

BUSS3- Strategies for Success

EXAM PAPER TOPIC TRACK

Keep track of the topics examined so far in BUSS3



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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					Analysis of profitability and asset turnover (10)		
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)		
Assessing the value and limitations of ratio analysis in measuring a business's performance							
Selecting Financial Strategies							
Raising finance			Evaluation of a proposed change in strategic direction (34)		Evaluation of a proposed change in strategic direction including international expansion & finance raising (34)		

Conducting investment appraisal, selection of appropriate methods, calculation and interpretation of findings	Calculation of ARR & analysis of results (10)						Calculation of period and rate of return
Investment criteria							
Assessing the risks and uncertainties of investment decisions			Assessment of whether a proposed return on investment is likely to be achieved (18)				
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							
Difficulties in analysing marketing data							
Selecting Marketing Strategies							
Low cost versus differentiation	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		Evaluation of proposed development launch (3)

Assessing internal and external influences on marketing plans			Evaluation of the relationship between marketing budget size and achieving marketing objectives (18)			budget would be the most important component of a new marketing plan(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			Evaluation of a proposed change in strategic direction (34)	Analysis of issues if business chooses strategy of innovation (10)			
Purpose, costs, benefits and risks of innovation							
Operational Strategies: Location							
Methods of making location decisions							Analysis of choice for production
Benefits of optimal location							
Advantages & disadvantages of multi-site locations			Evaluation of a proposed change in strategic direction (34)				
Issues relating to international location		Implications of a decision to relocate			Evaluation of a proposed change in		

	proposal (18)					(10)	
The effective management of other resources through methods of lean production					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		Implications of a decision to relocate production location (18)		Assessment of the effectiveness of 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 delay in achieving workforce empowerment

