

Unit 1 BUSS1 Planning and Financing a Business – Numerical

Week beginning	Teacher	AQA Specification	AQA Specification - More details	Resources
6 th Sept (5 hrs) 2 weeks	HI/ST	1.1 Enterprise <ul style="list-style-type: none"> • enterprise and entrepreneurs • the importance of risk and rewards such as profit • the notion of opportunity cost • motives for becoming an entrepreneur • government support for enterprise and entrepreneurs. 	<p>Candidates should consider the role, importance and characteristics of an entrepreneur in establishing a new business.</p> <p>Entrepreneurship can take a number of forms including spotting a gap in the market or developing a new or innovative product or process.</p>	<p>Ice breakers are available at: (http://adulthood.about.com/od/icebreakers/Educational_Icebreakers.htm) and copy of AS specification.</p> <p>Case studies of entrepreneurs Business Review, Volume 10, Number 4, April 2004, pages 2–3 (Michael O’Leary). Business Review, Volume 10, Number 2, November 2003, pages 34–35, (Philip Green). Shell Livewire - http://www.shell-livewire.org/?PHPSESSID=ea696dabefe18567cf52b1684538cfcc.</p> <p>Other useful websites on entrepreneurs include: The Apprentice: www.bbc.co.uk/apprentice; Dragons Den: www.bbc.co.uk/dragonsden. Successful entrepreneur profiles: www.growingbusiness.co.uk/06959143452540574871/entrepreneurprofiles.html?rw.cm=Google,PPC,entrepreneurs.</p> <p>Opportunity cost: Business Review, Volume 2, Number 2, November 1995, pages 28–31. Business Review Volume 13, Number 2, November 2006, pages 2–3.</p> <p>Government help for entrepreneurs: Business Link http://www.businesslink.gov.uk/.</p>
20 th Sept (3 hrs) 1 week	HI/ST	1.8 Raising Finance <ul style="list-style-type: none"> • sources of finance available to start businesses. 	<p>Sources of finance should include: ordinary share capital, loan capital (bank loans, overdrafts only), venture capital and personal sources.</p> <p>Candidates should be aware of the advantages and disadvantages of these in specific contexts.</p>	<p>Bized offers a comprehensive list plus explanations: www.bized.co.uk/learn/accounting/financial/sources/index.htm as does TeachNet with the addition of a quiz: www.teachnet-uk.org.uk/2007%20Projects/Biz-GCSE%20Finance/sources/index.htm.</p>

AS Business

<p>27th Sept (2 hrs)</p> <p>1 week</p>	<p>HI/ST</p>	<p>1.11 Costs, Revenues and Profits</p> <ul style="list-style-type: none"> • fixed, variable and total costs • price, total revenue and profit. 	<p>Candidates should understand the relationships between cost, price, revenue and profits.</p>	<p>Costs and revenues: Entrepreneurial Finance: finance for small businesses, Philip Adelman & Alan Marks, ISBN: 0131842056.</p> <p>Profits: The Small Business Advice Service – offers information on getting started plus an interesting section on ‘Will I make a profit?’ - www.smallbusinessadvice.org.uk/busplan/suplan.asp. Business Review, Volume 9, Number 3, February 2003, pages 32–33.</p>
<p>4th Oct (5 hrs)</p> <p>2 weeks</p>	<p>HI/ST</p>	<p>1.12 Break-even analysis</p> <ul style="list-style-type: none"> • contribution and contribution per unit • calculation of break-even output • construction of break-even charts • analysing the effects of changing variables on break-even charts. 	<p>Candidates should understand how start-up businesses may use contribution and break-even to analyse the impact of different costs and prices, and make decisions on whether to start the business.</p> <p>Candidates should be aware of the strengths and weaknesses of break-even analysis.</p>	<p>An introduction to static break-even: Business Review, Volume 11, Number 1, September 2004, 10–13. Business Review, Volume 8, Number 4, April 2002, pages 14–15. Learning Technologies offers a PowerPoint covering the basics: http://www.learningtechnologies.ac.uk/downloads/91/ppt12.ppt. Bized provides a simulation, which is especially useful to illustrate the effects of changing variables: www.bized.co.uk/virtual/vla/break_even_analysis/index.htm.</p>
<p>18th Oct End of term exam on 1.1, 1.8, 1.11 & 1.12</p>				
<p>1st Nov (5 hrs)</p> <p>2 weeks</p>	<p>HI/ST</p>	<p>1.13 Cash Flow Forecasting</p> <ul style="list-style-type: none"> • the nature of cash flow • how to forecast cash flow • the structure of a cash flow forecast • why businesses forecast cash flow. 	<p>Candidates should understand the sources of information for cash flow forecasts and understand the significance of the forecasts.</p> <p>Candidates should be able to amend or complete a cash flow forecast.</p>	<p>Basics of cash flow forecasting: Business Review, Volume 1, Number 3, February 1995, pages 5–7 or Business Review, Volume 10, Number 1, September 2003, pages 28–29. Bized has an activity: www.bized.co.uk/educators/level2/finance/activity/cashflow12.htm. Business Link offers some reasons why firms forecast their cash flow: www.businesslink.gov.uk/bdotg/action/detail?type=RESOURCES&itemId=1076801242.</p>

AS Business

<p>15th Nov (5 hrs)</p> <p>2 weeks</p>	<p>HI/ST</p>	<p>1.14 Budgets</p> <ul style="list-style-type: none"> • income, expenditure and profit budgets • the process of setting budgets • problems in setting budgets. 	<p>Candidates should be aware of the reasons for setting budgets and the problems in so doing.</p> <p>Candidates should be able to amend or complete a budget.</p>	<p>An introduction to budgets: Business Review, Volume 11, Number 2, November 2004, pages 16–18. Business Link’s advice on creating budgets: www.businesslink.gov.uk/bdotg/action/detail?type=RESOURCE&itemId=1077098853. TeachNet gives information on reasons for budgeting and some activities: www.teachnet-uk.org.uk/2007%20Projects/Biz-GCSE%20Finance/budgets/purpose.htm.</p>
<p>29th Nov (5 hrs)</p> <p>2 weeks</p>	<p>HI/ST</p>	<p>1.15 Assessing Business Start-Ups</p> <ul style="list-style-type: none"> • objectives of business start-ups • strengths and weaknesses of a business idea and/or plan • why start-ups can be risky • why start-up businesses may fail. 	<p>Candidates should be aware that objectives for start-ups may vary and that determinants of success and failure depend upon the circumstances.</p> <p>Causes of failure should include: unexpected changes in demand or costs, unavailability of supplies and delays.</p>	<p>Objectives of start-ups: The Annual Small Business Survey provides information on start-up objectives: www.berr.gov.uk/files/file38237.pdf. Strengths and weaknesses: What a venture capitalist looks for in an investment opportunity - news.bbc.co.uk/1/hi/business/4439788.stm. Risks/causes of failure: Debt Help UK: www.debt-help-uk.org.uk/business_failure_reasons_and_choices.asp. Growing your own business: www.growingyourownbusiness.co.uk/business_advice_detail.php?AdvicId=6&CatId. Business Review, Volume 11, Number 1, September 2004, pages 30–32.</p>
<p>13th Dec End of term exam on 1.13, 1.14 & 1.15</p>				

Unit 1 BUSS1 Planning and Financing a Business – Marketing and People

Week beginning	Teacher	AQA Specification	AQA Specification - More details	Resources
6 th Sep (5 hrs) 2 weeks	PL/TV	1.2 Generating and Protecting Business Ideas <ul style="list-style-type: none"> • sources of business ideas • the identification of a product or market niche • franchises • copyright, patents and trademarks. 	<p>The sources of ideas may include brain-storming, own personal experience and business experience. The generation of business ideas must be in relation to a small business with limited resources.</p> <p>Candidates should be familiar with the formation and operation of franchises and understand the benefits and pitfalls to franchisors or franchisees of operating a franchise as opposed to starting a new business.</p>	<p>Sources of business ideas: The Times 100 Case Study - Beiersdorf (www.thetimes100.co.uk).</p> <p>Identifying market opportunities: Business Review, Volume 7, Number 4, pages 2–3.</p> <p>There is a good deal of material on franchises at: Franchise Expo – www.franchiseexpo.co.uk and The British Franchise Association www.thebfa.org.uk.</p> <p>A source on copyright, patents and trademarks: The UK Intellectual Property Office - www.ipo.gov.uk;</p> <p>Business Review, Volume 9, Number 4, April 2003, pages 28–30; Business Review, Volume 13, Number 2, November 2006, pages 4–6 (also covers market opportunities).</p>
20 th Sep (3 hours) 1 week	PL/TV	1.3 Transforming Resources into Goods and Services <ul style="list-style-type: none"> • inputs, outputs and the nature of the transformation of resources into finished products • adding value. 	<p>This topic should be considered within the context of the tertiary, secondary and primary industries.</p>	<p>The basics on production: The Times 100 - www.thetimes100.co.uk/theory/theory--production-process--254.php.</p> <p>Adding value: Department for Innovation, Universities and Skills, DUIS, (formerly the DTI) - www.innovation.gov.uk/value_added/; Business Review, Volume 13, Number 3, February 2007, pages 8–9 which considers how Kellogg's adds value.</p>
27 th Sep (5 hours) 2 weeks	PL/TV	1.4 Developing Business Plans <ul style="list-style-type: none"> • the purpose and contents of business plans • sources of information and guidance. 	<p>Candidates should be aware of the benefits and problems of plans/planning for small businesses.</p> <p>The planning process involves decisions based on the resources to be used and factors providing competitive advantage.</p> <p>The sources of information should include: small business advisors, accountants, bank managers and government agencies.</p>	<p>All the major banks provide a variety of materials on business plans. The HSBC offers some good materials (which will also help with financial planning - www.hsbc.co.uk/1/2/business/needs/startingbusiness/business-plan). Also a number of informative and practical websites:</p> <p>Business Link - www.businesslink.gov.uk/bdotg/action/layer?topicId=1073869162;</p> <p>Businessballs - www.businessballs.com/freebusinessplansandmarketingtemplates.htm; Business Review, Volume 4, Number 4, April 1998, pages 28–29; Business Review, Volume 13, Number 1, September 2006, pages 2–3.</p>

AS Business

<p>11th Oct (5 hours)</p> <p>2 weeks</p>	<p>PL/TV</p>	<p>1.5 Conducting Start-Up Market Research</p> <ul style="list-style-type: none"> • methods of primary and secondary market research • qualitative and quantitative research • size and types of samples • factors influencing the choice of sampling methods. 	<p>Candidates should be aware of the relative value of different approaches to market research.</p> <p>Methods of sampling should include: random, quota and stratified.</p> <p>Candidates should be aware that the available finance, the nature of the product, the risk involved and the target market will influence the choice of sampling method and size of sample.</p>	<p>The Market Research Portal has a large quantity of information on all aspects of market research: www.marketresearchworld.net/. Also look at the website of the Market Research Society (www.mrs.org.uk).</p> <p>Primary, secondary, quantitative and qualitative research: The Times 100 - www.thetimes100.co.uk/theory/theory--market-research--315.php. The Market Research Society's Introduction to MR: www.mrs.org.uk/mrindustry/downloads/newcomers.pdf. Business Review, Volume 6, Number 1, September 1999, pages 18–20.</p> <p>Sampling: The Market Research Portal - www.marketresearchworld.net/index.php?option=com_content&task=view&id=23&Itemid=1 See also above article in Business Review, Volume 6, Number 1, pages 18–20.</p>
<p>1st Nov End of term test 1.2, 1.3, 1.4 & 1.5</p>				
<p>8th Nov (5 hours)</p> <p>2 weeks</p>	<p>PL/TV</p>	<p>1.6 Understanding Markets</p> <ul style="list-style-type: none"> • the nature and types of markets • the importance of demand • types of market segmentation • market size, growth and share. 	<p>Candidates should be aware that markets take different forms, eg local, national, physical and electronic.</p> <p>Candidates should know that demand is affected by a range of factors including the price of the product, competitor actions, consumer incomes, success of businesses' marketing and seasonal factors.</p> <p>Candidates should be aware of the benefits and drawbacks of types of segmentation.</p> <p>Candidates should be able to calculate market size, growth and share.</p>	<p>Nature and types of markets: Business Review, Volume 13, Number 4, April 2007, page 35. Bized - interesting PowerPoint presentation on types of markets - www.bized.co.uk/educators/16-19/business/external/presentation/typesmarket.ppt#12.</p> <p>Market size, share and growth: Exams Tutor - (valuable account) - www.examtutor.com/business/resources/studyroom/market/market_analysis/3_market_size_trend_s.php.</p> <p>Segmentation: Exams Tutor - (another useful article) - www.examtutor.com/business/resources/studyroom/market/market_analysis/5_market_segmentation.php. Business Review. Volume 7, Number 4, April 2001, pages 13–14.</p>

AS Business

22 nd Nov (3 hours) 1 week	PL/TV	1.7 Choosing the Right Legal Structure <ul style="list-style-type: none"> • sole traders, partnerships, private limited companies and public limited companies • not-for-profit businesses. 	Candidates should be aware of the benefits and drawbacks of legal structures and understand plc's as a means of comparison.	Teacher Resource Exchange - a visually stimulating introductory PowerPoint presentation: www.tre.ngfl.gov.uk/uploads/materials/16190/LEGAL%20FORS%20OF%20BUSINESS2.pps . Business Review, Volume 2, Number 4, April 1996, pages 4–6 – valuable background reading. Not-for-profit businesses (social enterprises) – lots of case theories and useful theory: www.socialenterprise.org.uk/Default.aspx .
29 th Nov (2 hours) 1 week	PL/TV	1.9 Locating the Business factors influencing start-up location decisions.	The factors should include: technology, costs, infrastructure, the market and qualitative factors. Candidates should understand that their relative importance may vary according to the type of business.	Basic theory from the Times 100: www.thetimes100.co.uk/theory/theory--business-location--249.php . Business Review, Volume 9, Number 4, April 2003, pages 4–6.
6 th Dec (2 hours) 1 week	PL/TV	1.10 Employing People <ul style="list-style-type: none"> • types of employees used in small businesses • using consultants and advisors. 	The types of employees should include: temporary, permanent, full-time and part-time. Candidates should be aware of the reasons, drawbacks and difficulties of employing people and/or using consultants and advisors.	Practical advice from Business Link on employing different types of worker: www.businesslink.gov.uk/bdotg/action/layer?r.l1=1073858787&topicId=1079568262&r.s=tl . The UK Insolvency Helpline offers advice on employing part-time employees: www.insolvencyhelpline.co.uk/business_advice/starting_up/employing_people/parttime.htm .
13 th Dec	Test on 1.6, 1.7, 1.9, 1.10			

Unit 2 BUSS2 Managing a Business – Numerical based

Week beginning	Teacher	AQA Specification	AQA Specification - More details	Resources
4 th Jan (4 hours) 1 week	HI/ST	2.1 Using Budgets <ul style="list-style-type: none"> the benefits and drawbacks of using budgets the calculation and interpretation of favourable and adverse variances using variance analysis to inform decisionmaking. 	Candidates should be familiar with income, expenditure and profit budgets. They will not be required to analyse budgets by price and volume, nor to use flexible budgets.	This topic builds on earlier teaching of budgets. Budgets can include cash budgets (see below). Business Review offers some applied material on variance analysis: Business Review, Volume 4, Number 2, November 1997, pages 16–18.
10 th Jan (5 hours) 2 week	HI/ST	2.2 Improving Cash Flow <ul style="list-style-type: none"> causes of cash flow problems methods of improving cash flow. 	Candidates should be familiar with a range of techniques to improve cash flow including: overdrafts and short-term loans, factoring and sale or leaseback of assets.	Builds on Unit One teaching of cash flow. Important to link methods of improvement to causes of cash flow problems. Business Link provides some practical advice: http://www.businesslink.gov.uk/bdotg/action/detail?type=RESOURCES&itemId=1074407631 . An interesting article on late payers in Business Review, Volume 4, Number 4, pages 20–21. More general advice on managing cash flow in Business Review, Volume 7, Number 1, September 2000, pages 14–15.
24 th Jan (5 hours) 2 weeks	HI/ST	2.3 Measuring and Increasing Profit <ul style="list-style-type: none"> the calculation and understanding of net profit margins the calculation and understanding of return on capital methods of improving profits/profitability the distinction between cash and profit. 	Candidates do not need any understanding of the balance sheet or income statements. Candidates do not need any knowledge of capital employed. Return on capital relates to the percentage return on a capital investment. Methods of improving profits should include cost reduction and price rises but also an understanding of the possible implications of these decisions.	A significant topic with some new teaching. Interesting advice on completing simple calculations and interpreting answers can be found at the Business Eye website: www.busesseye.org.uk/4756.html . Sound advice from Business Link in the South West: http://www.blpeninsula.co.uk/performance/229_1835.asp . Business Review has a thought-provoking article: Business Review, Volume 12, Number 1, September 2005, pages 8–9.

AS Business

<p>7th Feb (5 hours)</p> <p>2 weeks</p>	<p>HI/ST</p>	<p>2.8 Making Operational Decisions</p> <ul style="list-style-type: none"> operational targets calculating and managing capacity utilisation operational issues dealing with non-standard orders and matching production and demand. 	<p>Operational targets relate to unit costs, quality and capacity utilisation.</p> <p>Candidates should be able to calculate and interpret unit costs. Managing output to match orders should include: use of overtime, hiring temporary and part-time staff, rationalisation and sub-contracting and the importance of managing stocks efficiently.</p>	<p>This has a strong numerical theme. Operations targets can be in terms of quality, unit costs or capacity utilisation. There are some interesting examples on Revision Guru: http://www.revisionguru.co.uk/business/capacity.htm (look especially at the further reading list). A good article in Business Review Volume 12, Number 1, September 2005, pages 19–20.</p>
<p>14th Feb Test on 2.1, 2.2, 2.3, 2.8</p>				
<p>28th Feb (5 hours)</p> <p>2 weeks</p>	<p>HI/ST</p>	<p>2.9 Developing Effective Operations</p> <ul style="list-style-type: none"> the meaning of quality the distinction between quality control and quality assurance systems of quality assurance quality standards. 	<p>Systems of quality should include Total Quality Management (TQM). Candidates should be aware of the issues involved and the possible benefits of introducing and managing quality systems and/or achieving quality standards.</p> <p>Issues in introducing and managing quality include costs and other implications of training and the possibility of disruption to production.</p> <p>The importance of quality might be judged through its impact on sales, its possible use as a Unique Selling Point (USP), the flexibility it can give in pricing decisions and costs.</p>	<p>Another good portal from Businessballs, this time on quality: http://www.businessballs.com/qualitymanagement.htm. A useful fact sheet on total quality management is available at: http://www.thecqi.org/resources/d2-4.shtml. For quality standards you can find out about the basics of ISO 9001 at: http://www.bsi-uk.com/Quality/index.xalter.</p>
<p>14th Mar (5 hours)</p> <p>2 weeks</p>	<p>HI/ST</p>	<p>2.10 Developing Effective Operations: Customer Service</p> <ul style="list-style-type: none"> methods of meeting customer expectations monitoring and improving customer service the benefits of high levels of customer service. 	<p>Methods of meeting customer expectations should include: market research, training, use of quality assurance and control, quality standards.</p> <p>Candidates should understand the ways in which a range of different businesses use customer service to improve their performance.</p>	<p>The Times 100 has a series of features on customer service including a case study based on Portkabin: http://www.thetimes100.co.uk/case-study--the-importance-excellent-customer-service--35-235-2.php. Business Review, Volume 6, Number 1, September 1999, pages 10–11, considers how McDonald's trains its staff to provide good customer service.</p>

AS Business

<p>28th Mar (3 hours)</p> <p>1 week</p>	<p>HI/ST</p>	<p>2.11 Working with Suppliers</p> <ul style="list-style-type: none"> • choosing effective suppliers • the role that suppliers play in improving operational performance. 	<p>Factors affecting choice of and relationship with suppliers should include: prices, payment terms, quality, capacity, reliability and flexibility.</p>	<p>A good article in Business Review on supply chain management: Business Review, Volume 8, Number 1, September 2001. Learn more about Supply Chain Management (SCM) at: http://scm-institute.org/.</p>
<p>4th Apr (3 hours)</p> <p>1 week</p>	<p>HI/ST</p>	<p>2.12 Using Technology in Operations</p> <ul style="list-style-type: none"> • types of technology in operations management • issues in introducing and updating technology. 	<p>Types of technology should include: robotics, automation such as stock control, communications and design technology.</p> <p>Candidates should be aware of the benefits of technology such as: reducing costs, improving quality, reducing waste and increasing productivity.</p>	<p>The impact of technology in the service sector: Business Review, Volume 7, Number 1, September 2000, pages 32–33.</p>
<p>26th Apr Test on 2.9, 2.10, 2.11 & 2.12</p>				

Unit 2 BUSS2 Managing a Business – Marketing and People

Week beginning	Teacher	AQA Specification	AQA Specification - More details	Resources
4 th Jan (4 hours) 1 week	PL/TV	2.4 Improving Organisational Structures <ul style="list-style-type: none"> key elements of organisational structure workforce roles how organisational structure affects business performance. 	Key elements should include: <ul style="list-style-type: none"> –levels of hierarchy/spans of control –work loads/job allocation –delegation –communication flows. The workforce roles include: supervisor, team leader, manager and director.	An introduction to organisational structures is provided as a presentation by Bized (best used selectively for this specification): http://www.bized.co.uk/educators/16-19/business/strategy/presentation/orgstructures.ppt#2 A thoughtful article on spans of control: Business Review, Volume 10, Number 3, February 2004, pages 10–12. The role of the manager is explored at Management-Resources.org: http://www.management-resources.org/universal.php?c=11&a=123 . The role of the supervisor (and how it is changing) is covered thoroughly by ACAS: http://www.acas.org.uk/index.aspx?articleid=805 .
10 th Jan (3 hours) 1 week	PL/TV	2.5 Measuring the Effectiveness of the Workforce <ul style="list-style-type: none"> methods of measuring workforce performance. 	Candidates should be able to calculate and interpret measures such as labour productivity and labour turnover.	ACAS looks at labour turnover in detail at: http://www.acas.org.uk/index.aspx?articleid=934 . General article on Personnel Performance Indicators in Business Review, Volume 8, Number 1, September 2001, pages 14–15. Lots of good materials on the Chartered Institute of Personnel and Development (CIPD). For example: http://www.cipd.co.uk/subjects/hrpract/turnover/empturnretent.htm?IsSrchRes=1 . See also Business Review, Volume 13, Number 2, pages 28–29 for recent research on labour turnover.

AS Business

<p>17th Jan (5 hours) 2 weeks</p>	<p>PL/TV</p>	<p>2.6 Developing an Effective Workforce</p> <ul style="list-style-type: none"> • the recruitment process • internal and external recruitment • selecting the best employees • how recruitment and selection can improve a workforce • methods of training. 	<p>Types of recruitment and the recruitment process should include the stages from identifying a vacancy to receipt of applications.</p> <p>Candidates should understand benefits and drawbacks of internal and external recruitment and training.</p> <p>Methods of selection include: interviews, assessment centres, and tests. Candidates should also be familiar with person specifications and job descriptions.</p> <p>Methods of training should include: on-the-job, offthe- job and induction.</p>	<p>Lots of sources for the basic process, but use some small business examples. Useful information is available at: http://www.hrmguide.co.uk/hrm/chap8/ch8-links.html. The focus should be on getting the right people. There is a lot of information on training at the Businessballs site, which also offers hyperlinks to other useful information - http://www.businessballs.com/traindev.htm</p>
<p>31st Jan (5 hours) 2 weeks</p>	<p>PL/TV</p>	<p>2.7 Developing and Retaining an Effective Workforce:</p> <p>Motivating Employees• using financial methods to motivate employees</p> <ul style="list-style-type: none"> • improving job design • empowering employees • working in teams • theories of motivation. 	<p>Specific theories of motivation will not be examined.</p> <p>Candidates should use any relevant theories to support their arguments to consider influences on motivation.</p> <p>Methods of improving job design should include: enrichment and enlargement.</p> <p>Candidates should understand the links between the organisational structure and the motivational techniques available to managers.</p>	<p>There is a huge amount of material available. An excellent portal for this subject is a page at Businessballs: http://www.businessballs.com/motivation.htm. Find out about David McClelland in Business Review, Volume 5, Number 3, February 1999, pages 2–3.</p> <p>Daniel Pink - Drive “intrinsic motivators”</p>

AS Business

<p>14th Feb (3 hours)</p> <p>1 week</p>	<p>PL/TV</p>	<p>2.13 Effective Marketing</p> <ul style="list-style-type: none"> • the purpose of marketing • niche and mass marketing. 	<p>Candidates should be aware of the benefits and drawbacks of niche and mass marketing.</p> <p>Candidates should be aware of consumer marketing and business to business marketing.</p>	<p>Hugh Davidson's "Offensive Marketing" and "Even More Offensive Marketing", published by Penguin Business, is full of valuable material for this entire section. A general article on the purpose of marketing (and how it is changing) can be found at: http://www.mycustomer.com/cgi-bin/item.cgi?id=133471. Business Review has an article on niche marketing in Volume 13, Number 2, November 2006, pages 12–13. Lots of information and news on business to business marketing is available at: http://www.b2bm.biz/.</p>
<p>14th Feb Test on 2.4, 257, 2.6 & 2.13</p>				
<p>28th Feb (5 hours)</p> <p>2 weeks</p>	<p>PL/TV</p>	<p>2.14 Using the Marketing Mix</p> <p>Product.</p> <ul style="list-style-type: none"> • influences on the development of new goods and services • unique selling points (or propositions) • product portfolio analysis • product life cycle. 	<p>Influences on the development of new goods and services include: technology, competitors' actions and the entrepreneurial skills of managers and owners.</p> <p>Product portfolio analysis should include the Boston Matrix.</p>	<p>Directors' Briefing offers detailed advice on new product development: http://www.busesseye.org.uk/4753.html. Business Review considers why so many new products fail in Volume 10, Number 1, September 2003, pages 2–3. See Business Review Volume 9, Number 2, November 2002, pages 2–3 for an article on USPs. Bized has a PowerPoint presentation on the Boston matrix and the product life cycle at: http://www.bized.co.uk/educators/16-19/business/marketing/presentation/portfolio.ppt#1. More detail and a worksheet on the Boston matrix are available at: http://www.mindtools.com/pages/article/newTED_97.htm. Business Review looks at the product life cycle of the 'mini' car in Volume 12, Number 1, September 2005, pages 36–37.</p>

AS Business

<p>14th Mar (3 hours)</p> <p>1 week</p>	<p>PL/TV</p>	<p>2.15 Using the Marketing Mix Promotion.</p> <ul style="list-style-type: none"> • elements of the promotional mix • influences on the choice of promotional mix. 	<p>The promotional mix includes factors such as: PR, branding, merchandising, sales promotions, direct selling and advertising.</p>	<p>Business Review, Volume 11, Number 3, February 2005, pages 4–6 looks at promotion within the marketing mix. The Chartered Institute of Marketing (CIM) offers a ten minute guide to the promotional mix at: www.cim.co.uk/MediaStore/knowhub/FactFiles/10_minute_guides/Promotional_mix.pdf. The Times 100 has a case study on Experian’s changing promotional mix: http://www.thetimes100.co.uk/case-study--entering-new-market-with-new-product--83-244-5.php.</p>
<p>21st Mar (6 hours)</p> <p>1 week</p>	<p>PL/TV</p>	<p>2.16 Using the Marketing Mix Pricing.</p> <ul style="list-style-type: none"> • pricing strategies • pricing tactics • influences on pricing decisions. 	<p>Pricing strategies should include: price skimming and penetration, price leaders and price takers.</p> <p>Pricing tactics should include: loss leaders and psychological pricing. Influences on pricing decisions should include the price elasticity of demand.</p> <p>Candidates must understand the significance, determinants and the problems of measurement of price elasticity.</p> <p>Candidates should be able to use the price elasticity coefficient to show the effects of price changes on total revenue. However, candidates will not be required to calculate the coefficient of price elasticity.</p>	<p>Business Review examines pricing decisions in the context of an integrated marketing mix in Volume 11, Number 2, November 2004, pages 8–10. Bized has a pricing decisions activity which is interesting although it relates to larger businesses: http://www.bized.co.uk/educators/16-19/business/marketing/activity/pricingstrat.htm. Business Review assesses the value of price elasticity as a business tool in Volume 10, Number 4, April 2004, pages 12–13 and includes data on price elasticity and bus travel in Volume 12, Number 1, September 2005, rear cover.</p>

AS Business

28 th Mar (2 hours) 1 week	PL/TV	2.17 Using the Marketing Mix Place. <ul style="list-style-type: none"> choosing appropriate outlets/distributors types of distribution channels. 		Business Review analyses the role of place in the marketing mix in Volume 11, Number 4, April 2005, pages 16–18. The following PowerPoint has a lot of interesting material, though you may want to use it selectively: http://learning.north.londonmet.ac.uk/mt211/placemt211.ppt .
4 th April (3 hours) 1 week	PL/TV	2.18 Designing an Effective Marketing Mix <ul style="list-style-type: none"> influences on the marketing mix the importance of an integrated marketing mix. 	The influences on the marketing mix may be wide ranging encompassing, finance, technology and market research.	The Times 100 offers useful material on Vodafone's marketing mix: http://www.thetimes100.co.uk/case-study--sponsorship-marketing-mix--41-131-3.php . Business Link offers practical advice based on an entrepreneur's experience: http://www.businesslink.gov.uk/bdotg/action/detail?type=CASE%20STUDIES&itemId=1075067257 .
26 th April (5 hours) 2 weeks	PL/TV	2.19 Marketing and Competitiveness <ul style="list-style-type: none"> the possible impacts of market conditions and degree of competition determinants of competitiveness methods of improving competitiveness. 	Candidates should be aware of a range of markets with differing numbers of businesses and degrees of competition such as one dominant business or many smaller businesses. They should consider how this impacts on the design of the marketing mix. Methods of improving competitiveness includemarketing and non-marketing methods such as reducing costs, improving quality and staff training.	Business Review provides an introduction to the concept of competitiveness in Volume 7, Number 1, September 2000, pages 4–5. The Times 100 has a case study on maintaining competitiveness: http://www.thetimes100.co.uk/downloads/amway/amway_5_full.pdf . Business Link recognises the wide range of factors that determine competitiveness by examining the role of employees: http://www.businesslink.gov.uk/bdotg/action/layer?topicId=1074417786 .
3 rd May	Test on 2.15, 2.16, 2.17, 2.18 & 2.19			