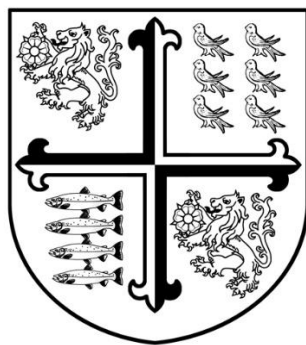




A-level Business Assessment Preparation

Year 12

Exam Board: AQA

Specification:



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Year 12 Business Assessment Schedule

Half Term 1

- TAQ 1 – EAD: Week 7 – 12/10
- Assessment 1: EAD: Week 7 – 12/10
- Assessment Type: Introduction to Business - Written assessment

Revision Questions:

3.1.1 Business and objectives

1. Why do businesses exist?
2. What are the financial reasons for setting up a business?
3. What are the non-financial reasons for setting up a business?
4. What are the 6 main characteristics of entrepreneurs?
5. What are the main challenges faced when setting up in business?
6. How does entrepreneur's role change as a business grows?
7. State two purposes of a business plan
8. State 7 factors that influence business decisions
9. Explain the ethical dilemma faced by businesses in deciding between profit and ethics
10. What are the main business objectives?
11. What are SMART objectives?
12. What are mission statements?
13. What are corporate objectives?
14. What are functional objectives?
15. Why is it important for businesses to set objectives?

3.1.2 Forms of business and stakeholders

16. What are the main business forms?
17. What is meant by unlimited liability? Which business forms have unlimited liability?
18. What are the three types of co-operatives?
19. List one benefit and drawback to each business form
20. What is meant by ordinary share capital?
21. What is market capitalisation?
22. What is the calculation for dividends per share?
23. What is the calculation for dividend yield?
24. Where are dividends paid from?
25. Why do shareholders invest in businesses?
26. What are the roles of shareholders in businesses?
27. What factors influence share prices?
28. How do increasing share prices impact businesses?
29. How do decreasing share prices impact businesses?
30. Define opportunity cost
31. Define stakeholders

32. State two internal stakeholders
33. State three external stakeholders
34. What are the main objectives of three stakeholders?
35. What are the main influences on the relationship with stakeholders?
36. Why do businesses have an ethical responsibility to stakeholders?

3.1.4 Financial management

37. What are the main areas of financial objectives?
38. State three influences on the financial objectives set by a business
39. What is the difference between internal and external sources of finance?
40. List 4 internal and 4 external sources of finance
41. Explain what would be the most appropriate source of finance for a new business
42. Explain what would be the most appropriate source of finance for an established business with cash flow concerns
43. Explain what would be the most appropriate source of finance for an established business looking to expand further
44. State the two types of costs, what is the difference between them?
45. Define break-even
46. State two reasons why business complete break-even analysis
47. What is the break-even formula?
48. Define contribution
49. What is the contribution and contribution per unit formulae?
50. What is the margin of safety?
51. Why is it important for businesses to have a high margin of safety?
52. What will happen to break-even output if
53. VC increase
54. Selling price decreases
55. Output levels increase
56. Define budgets
57. State two reasons why business complete budgets
58. What is the difference between historical budgeting and zero-based budgeting?
59. What is meant by variance analysis?
60. What is an adverse and favourable variance?

Teacher 1 Topics	Key Concepts	R	A	G
3.1.1 Entrepreneurs	- Reasons for setting up in business: financial and non-financial - Characteristics of entrepreneurs - Challenges of setting up in business - Change in role of entrepreneurs as business grows			
3.1.1 Business planning and decisions	- Purpose and value of a business plan - Meaning and importance of competitiveness - Influences on business decisions: objectives, risk, reward, resources, market conditions, ethics, opportunity costs - Importance of risks and rewards in business decision making - Ethical dilemmas in decision making including profit vs ethics			
3.1.1 Business objectives	- Purpose and value of setting business objectives - Characteristics of effective objectives: (SMART)			
3.1.2 Stakeholders	- Internal stakeholders: employees, owners/ shareholders - External stakeholders: customers, suppliers, other creditors, community, government - The impact of business activity on stakeholders - Ethical responsibilities to stakeholders			
3.1.2 Different forms of business	- Forms of business - sole traders, private limited companies (Ltd), public limited companies (plc), co-operative (worker, consumer and producer) and social enterprises - Consider objectives, sources of finance, distribution of profits, unlimited and limited liability, reasons to buy shares, influences on share price and the significance of share price changes - Calculate, interpret and analyse - market capitalisation, dividends per share and dividend yield			
Teacher 2 Topics	Key Concepts	R	A	G
3.1.4 Managing finance	- Meaning of financial objectives: profit, profitability, cash flow, liquidity, levels of borrowing - Influences on the financial objectives - The interrelationship between financial decisions and other function - How financial decisions affect the competitiveness of a business			
3.1.4 Internal sources of finance	- Internal sources of finance: owners' investment, retained profits, sale of assets, sale and leaseback, working capital - Advantages and disadvantages of different sources of finance, including the suitability of a source for a particular business			
3.1.4 External sources of finance	- External sources of finance: trade credit, share capital, overdraft, loans, business angels, private equity and crowd funding - Advantages and disadvantages of different sources of finance, including the suitability of a source for a particular business			
3.1.4 Break-even	- Interpret and analyse break-even charts - Illustrate and analyse the effects of changes in price, output and costs on a break-even chart - The purpose and value of break-even analysis - Be able to calculate: fixed costs, variable costs, total costs, revenue, contribution per unit, total contribution, break-even output and margin of safety			
3.1.4 Budgets	- Purpose and value of budgeting including zero-based budgeting - Calculate, interpret and analyse budget variances (adverse and favourable variances)			

Half Term 2

- TAQ 2 – EAD: Week 12 – 23/11
- Assessment 2: EAD: Week 9 – 2/11
- Assessment Type: Break-even – Calculations and written assessment

Revision Questions:

3.1.3 Marketing management

1. Why do businesses carry out market research?
2. What is the difference between primary and secondary market research?
3. What is the difference between quantitative and qualitative data?
4. Which type of data is more valuable, qualitative or quantitative?
5. What is a confidence level and confidence interval?
6. Why do businesses carry out market mapping?
7. State four factors that influence the type of market research conducted
8. What is the difference between a B2C, B2B and C2C business?
9. Define, with formula, market share
10. What are the formulae for market growth, sales growth and market size?
11. How do you calculate 'return on marketing spend'?
12. What does correlation measure?
13. How do businesses know if there is a strong or weak correlation?
14. What is the difference between sales volume and value?
15. Why do businesses use index numbers to help analyse data?
16. Define demand
17. State three influences on demand
18. Define price elasticity of demand?
19. What is meant if a good is elastic? What figure denotes an elastic good?
20. What is meant if a good is inelastic? What figure denotes an inelastic good?
21. What does a figure of (-)1 mean?
22. What will happen to total revenue if the price is increased for an elastic good?
23. What will happen to total revenue if the price is increased for an inelastic good?
24. Define income elasticity of demand
25. What are normal and inferior goods? What results denote a normal or inferior good?
26. If incomes rise what will be the impact on demand for normal and inferior goods?
27. What is meant by segmentation?
28. What are the four methods of segmentation?

29. What is a target market?
30. State three factors that influence business decisions when choosing and entering a target market
31. What is the difference between niche and mass marketing?
32. State three marketing objectives
33. State two influences on the marketing objectives set by a business

3.1.4 Financial management

34. What is the difference between gross profit, operating profit, net profit and profit for the year?
35. What is the difference between profit and profitability?
36. What is the difference between cash and profit?
37. What are the three profit margin ratios?
38. Are high percentage margins good or bad for the business?
39. What does it mean for the business if gross profit margin is increasing?
40. What can a business do to deal with a falling gross profit margin?
41. What does it mean for the business if operating profit margin is increasing?
42. What can a business do to deal with a falling operating profit margin?
43. Define cash flow
44. Why do businesses complete cash flow forecasts?
45. How do you calculate net cash flow?
46. How is the opening balance calculated?
47. What are the differences between payables and receivables?
48. How do you calculate payables days and receivables days?
49. Which should be higher payables days or receivables days, why?
50. What are the two main liquidity ratios? What are the formulas for them?
51. What is a good current ratio figure?
52. What is a good acid test ratio figure? Why is the figure lower than the current ratio?
53. List two reasons why some businesses encounter cash flow problems
54. Outline 4 methods businesses could undertake to resolve cash flow problems

Teacher 1 Topics	Key Concepts	R	A	G
3.1.3 Identifying customer needs	- Purpose and value of market research (primary and secondary) - Value of quantitative and qualitative data - Meaning of confidence levels and confidence intervals - Purpose and value of market mapping - Influences on how market research is conducted: risk, cost, time, need for reliability			
3.1.3 Markets and marketing data	- Implications for marketing of different types of markets: business to business (B2B), business to consumer (B2C), consumer to consumer (C2C), goods vs services - Calculate, interpret and analyse: market size (including size of market segments), market and sales growth, market share, sales data (e.g. sales per region/product/ store) and return on marketing spend - Interpret and analyse: sales volume, sales value and values of correlation (positive, negative, strong and weak) - Analysis of marketing data should include index numbers, calculating percentages and percentage changes			
3.1.3 Demand	- Influences on demand - Calculate and interpret values of price and income elasticities of demand - Calculate and interpret the effect of price changes on revenue given the price elasticity of demand - Calculate and interpret the effect of income changes on quantity demanded given the income elasticity of demand			
3.1.3 Target market	- Purpose and value of market segmentation: demographic, geographic, psychographic and behavioural - Influences on choosing and entering a target market - Advantages and disadvantages of operating in niche and mass markets - Importance of adapting the marketing mix for the target market			
3.1.3 Marketing objectives and planning	- Meaning and significance of marketing objectives: lead generation, sales, market share, brand awareness, customer retention, engagement and conversion - Influences on the marketing objectives set by a business - Influences on, and significance of, the marketing budget - Implications of changes in demand on the marketing mix: a rise or fall in demand, cyclical demand, seasonal demand - The interrelationship between marketing decisions and other functions - How marketing decisions affect the competitiveness of a business			
Teacher 2 Topics	Key Concepts	R	A	G
3.1.4 Profit	- The distinction between gross profit, operating profit and profit for the year - The meaning and significance of the difference between profit and cash - The meaning and significance of the difference between profit and profitability - Advantages and challenges of different ways of increasing gross and operating profits: increasing revenue and/or decreasing cost			
3.1.4 Cash flow	- Purpose and value of cash flow forecasting - Advantages and disadvantages of ways of improving cash flow: debt factoring, shortening payment time from customers, early payment incentives, credit checks, increasing payment time to suppliers, reduce outgoings and better invoice management - Complete, interpret and analyse cash flow forecasts			

Half Term 3

- TAQ 3 – EAD: Week 21 – 8/2
- Assessment 3: EAD: Week 19 – 25/1
- Assessment Type: Marketing - written assessment

Revision Questions:

3.1.3 Marketing management

1. What are the 4 elements of the marketing mix?
2. Outline 3 factors that would influence the choice of the marketing mix
3. Define the product portfolio
4. What are the 4 parts of the Boston Matrix?
5. Draw the Boston Matrix
6. Why do businesses use the Boston Matrix?
7. Outline 2 reasons why businesses develop new products
8. Outline one challenge a business may face when developing new products
9. What are the stages of the product life cycle?
10. How does the product life cycle link to product portfolio analysis?
11. State two examples of extension strategies?
12. Outline 2 benefits of the product life cycle
13. List three factors that influence the pricing strategy chosen
14. What are the three methods of pricing
15. What is the difference between penetration pricing and price skimming?
16. Why has dynamic pricing become more popular with businesses
17. List and explain 3 further pricing strategies
18. What is meant by place as an element of the marketing mix?
19. What is the difference between a retailer and wholesaler?
20. State one benefit and one drawback of using a retailer and wholesaler
21. Explain what is meant by multi-channel distribution and direct distribution
22. Why do businesses increasingly use multi-channel distribution?
23. What is e-commerce?
24. State one benefit and one drawback of using e-commerce
25. What is meant by promotion as part of the marketing mix?

26. List 8 forms of promotion that businesses adopt
27. Explain why branding is so important in the business world of today
28. Explain why businesses spend significant amounts of money on promotion
29. Outline 3 factors that influence the choice of the promotional mix

3.1.4 Financial management

30. What are the three types of profit shown on an income statement?
31. What is the name of the second main financial account?
32. What is the difference between assets and liabilities?
33. What is meant by net current assets?
34. What is measured by non-current liabilities + total equity?
35. What is the formula for ROCE?
36. What is a good figure for return on capital employed?
37. What stakeholders are interested in ROCE? Why?
38. What is meant by gearing? What is the formula for gearing
39. What figure shows a highly geared business?
40. Why might a highly geared business be a problem?
41. How do you calculate the % change of two figures?
42. What is meant by return on investment? How do you calculate return on investment?
43. State three limitations of financial reporting
44. What are the two shareholder rewards ratios? What are the formulae?
45. State two ethical issues faced when making financial decisions

Teacher 1 Topics	Key Concepts	R	A	G
3.1.3 Marketing mix: product	- Significance of the stages of product lifecycle model (development, introduction, growth, maturity, decline) for marketing - Extension strategies: advertising, rebranding, lowering the price and adapting the product - Significance of product portfolio analysis: the Boston Matrix - Purpose, value and challenges of new product development			
3.1.3 Marketing mix: price	- Influences on price: marketing objectives, target market, level of demand, price elasticity of demand, costs, competitors' actions and marketing mix - Impact of price on sales volume, revenue and profit margins - Methods of pricing: cost based, demand based (penetration pricing, price skimming, dynamic pricing) and competition based (premium, going rate, discount)			
3.1.3 Marketing mix: distribution (place)	- Purpose and value of a distribution channel - Advantages and disadvantages of direct distribution including e-commerce - Advantages and disadvantages of using intermediaries: wholesalers and retailers - Advantages and disadvantages of different distribution channels - Advantages and disadvantages of multi-channel distribution			
3.1.3 Marketing mix: promotional mix	- Purpose and value of promotion, advertising, social media and influencers, sales promotions, sponsorship, personal selling (including the role of account managers and sales teams in managing client relationships and sales) and building a strong brand, brand loyalty and own label brands - Influences on the promotional mix			
Teacher 2 Topics	Key Concepts	R	A	G
3.1.4 Financial reporting	- Interpret and amend the income statement and statement of financial position (balance sheet) - Calculate, interpret and analyse: profit, gross profit, gross profit margin, operating profit, operating profit margin, profit for the year and profit for the year margin - Calculate, interpret and analyse: return on capital employed (ROCE), return on investment and gearing - Limitations of financial reporting: historic, does not include non-financial factors such as morale, brand reputation and environmental impact			
3.1.4 Liquidity	- The meaning and significance of payables and receivables - Calculate, interpret and analyse: current ratio, acid test ratio, payables days and receivables days			
3.1.4 Assessing financial position	Assess the financial position and performance through: profits and profit margins, return on capital employed (ROCE), return on investment, cash flow and liquidity, gearing, shareholder rewards (dividend per share and dividend yield), break-even output, margin of safety and budget variance			

Half Term 4

- TAQ 4 – EAD: Week 25 – 15/3
- Assessment 4: EAD: Week 25 – 15/3
- Assessment Type: Human Resources and Finance - MCQs

Revision Questions:

3.1.3 Marketing management

1. What is digital marketing?
2. Why are digital marketing and AI increasingly used by businesses?
3. State three measures of success in digital marketing
4. What is meant by Customer Relationship Management (CRM)?
5. How do businesses use data analytics in marketing?
6. What is a benefit and challenge of marketing internationally?
7. How do businesses have to adapt their marketing mix for international markets? Give one example
8. State two ethical issues faced when making marketing decisions

3.2.2 Operations Management

9. What are the main areas of operations objectives?
10. State three influences on the operations objectives set by a business
11. What is meant by adding value?
12. State four factors that influence the choice of operations location

3.1.4 Financial management

13. State two ethical issues faced when making financial decisions

3.2.1 People management

14. What are the main areas of HR objectives?
15. State three influences on the HR objectives set by a business
16. What is meant by EDIB?
17. What 5 elements are included in HR planning?
18. Why is HR planning important?
19. State three factors that would influence human resource planning
20. What is the difference between redundancies and sacking staff?
21. Why do lots of businesses try to redeploy staff rather than make them redundant?
22. What are the main stages of the recruitment process?
23. What are the three types of training?
24. What are the 6 different forms of employment?
25. Give an example of a job or business that would be most suitable for each form of employment. Be able to justify your choice
26. What is meant by flexible employment?
27. What has been the impact of flexible employment on businesses?
28. Why do businesses measure human resource data?
29. What information/calculations can businesses use to analyse the HR situation in their business?
30. What are KPIs?
31. What is meant by employee turnover and retention?
32. What is the formula for employee turnover?
33. Why is a high employee turnover a problem for a business?
34. Why is a very low employee turnover potentially a negative situation for a business?
35. Explain, with a formula, the meaning of labour productivity
36. What is the formula of employee costs as percentage of turnover?

Teacher 1 Topics	Key Concepts	R	A	G
3.1.3 Digital technology and marketing	- Purpose and value of digital technology including AI in marketing for: social media campaigns, content marketing, search engine optimisation (SEO), pay per click (PPC) and website cookies - Measures of success in digital marketing should include search performance, click- through rates, time spent on a site, conversion rates, number of users/ subscribers and advertising revenue - Purpose and value of Customer Relationship Management (CRM): customer acquisition, customer retention, lead generation and pipeline management - Purpose and value of data analytics in marketing: segmentation, campaign performance tracking, personalisation, predictions and dynamic pricing - Understanding how the use of digital technology in marketing can affect competitiveness			
3.1.3 International marketing	- Purpose, value and challenges of marketing internationally - Importance of adapting the marketing mix for international markets			
3.1.3 Ethical issues in marketing	Ethical issues in product, promotional and pricing decisions			
3.2.2 Managing operations	- The meaning and significance of different operations objectives: efficiency, quality, volume of goods and services, flexibility and environmental impact - Influences on operations objectives set by the business - How managing operations helps a business add value - Factors influencing choice of operations location: costs, demand, access to resources and markets, infrastructure, government incentives, ethical and people considerations, break-even, return on investment and environmental - The interrelationship between operational decisions and other functions - How operational decisions affect the competitiveness of a business			
Teacher 2 Topics	Key Concepts	R	A	G
3.1.4 Ethics in finance	Ethical issues with tax avoidance and payment terms for customers and suppliers			
3.2.1 Human resource objectives and planning	- The meaning and significance of human resource objectives: number and skills of employees, employee turnover/retention, employee engagement, employee costs and equality, diversity, inclusion and belonging - Influences on the HR objectives set by a business - Purpose and value of human resource planning: recruitment, training, retention, redeployment and redundancy - Advantages and disadvantages of different forms of employment: part-time, full-time, temporary, permanent, zero- hours and freelance - The meaning and significance of flexible employment - Influences on human resource planning: current workforce, future human resource needs, skills and numbers gaps and labour market - The interrelationship between human resource decisions and other functions - How human resource decisions affect the competitiveness of a business			
3.2.1 Human resource data	- The purpose and value of measuring: employee engagement, employee representation, employee diversity, employee wellbeing and key performance indicators (KPIs) for employees in their roles - Calculate, interpret and analyse: employee performance data including productivity and sales per employee, employee turnover and employee costs (as a percentage of revenue)			

Half Term 5

- Assessment 5 – Year 12 Exam – All topics covered in half term 1-4

Revision Questions:

3.2.2 Operations Management

1. What are the formulae for labour productivity, unit/average costs, capacity and capacity utilisation?
2. Define capacity utilisation
3. Why do businesses want a high capacity utilisation?
4. Why is a capacity utilisation of 100% a risky option?
5. Define employee productivity
6. Why are businesses concerned with improving employee productivity?
7. What is the formula to calculate unit costs?
8. State three KPIs that the operations dept might measure to judge success
9. Define efficiency
10. State three methods a business can undertake to improve resource utilisation and efficiency
11. Outline 2 difficulties a business may face when attempting to increase efficiency
12. Define lean production
13. List the components of lean production
14. Outline what is meant by kaizen
15. Define quality
16. Why is maintaining quality important to businesses?
17. Outline 2 consequences of poor quality
18. State 5 methods businesses use to improve quality
19. What's the difference between quality assurance, quality control and TQM
20. Outline 2 difficulties businesses may face when improving quality
21. Explain why businesses are increasingly investing in more environmentally sustainable operations
22. State three methods businesses can undertake to reduce the environmental impact of operations
23. State three challenges of reducing the environmental impact of operations
24. State two causes of fluctuating levels of demand

25. How can businesses increase supply to match demand?
26. Define outsourcing
27. State one benefit and one drawback of outsourcing
28. Explain the impact of not matching supply to increased demand
29. What is meant by automation?

3.2.1 People management

30. What is a hierarchy in a business?
31. What is meant by the span of control?
32. Why is a long chain of command a potentially negative thing?
33. What is the benefit/drawback of a tall organisational structure?
34. What is the benefit/drawback of a flat organisational structure?
35. What is the difference between centralisation and decentralisation?
36. What is the benefit to a business of delayering?
37. What is the benefit to a business of centralisation?
38. What is the benefit to a business of decentralisation?
39. What are the three leadership styles?
40. State three influences on which leadership style is most effective
41. What is meant by employee appraisal?
42. State two benefits of businesses completing employee appraisals
43. State the main benefit to businesses of developing and retaining talent workers
44. State two benefits to a business of encouraging teamwork in the business
45. Explain what is meant by Hackman's model of team effectiveness
46. State two factors that influence the effectiveness of teamwork in a business
47. Define motivation
48. What are the benefits of motivated and engaged employees?
49. What are the three main motivational theorists? What do they believe lead to motivated staff?

Teacher 1 Topics	Key Concepts	R	A	G
3.2.2 Operations data	- Calculate, interpret and analyse: employee productivity, unit costs and resource utilisation (including capacity utilisation) - Interpret and analyse: KPIs (such as wait times, returns, defects, complaints, speed of response, delivery times, customer service ratings/ satisfaction ratings) and measures of environmental impact and sustainability			
3.2.2 Efficiency	- The meaning and significance of resource utilisation and efficiency - Ways of improving resource utilisation and efficiency including: improved capacity utilisation, lean production (reducing inventory, reducing re-works, reducing waiting times, reducing transportation times, kaizen, standardised processes), reducing waste, recycling, reuse of materials, effective scheduling, improving employee productivity/ performance and improving cost control - Advantages and disadvantages of ways of increasing efficiency			
3.2.2 Quality	- The meaning and significance of quality - The costs of poor quality - Methods of improving quality: quality control, quality assurance, Total Quality Management (TQM), quality circles and benchmarking - Advantages and disadvantages of different methods of improving quality			
3.2.2 Environmental impact	- Purpose and value of more environmentally sustainable operations - Methods of reducing the environmental impact of operations: waste reduction, resource efficiency, reducing emissions, carbon footprint, sustainable sourcing and circularity - Challenges of reducing the environmental impact of operations: costs, supply chain limitations and the operational disruption required to change processes			
3.2.2 Matching output to demand	- Ways of managing supply to match demand, to cope with high and low demand, and fluctuating levels of demand (cyclical and seasonal): changing production scheduling, increasing or decreasing inventory, different forms of employment (part-time, temporary, zero hours, freelance), outsourcing, investment in capital and technology and increasing or decreasing capacity - Advantages and disadvantages of different ways of responding to changes in demand - Challenges of not matching supply to demand			
Teacher 2 Topics	Key Concepts	R	A	G
3.2.1 Organisational design	- The meaning and significance of span of control and levels of hierarchy - Advantages and disadvantages of tall and flat organisational structures - Advantages and disadvantages of centralisation and decentralisation - Advantages and disadvantages of restructuring including delayering and centralisation			
3.2.1 Leadership	- The influences on and impact of different leadership styles: autocratic, democratic, transformational - The impact of leadership on individual, team and business performance			
3.2.1 Developing people	- The purpose and value of employee appraisal - The purpose, value and challenges of acquiring, managing, developing and retaining talent			
3.2.1 Teamwork	- The purpose and value of teams - Factors influencing the effectiveness of teams including Hackman's model of team effectiveness			
3.2.1 Motivation	- Benefits and challenges of motivating employees - Theories of motivation: Taylor, Maslow and Herzberg			

Half Term 6

- TAQ 6 – EAD: Week 37 – 28/6
- Assessment 4: EAD: Week 37 – 28/6
- Assessment Type: Operations Management – MCQs and written responses

Revision Questions:

3.2.2 Operations Management

1. State one benefit and one drawback for a business producing internally compared to buying in
2. Name 3 factors that influence the choice of suppliers
3. What is meant by supply chain transparency and supplier third party accreditations?
4. What is meant by inventory?
5. Define lead time
6. Define buffer stock
7. Why is managing inventory vital to business success?
8. What is the difference between JIC and JIT inventory control?
9. What is one benefit and one drawback of JIC?
10. What is one benefit and one drawback of JIT?
11. What is the formula for inventory turnover?
12. What is a good figure for inventory turnover?
13. Define innovation
14. Outline two benefits of innovation
15. What four methods can be used to become more innovative?
16. What is meant by intrapreneurship?
17. What is meant by intellectual property?
18. What are the two main types of intellectual property?
19. When do businesses use project management?
20. Why is network analysis helpful for a business?
21. What is meant by the critical path?
22. How do you calculate the EST and LFT?
23. Define float time
24. How do you calculate float time?
25. What are the potential issues of relying on project management and network analysis?
26. Define economies of scale
27. What are the three main types of economies of scale?
28. Define diseconomies of scale
29. What are the three main causes of diseconomies of scale?
30. State two ways technology is being in operations
31. State one benefit and one drawback of increased technology use in operations
32. State two ethical issues faced when making operations decisions

33. What is meant by a supplier code of conduct when referring to ethics in HR?
34. What is meant by a supplier audit when referring to ethics in HR?

3.2.1 People management

35. List 7 methods of financial rewards/remuneration?
36. Which financial reward would be best for:
37. Car salesman
38. Factory worker
39. Highly skilled employee
40. List 5 methods of non-financial rewards/remuneration?
41. What factors influence the choice of motivation method used by businesses?
42. What is meant by empowerment, delegation and job enrichment?
43. Why has there been a growth in businesses offering remote, hybrid and flexible working practices
44. What is the benefit to a business of improving employee wellbeing?
45. State 4 methods businesses adopt to improve employee wellbeing
46. Why is good communication between employees and employers important?
47. What is meant by employee representation?
48. What is meant by employee voice?
49. What is the difference between collective and individual representation?
50. Why do some businesses prefer to use collective representation?
51. What do trade unions do?
52. State two consequences of poor employer-employee relations
53. What methods can businesses adopt to improve employee-employer relationships and communication?
54. What actions can trade unions use to pressure the business?
55. What are works councils?
56. Name 2 benefits and 2 drawbacks of employee representation
57. State two ethical issues faced when making HR decisions
58. What is meant by a code of conduct when referring to ethics in HR?

Teacher 1 Topics	Key Concepts	R	A	G
3.2.2 Supply chain management	- Advantages and disadvantages of producing internally compared to buying in - The purpose and value of managing the supply chain including relationships with suppliers and logistics from suppliers and to customers - Influences on sourcing suppliers: number and choice of suppliers - Impact of supply chain issues on a business - Influences on the distribution of profits between the business and suppliers and along the supply chain - Purpose and value of supply chain transparency and supplier third party accreditations			
3.2.2 Inventory management	- The reasons to hold inventory - Purpose and value of inventory management - The influences on the amount of inventory held - Advantages and disadvantages of just in time vs just in case inventory control - Calculate, interpret and analyse inventory turnover			
3.2.2 Innovation	- The purpose, value and challenges of being innovative through developing new products/processes - Methods of developing innovation: research and development, talent acquisition and retention, cross-functional teams and intrapreneurship - Protecting innovation through intellectual property: patents and copyrights			
3.2.2 Project management	- The purpose and value of project management - The purpose and value of network analysis - Understand, interpret and amend network diagrams - Calculate, interpret and analyse float times and the critical path			
3.2.2 Scale of operations	- The meaning and significance of economies of scale: technical, purchasing and financial - The meaning and significance of diseconomies of scale: control, communication and coordination			
3.2.2 Impact of technology on operations	The purpose and value of using technology (including AI) in operations (in inventory management, in supply chain management and in automation) to improve competitiveness			
3.2.2 Ethics in operations	- The purpose and value of a supplier code of conduct and supplier audits - Understand the ethical issues in terms of sourcing suppliers and product safety - Understand the environmental impact of operations			
Teacher 2 Topics	Key Concepts	R	A	G
3.2.1 Methods of rewarding people	- Advantages and disadvantages of different methods of financial rewards/remuneration: wages, salaries, piece rate, commission, performance-related pay, shares and fringe benefits - Advantages and disadvantages of different non- financial methods of rewarding people: delegation, empowerment, job enrichment, training and development, remote, hybrid and flexible working			
3.2.1 Employee wellbeing	- Benefits and challenges of improving employee wellbeing - Methods of improving employee wellbeing: physical and mental health support services, inclusive work environment, employee voice and flexible working			
3.2.1 Employer and employee relations	The purpose and value of employee representation/employee voice and involvement in decision-making			

	• Advantages and disadvantages of individual and collective representation including trade unions and employee forums • The reasons for, and consequences of poor employer-employee relations • Understand methods used to manage and improve employer-employee relations			
3.2.1 Ethics in HR	• The purpose and value of a code of conduct • Understand the ethical issues relating to: equality, diversity, inclusion and belonging • Understand the issues relating to pay gaps: gender gaps and gaps between senior managers and other employees			

Revision Resources

1. Subject knowledge videos:

Tutor2u



2. Knowledge Organisers:



3. Revision questions:



4. MCQs Practice:



5. Past paper questions:

