stakeholders			
9.	Price			
9.	Explain the different pricing strategies used by businesses; including skimming, penetration, psychological etc.			
9.	Understand how different types of business organisations in different situations will use different pricing strategies			
9.	Evaluate the importance for a business of selecting the most appropriate pricing strategy			
9.	Evaluate the impact of pricing decisions on a business and its stakeholders			
10.	Promotion			
10.	Explain what is meant by promotion			
10.	Explain the different above the line and below the line strategies used by businesses to promote their products			
10.	Understand how different types of business organisations in different situations will use a range of different promotional strategies			
10.	Explain the importance for a business of selecting the most appropriate promotional strategy			
10.	Evaluate the impact of selecting the right promotional strategy on a business and its stakeholders			
11.	Place			
11.	Explain what is meant by place			
11.	Explain the different distribution channels used by businesses			
11.	Explain what is meant by multi-channel distribution			
11.	Explain the importance for a business of selecting the most appropriate distribution channel/s			
11.	Evaluate the impact of selecting the right distribution channel/s on a business and its stakeholders			
12.	Business Location			
12.	Explain the factors that need to be considered when locating a new business			
12.	Analyse these factors in relation to the needs of the business			
12.	Evaluate the choice of different locations for a new business			
13.	Choosing the right legal structure			
13.	Explain the legal structure of different private sector business Organisations			
13.	Explain what is meant by unlimited liability and limited liability			
13.	Explain the advantages and disadvantages of choosing different legal			

	structures for a business			
13.	Evaluate the factors affecting the choice of the legal structure of a business			
13.	Explain the main features of not-for-profit organisations including social enterprises, charities, co-operatives and societies			
13.	Evaluate the importance and impact of the legal structure for the various stakeholders for a business			
14.	<b>Business Plans</b>			
14.	Explain the purpose and main components of a business plan			
14.	Evaluate the importance of a business plan			
14.	Identify the main sources of information and guidance available to entrepreneurs			
15.	<b>Sources of finance</b>			
15.	Explain the sources of finance available to entrepreneurs and SMEs			
15.	Analyse the advantages and disadvantages of each source of finance			
15.	Evaluate different sources of finance available to entrepreneurs and SMEs			
16.	<b>Budgeting</b>			
16.	Explain what is meant by a budget			
16.	Explain the purpose of budgets			
16.	Evaluate the use of budgets to a business and its stakeholders			
17.	<b>Cash Flow and Cash Flow Forecasting</b>			
17.	Explain what is meant by cash flow			
17.	Explain what is meant by a cash flow forecast			
17.	Construct, calculate and interpret cash flow forecasts			
17.	Evaluate the impact of a cash flow forecast on a business and its stakeholders			
17.	Explain the causes of cash flow problems			
17.	Explain strategies by which a business can improve cash flow			
17.	Evaluate the strategies a business uses to improve cash flow problems			
17.	Explain the benefits and limitations of cash flow forecasts			
18.	<b>Final Accounts</b>			
18.	Explain the main components of a trading, profit and loss account (the income statement) and the way that it is constructed			
18.	Calculate gross profit and net profit			
18.	Evaluate ways in which a business could improve its profit			
18.	Calculate and interpret gross and net profit margins			
18.	Evaluate the calculations of profitability ratios to assess the performance of a business			
19.	<b>Operational Objectives</b>			
19.	Explain what is meant by productivity			
19.	Understand ways of measuring productivity			
19.	Explain ways in which productivity can be increased			
19.	Evaluate the importance and impact of productivity for a business and its stakeholders			
19.	Explain the concept of capacity utilisation			
19.	Calculate and interpret capacity utilisation			

19.	Evaluate the concept of capacity utilisation for a business and its stakeholders			
20.	<b>Purchasing</b>			
20.	Explain the importance of purchasing and working with suppliers			
20.	Explain what is meant by stock control			
20.	Understand the importance of controlling stock			
20.	Explain methods of stock control including traditional stock control methods, just-in-time and computerised stock control			
20.	Interpret stock control diagrams and explain the main components			
20.	Evaluate the importance and impact on businesses and their stakeholders of holding too much or too little stock			
21.	<b>Economies of Scale</b>			
21.	Explain what is meant by economies of scale			
21.	Explain the different types of internal economies of scale			
21.	Explain external economies of scale			
21.	Explain how businesses benefit from the different types of internal and external economies of scale			
21.	Explain reasons for internal diseconomies of scale			
21.	Explain the problems caused by internal diseconomies of scale			
21.	Explain the survival of small firms			
21.	Evaluate the impact of economies and diseconomies of scale on a business and its stakeholders			
22.	<b>New Technology</b>			
22.	Explain how new technology is used in marketing, including the role of digital media, social media, e-tailing and m-commerce			
22.	Explain the impacts of new technology on existing businesses such as high street retailers			
22.	Evaluate the impact of new technology on the marketing activities of businesses and its stakeholders			
23.	<b>Added Value and Production</b>			
23.	Explain what is meant by added value			
23.	Calculate added value			
23.	Explain ways of increasing value added			
23.	Evaluate the importance of added value to a business and its stakeholders			
23.	Explain the different methods of production including job, batch and flow			
23.	Evaluate appropriate methods of production for businesses			
24.	<b>Lean Production</b>			
24.	Explain what is meant by lean production			
24.	Explain the range of lean production practices that are used to reduce waste and improve productivity including <i>kaizen</i> etc.			
24.	Evaluate the importance and impact of lean production for businesses and their stakeholders			
25.	<b>Quality</b>			
25.	Explain what is meant by quality			
25.	Analyse the importance of quality to a business			
25.	Explain the difference between quality control and quality			

	assurance			
25.	Explain the concept of total quality management (TQM) and the ways that it can be achieved			
25.	Evaluate the importance of quality for a business and its stakeholders			
26.	Changes in workforce practices			
26.	Explain the functions of the human resource department			
26.	Explain what is meant by a flexible workforce and ways in which this can be implemented			
26.	Explain the impact of new technology on working practices			
26.	Evaluate the impact of changes in working patterns on employees and employers			
27.	Workforce Planning			
27.	Explain what is meant by workforce planning			
27.	Evaluate the impact and importance to a business of having the correct numbers of employees with appropriate skills and experience			
28.	Organisational Design			
28.	Explain what is meant by organisational design			
28.	Understand what is meant by authority, responsibility, chain of command, span of control, delegation, hierarchy, centralisation and decentralisation, empowerment and delayering			
28.	Explain the characteristics of different organisational structures including hierarchical (flat and tall) and matrix structures			
28.	Explain the advantages and disadvantages of changing organisational structures and delayering			
28.	Evaluate the choice between empowerment and control of the workforce			
28.	Evaluate the appropriateness of different organisational structures to a business and its stakeholders			
29.	Recruitment and Selection			
29.	Explain what is meant by the recruitment process			
29.	Explain what is meant by internal and external recruitment			
29.	Explain what is meant by job analysis, job description and person specification			
29.	Evaluate appropriate methods of selecting different types of employee for different types of jobs			
29.	Evaluate the importance of recruitment to a business and its stakeholders			
30.	Workforce Performance			
30.	Explain what is meant by workforce performance			
30.	Explain what is meant by labour productivity, absenteeism and labour turnover			
30.	Calculate and interpret labour productivity and labour turnover			
30.	Evaluate the importance and impact of workforce performance for a business and its stakeholders			
31.	Appraisal			
31.	Explain what is meant by appraisal			
31.	Explain different methods of appraisal including superior's assessment, peer assessment, self-assessment and 360			
31.	Understand how appraisal can benefit both the business and its employees			

31.	Evaluate the importance and impact of appraisal for a business and its stakeholders			
32.	<b>Training</b>			
32.	Explain what is meant by training			
32.	Explain the role of training in developing appropriate skills			
32.	Explain the different methods of training including induction, on-the-job, off-the-job and apprenticeships			
32.	Evaluate the importance and impact of training for a business and its stakeholders			
33.	<b>Motivation</b>			
33.	Explain what is meant by motivation and the benefits of a motivated workforce			
33.	Explain motivation theories including F.W.Taylor (scientific management), E. Mayo (human relations), A. Maslow (hierarchy of needs), F. Herzberg (two factor theory) and V. Vroom, L. Porter and E. Lawler (expectancy theories)			
33.	Evaluate the relevance of motivational theories and their importance to businesses			
33.	Explain financial methods of motivation including piece rate, commission, bonus etc.			
33.	Explain non-financial methods of motivation including; job enlargement, job rotation, job enrichment, empowerment etc.			
33.	Evaluate the appropriateness of various financial and non-financial methods of motivation for a business and its stakeholders			
33.	Evaluate the impact of a motivated workforce on a business and its stakeholders			
34.	<b>Employer-Employee Relations</b>			
34.	Explain what is meant by employer/employee relationships			
34.	Explain the duties and rights of employers and employees including contract of employment, health and safety, minimum wage and dismissal			
34.	Explain what is meant by equal opportunities			
34.	Evaluate the impact of equal opportunities on employers and employees			
34.	Explain the role of trade unions including collective bargaining, their advantages and disadvantages			
34.	Explain what is meant by employer and employee conflict including trade disputes and industrial action			
34.	Explain the resolution of disputes including negotiation, consultation and the role of ACAS			
34.	Evaluate the impact of employer/employee relations, conflict and resolution on a business and its stakeholders			
35.	<b>Management and Leadership</b>			
35.	Explain what is meant by management			
35.	Explain the functions and roles of management			
35.	Explain the advantages and disadvantages of management by objectives (MBO)			
35.	Explain D. McGregor's theory X and theory Y			
35.	Evaluate the importance of management to a business and its stakeholders			
35.	Explain what is meant by leadership			



35.	Explain different types of leadership styles including autocratic, democratic, paternalistic, bureaucratic and laissez-faire			
35.	Explain leadership theories including F. Fiedler (1976) and P. Wright and D. Taylor (1984)			
35.	Evaluate the importance and impact of leadership for a business and its stakeholders			
35.	Evaluate the appropriateness of various leadership styles and theories to different business situations			

## Year 2 Content

	Area of the Specification	R	A	G
36.	The External Environment (STEEPLE)			
36.	Explain how <b>Political</b> factors impact a business (including; the role of the government, taxation and subsidies, Government regulations, importing and exporting of goods/services.)			
36.	Explain how <b>Economic</b> factors impact a business (including; economic growth and the business cycle, inflation, interest rates, exchange rates, unemployment)			
36.	Explain how <b>Social</b> factors impact a business (including; demographic change, consumer tastes, lifestyle and cultural issues)			
36.	Explain how <b>Technological</b> factors impact a business (including; automation, information technology)			
36.	Understanding <b>Business Ethics</b> (including; what are business ethics, environmental issues, treatment of workers, suppliers and other key stakeholders, explain the meaning of <b>corporate social responsibility</b> and understand the conflict between ethics and profitability)			
36.	Explain how <b>Legal</b> factors impact a business (including employment and anti-discrimination law, consumer protection, competition policy, health and safety legislation, data protection)			
36.	Explain how <b>Environmental</b> factors impact a business (including; environmental costs such as air, water and noise pollution, climate change, congestion, government intervention)			
36.	Evaluate the impact of STEEPLE factors on key business stakeholders.			
36.	Evaluate the relationship between STEEPLE factors and the performance of a business.			
37.	Aims and Objectives			
37.	Explain the importance of understanding different stakeholders and their wants and needs			
37.	Explain the difference between the private and public sector			
37.	Explain the aims of private sector businesses including survival, growth and profit			
37.	Explain the aims of the public sector and its role in providing goods and services			
37.	Evaluate the roles of the public and private sectors in the provision of goods and services			
38.	Strategy and Implementation			
38.	Explain what is meant by a market and competition			



38.	Identify different types of market, including local/global, mass/niche, B2B/B2C			
38.	Understand that different markets have differing degrees of competition, ranging from perfect competition to monopoly			
38.	Explain the features of perfect competition, monopolistic competition, oligopoly and monopoly and their impact on business behaviour			
38.	Understand the reasons why consumers sometimes need protection from exploitation from businesses			
39.	<b>Decision Making Models</b>			
39.	Explain what is meant by demand, supply and equilibrium			
39.	Understand the importance of demand and supply in the market			
39.	Explain the factors that lead to a change in demand and supply			
39.	Explain how a change in demand and supply can impact on price and quantity			
39.	Construct and interpret demand and supply diagrams			
39.	Understand the factors that cause the demand and supply curves to shift and the effect this has on equilibrium price and quantity			
39.	Analyse and evaluate factors which affect demand and supply and equilibrium			
39.	Understand the concept of price and income elasticity of demand			
39.	Explain the nature of inferior, normal and luxury goods			
40.	<b>Investment Appraisal</b>			
40.	Explain what is meant by investment appraisal			
40.	Explain the purpose of investment appraisal			
40.	Calculate and interpret the payback period of an investment in years and months			
40.	Calculate and interpret the average rate of return (ARR) of an investment			
40.	Use discounted cash flow (DCF) to calculate and interpret the net present value (NPV) of an investment (discount factors will be provided and do not need to be calculated)			
40.	Evaluate the advantages and disadvantages of the different investment appraisal methods to a business and its stakeholders			
40.	Evaluate the viability of investment options, taking into account both quantitative and qualitative factors, to make recommendation			
41.	<b>Data Analysis</b>			
41.	Present, interpret and analyse data, including pie charts, histograms and index numbers			
42.	<b>Market Analysis</b>			
42.	Analyse quantitative and qualitative research data in order to better understand the position of the business in the market and the requirements of customers at present and in the future			
42.	Calculate price and income elasticity of demand			
42.	Interpret numerical values of price and income elasticity of demand			

42.	Evaluate the impact of changes in price and income on business revenue			
43.	<b>Sales Forecasting</b>			
43.	Explain what is meant by sales forecasting			
43.	Explain the usefulness of sales forecasting and the factors that can affect its reliability			
43.	Understand that sales forecasting includes quantitative and qualitative techniques			
43.	Calculate a three-point moving average			
43.	Create a scatter graph and a line of best fit			
43.	Use extrapolation to predict future developments			
43.	Interpret information from time-series analysis			
43.	Understand that correlation can be positive, negative or non-existent			
43.	Evaluate the usefulness of time-series analysis for a business and its stakeholders			
43.	Explain qualitative forecasting techniques including, intuition, brainstorming and the Delphi method			
43.	Evaluate the advantages and disadvantages of using qualitative forecasting			
44.	<b>Special Orders</b>			
44.	Explain what is meant by special orders			
44.	Calculate contribution and advise on the appropriateness or otherwise of accepting special orders			
45.	<b>Analysing Financial Performance</b>			
45.	Explain what is meant by a budget variance			
45.	Calculate budget variances			
45.	Analyse budgets and budget variances			
45.	Evaluate the use and impact of budgets and budget variances for a business and its stakeholders			
45.	Explain the main components of a balance sheet and the way that it is constructed			
45.	Explain what is meant by working capital, capital employed and depreciation			
45.	Calculate working capital, capital employed (long-term liabilities + shareholders' capital) and depreciation - straight line method			
45.	Interpret and analyse a balance sheet			
45.	Calculate and interpret ratio analysis (ROCE, acid test, current, gearing)			
45.	Analyse the trading, profit and loss account (the income statement) and the balance sheet in order to assess the financial performance			
45.	Consider business accounts in relation to previous years and other businesses			
45.	Evaluate the financial position of a business			
45.	Understand that accounts can be affected by window-dressing and other factors, such as changes in demand and inflation			
46.	<b>Analysing Non-Financial Performance</b>			
46.	Explain how non-financial measures, including customer attitude surveys, employee attitude surveys, market share,			

	productivity and a company's environmental record, can be used to evaluate			
47.	<b>Change Management</b>			
47.	Explain the causes of change in business			
47.	Distinguish between internal and external causes of change			
47.	Distinguish between planned and unplanned change			
47.	Explain the effects of change on business			
47.	Explain the importance of managing change effectively			
47.	Explain different approaches to managing change including J. Storey's four different approaches			
47.	Explain why there may be resistance to change and ways of removing resistance including Lewin's three step process, changes in organisational culture and the role of leadership			
47.	Explain how the management of change can be evaluated			
47.	Evaluate the impact of change on a business and its stakeholders			
47.	Evaluate the impact of change on a business and its stakeholders			
47.	Evaluate the importance of managing change effectively			
48.	<b>Risk Management</b>			
48.	Identify the risks that businesses are likely to encounter			
48.	Explain that some risks are more certain to happen than others and that this will affect the decision as to how much a business will be willing to spend on their prevention			
48.	Explain the importance of risk assessment as a tool for avoiding risks			
48.	Explain how some risks can be dealt with by preventative actions such as installing water sprinklers, backing up IT data and training			
48.	Explain the difference between insurable and uninsurable risks			
48.	Explain what is meant by contingency planning and crisis management			
48.	Explain ways in which businesses can use contingency planning to deal with risks that may affect their activities			
48.	Evaluate the possible responses of a business to the potential risks that it faces			
48.	Evaluate the importance of risk management and contingency planning to a business and its stakeholders			
49.	<b>Globalisation</b>			
49.	Explain what is meant by globalisation			
49.	Explain the nature of globalisation and global markets, including developing markets			
49.	Explain the factors that have contributed to globalisation including communication technologies, liberalisation of trade, Internet, cost of transportation and consumer tastes			
49.	Explain the effect of globalisation on businesses and their stakeholders including increased competition and opportunities for growth			
49.	Explain the different strategies that businesses might use in order to achieve global growth including global branding, external growth and choice of target markets			
49.	Evaluate the strategies that businesses use to achieve global growth			

49.	Explain the benefits and difficulties for UK businesses of operating in global markets			
49.	Explain how businesses adapt their products, marketing activities and working practices to reflect the local needs (glocalisation)			
49.	Evaluate the impact of globalisation on UK businesses and their stakeholders			
49.	Explain what is meant by a multinational company			
49.	Explain the reasons for the existence of multinational companies			
49.	Evaluate the decision of a business to operate as a multinational company			
49.	Evaluate the impact of multinational companies on the countries in which they operate			
50.	<b>International Trade</b>			
50.	Explain what is meant by international trade			
50.	Explain the reasons for international trade			
50.	Explain what is meant by free trade and protectionism (including tariffs and quotas)			
50.	Explain what is meant by a trading bloc and a single market			
50.	Evaluate free trade and protectionism to UK businesses and their stakeholders			
50.	Explain the challenges to UK businesses of developing new international markets for their products			
50.	Evaluate the decision of a business to develop new international markets for its products			
51.	<b>The European Union</b>			
51.	Explain the nature and purpose of the European Union (EU) and the single European market			
51.	Explain the impact of the EU on businesses including free movement of goods, labour and capital, legislation and regulations			
51.	Evaluate the impact of the EU on businesses and their stakeholders			
51.	Explain what is meant by the single European currency (the euro) and the Eurozone			
51.	Evaluate the costs and benefits of the single European currency to businesses and their stakeholders			
51.	Evaluate the impact to UK businesses of being a member of the EU and the Eurozone			
51.	Evaluate the impact to UK businesses of not being an EU member			