

AQA GCE Business Studies

BUSS3- Strategies for Success

EXAM PAPER TOPIC TRACKER

Keep track of the topics examined so far in BUSS3



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(Marks shown in brackets)	Jan 2010 Out and About plc	June 2010 First Cars plc	Jan 2011 Burkinshaw plc	May 2011 Sound & Vision plc	Jan 2012 Scott Electronics	May 2012 Superstyle plc	Jan 2013 Roberts Media plc	June 2013 Nicholson plc	June 2014 KLICK plc
FUNCTIONAL OBJECTIVES & STRATEGIES									
Using Objectives and Strategies									
Functional objectives and their relationship with corporate objectives									
The relationship between functional objectives and strategies.			Evaluation of whether a change in business location has helped achieve corporate objectives (34)						
FINANCIAL STRATEGIES AND ACCOUNTS									
Understanding Financial Objectives									
Financial objectives			Evaluation of whether a change in business location has helped achieve corporate objectives (34)	Assessment of whether a proposed return on investment is likely to be achieved (18)					
Assessing internal and external influences on financial objectives									
Using Financial Data to Measure & Assess Performance									
Analysing balance sheets	Assessment of current financial position (part of 18)					Analysis of profitability and asset turnover (10)			Assessment of whether working capital & liquidity position is a concern (18)
Analysing income statements									
Using financial data for comparisons, trend analysis and decision making									
Assessing strengths and weaknesses of financial data in judging performance									
Interpreting Published Accounts									
Conducting ratio analysis: the selection, calculation and interpretation of ratios to measure financial performance				Assessment of whether a proposed return on investment is likely to be achieved (18)	Analysis of whether shareholders are likely to be pleased with financial performance (16)	Analysis of profitability and asset turnover (10)			Assessment of whether working capital & liquidity position is a concern (18)
Assessing the value and limitations of ratio analysis in measuring a business's performance									
Selecting Financial Strategies									
Raising finance	Recommendations for how business should raise capital (part of 18)			Evaluation of a proposed change in strategic direction (34)		Evaluation of a proposed change in strategic direction including international expansion & finance raising (34)			
Implementing profit centres									
Cost minimisation							Evaluation of proposal to rationalise operations (print to digital) (34)		
Allocating capital expenditure									
Making Investment Decisions									

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Conducting investment appraisal: selection of appropriate methods, calculation and interpretation of findings		Calculation of ARR & analysis of results (10)						Calculation of payback period and average rate of return (8)		
Investment criteria										
Assessing the risks and uncertainties of investment decisions				Assessment of whether a proposed return on investment is likely to be achieved (18)					Evaluation of a proposal to invest substantially in an Apps business (34)	
Evaluating quantitative and qualitative influences on investment decisions				Evaluation of a proposed change in strategic direction (34)			Evaluation of impact of proposal (print to digital) on ROCE (34)			
MARKETING STRATEGIES										
Understanding Marketing Objectives										
Marketing objectives			Evaluation of whether a change in business location has helped achieve corporate objectives (34)	Evaluation of the relationship between marketing budget size and achieving marketing objectives (18)						
Assessing internal and external influences on marketing objectives										
Analysing Markets and Marketing										
Reasons for, and the value of, market analysis						Evaluation of the effectiveness of market analysis in developing a successful brand (18)				
Methods of analysing trends										
The use of information technology in analysing markets									Analysis of effectiveness of using data to develop marketing strategy (10)	
Difficulties in analysing marketing data										
Selecting Marketing Strategies										
Low cost versus differentiation	Evaluation of proposed strategy to re-position the business (34)	Evaluation of proposal to change from low-cost to differentiation (34)		Evaluation of a proposed change in strategic direction (34)						
Market penetration										
Product development and market development strategies			Evaluation of appropriateness of product development strategy (18)			Evaluation of proposal to produce a new smartphone for a major supermarket (36)	Evaluation of a proposed change in strategic direction including international expansion & finance raising (34)		Evaluation of a proposed new product development and launch (36)	
Diversification										
Assessing effectiveness of marketing strategies			Evaluation of appropriateness of product development strategy (18)					Evaluation of proposal to migrate from print product to digital delivery (34)		
Developing & Implementing Marketing Plans										

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Components of marketing plans							Evaluation of whether a significant marketing budget would be the most important component of a new marketing plan(18)		
Assessing internal and external influences on marketing plans	Most important influences on proposed marketing plan (18)			Evaluation of the relationship between marketing budget size and achieving marketing objectives (18)					
Issues in implementing marketing plans									
OPERATIONAL STRATEGIES									
Understanding Operational Objectives									
Operational objectives			Evaluation of whether a change in business location has helped achieve corporate objectives (34)						
Assessing internal and external influences on operational objectives									
Operational Strategies: Scale and Resource Mix									
Choosing the right scale of production: economies and diseconomies of scale			Implications of deciding to accept a large order (10)			Evaluation of a proposed change in strategic direction incl international expansion & finance raising (34)			
Choosing the optimal mix of resources: capital and labour intensity									
Operational Strategies: Innovation									
Innovation, research and development	New product development as part of repositioning strategy (34)			Evaluation of a proposed change in strategic direction (34)	Analysis of issues if business chooses strategy of innovation (10)				Evaluation of a proposal to invest substantially in an Apps business (34)
Purpose, costs, benefits and risks of innovation									
Operational Strategies: Location									
Methods of making location decisions								Analysis of location choice for factory production (18)	
Benefits of optimal location									
Advantages & disadvantages of multi-site locations	Multi-site growth as part of repositioning strategy (34)			Evaluation of a proposed change in strategic direction (34)					
Issues relating to international location			Implications of a decision to relocate production location overseas (18)			Evaluation of a proposed change in strategic direction incl international expansion & finance raising (34)			
Operational Strategies: Lean Production									
The effective management of time									
Assessing the value of critical path analysis		Assessment of the value of using CPA to support business					Analysis of consequences of a delay in CPA activities (10)		

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		proposal (18)							
The effective management of other resources through methods of lean production	Introduction of lean production as part of repositioning strategy (34)					Evaluation of the role of lean production (c/w employees) in the success of the case study firm (18)			
HUMAN RESOURCE STRATEGIES									
Understanding HR Objectives and Strategies									
HR objectives			Evaluation of whether a change in business location has helped achieve corporate objectives (34)						
Assessing internal & external influences on HR objectives		Influences on achieving HR objectives via workforce plan (part of 16)				Evaluation of the role of lean production (c/w employees) in the success of the case study firm (18)			
HR strategies	Analysis of benefits of existing soft HR strategy (10)		Implications of a decision to relocate production location (18)		Assessment of the effectiveness of the HR strategy (18)				Assessment of rationale for changing the HR strategy (18)
Developing and Implementing Workforce Plans									
Components of workforce plans									
Assessing internal & external influences on workforce plans		Most important influences on implementation of a workforce plan (16)	Implications of a decision to relocate production location (18)						
Issues in implementing workforce plans									
The value of using workforce plans									
Competitive Organisational Structures									
Factors determining choice of organisational structures		Changed org structure as part of new strategy (34)		Analysis of reasons for using a decentralised structure (10)					
Adapting organisational structures to improve competitiveness				Evaluation of a proposed change in strategic direction (34)				Analysis of a proposed delayering in order to achieve greater workforce empowerment (18)	
Effective Employer/Employee Relations									
Managing communications with employees							Evaluation of whether effective employer / employee relations can be maintained during a period of significant changes (18)		
Methods of employee representation									
Methods of avoiding and resolving industrial disputes			Implications of a decision to relocate production location (18)						