



AQA's Level 3 Certificates in Applied Business
Qualification content mapping from Applied A-level in Business

Guidance Notes:

This document is for those tutors/curriculum managers who deliver the existing Applied A-level in Business, and who are interested in exploring how the new unit content of the Level 3 Certificates in Applied Business relates to what they have taught previously. The document is intended to assist existing tutors with planning the delivery of the new units.

The layout of the document is straightforward. Each unit of the new qualification is compared with the relevant content/units of the old Applied A-level in Business and useful comparisons and contrasts in the content are identified. Tutors will be able to see the extent to which the new units represent both a continuation of content in relation to the old units and where departures into new content areas are developed. In some cases, this may be as subtle as a different emphasis on the same content.

This document should be used with the new specification for the Level 3 Certificates in Applied Business, and the existing specification for the Applied A-level in Business. Copies of these can be downloaded from: <http://www.aqa.org.uk/subjects/business-subjects>

Unit 1 Financial Planning and Analysis (external exam)

Content from both BS03 Financial Planning and Monitoring and BS15 Financial Accounting for Managers are carried forward to Unit 1 Financial Planning and Analysis. More of the content from BS03 than BS15 has been retained.

It should be noted that market information in assessment outcome 4 is new and stakeholder perspectives again in assessment outcome 4 is given more prominence.

A key difference between Unit 1 and BS03 and BS15 is in the question paper format. Unlike BS03 there is no pre-examination research task and no requirement for the same business narrative to follow through each examination question. The question paper structure for Unit 1 is also different to BS15 in terms of business narrative and question length. See the sample question paper and mark scheme on the AQA website.

BS03 Financial Planning and Monitoring	Unit 1 Financial Planning and Analysis
Legal Forms of Business The ownership, control, financing, advantages and disadvantages of the following: <ul style="list-style-type: none">• sole traders• partnerships• private limited companies• public limited companies.	Assessment Outcome 1 Investigate why business enterprises plan their finances. All carried forward to Unit 1 - note that in addition Unit 1 also includes: <ul style="list-style-type: none">• Community interest companies• Co-operatives
Sources of Finance The internal and external sources of finance available to businesses, including share issues, loans, sales of assets, government grants and working capital.	Assessment Outcome 1 Investigate why business enterprises plan their finances. All carried forward to Unit 1 within the context of operating and expanding the enterprise. Specifically: <ul style="list-style-type: none">• financing business start-up• meeting running costs• cash-flow• internal sources of finance• external sources of finance

<p>Business Plans</p> <p>The typical contents of a business plan, including information on marketing, finance, aims and objectives, location, production and personal qualities and qualifications. The purposes of business plans (for stakeholders such as investors and suppliers as well as the entrepreneur or manager) and sources of information that may be used. The use of business plans to monitor on going performance.</p>	<p>Assessment Outcome 1 Investigate why business enterprises plan their finances.</p> <p>Carried forward to Unit 1 in terms of</p> <ul style="list-style-type: none"> • planning an enterprise: <ul style="list-style-type: none"> ○ start-up ○ running costs ○ profit • planning to meet financial objectives: <ul style="list-style-type: none"> ○ making a return for the owners of the enterprise ○ setting profit targets ○ ensuring sufficient cash resources ○ long term financing • providing information to key stakeholders to enable them to make decisions about the viability of an enterprise or expansion: <ul style="list-style-type: none"> ○ owners/shareholders ○ potential funders ○ suppliers <p>The monitoring aspect of BS03 is found in Assessment Outcome 3: See setting budgets and monitoring budgets (below)</p>
<p>Business Software</p> <p>The range of software used by businesses to:</p> <ul style="list-style-type: none"> • keep records of sales and expenditure • draw up budgets and cash flow forecasts • calculate and present year-end accounts. <p>The benefits of using business software.</p>	<p>Whilst budgets and cash-flow are required and also year-end accounts, they are not required within a specific business software context.</p>

<p>Resource Management</p> <p>The range of resources used by a business, including human resources, material resources as well as information resources. How resource needs vary between different businesses. The benefits of using minimal amounts of resources.</p>	<p>This is not required in Unit 1</p>
<p>Costs and Revenues</p> <p>The structure of costs, including fixed, variable and semi-variable costs. How costs are calculated, the relationship between the level of output and costs. How revenues are calculated. The price, quantity and revenue relationship.</p>	<p>Assessment Outcome 2: Investigate the key elements of financial planning that managers and entrepreneurs must understand.</p> <p>Carried forward in terms of costs and revenue</p> <ul style="list-style-type: none"> • total costs: <ul style="list-style-type: none"> ○ fixed costs ○ variable costs ○ semi-variable costs • total revenue (price x quantity) • distinction between revenue and capital expenditure
<p>Profits and Break-even</p> <p>Calculation of profit and loss at different levels of output. The importance of profits to entrepreneurs.</p> <p>Calculation of break-even output and the construction of break-even charts. Effects of changing costs and revenues on break-even output. Strengths and weaknesses of break-even as a management technique.</p>	<p>Assessment Outcome 2: Investigate the key elements of financial planning that managers and entrepreneurs must understand.</p> <p>Making a profit or surplus</p> <ul style="list-style-type: none"> • profit/surplus calculations: <ul style="list-style-type: none"> ○ profit/loss = total revenue – total cost ○ surplus/deficit = income - expenditure <p>Break-even</p> <ul style="list-style-type: none"> • break-even: <ul style="list-style-type: none"> ○ how break-even is calculated ○ contribution ○ uses of break-even

<p>Cash Flow Forecasting</p> <p>The components of cash flow, including:</p> <ul style="list-style-type: none"> • cash and credit inflows • the components of cash outflows: wages, materials, etc • net monthly cash flows, opening balances and closing balances. <p>The reasons why businesses forecast cash flow and the benefits of the process.</p>	<p>All carried forward to Unit 1</p> <p>Assessment Outcome 2: Investigate the key elements of financial planning that managers and entrepreneurs must understand.</p> <p>Cash-flow</p> <ul style="list-style-type: none"> • meaning of cash-flow: <ul style="list-style-type: none"> ○ meeting day to day financial obligations ○ timing of receipts and payments • differences between profit and cash <p>and</p> <p>Assessment Outcome 3: Consider how managers and entrepreneurs monitor the financial performance of an enterprise</p> <p>Budgets</p> <ul style="list-style-type: none"> • Interpreting budgets: <ul style="list-style-type: none"> ○ cash-flow
<p>Cash Flow Monitoring</p> <p>How to interpret cash flow forecasts. Common causes of cash flow problems, including poor planning, excessive trade credit and external shocks (such as changes in economic and market conditions). Actions which entrepreneurs and managers can take to improve a cash position:</p> <ul style="list-style-type: none"> • use of overdrafts and trade credit • factoring and sale of assets • rescheduling payments. 	<p>All carried forward to Unit 1</p> <p>Assessment Outcome 2: Investigate the key elements of financial planning that managers and entrepreneurs must understand.</p> <p>Cash-flow</p> <ul style="list-style-type: none"> • meaning of cash-flow: <ul style="list-style-type: none"> ○ meeting day to day financial obligations ○ timing of receipts and payments • differences between profit and cash <p>and</p> <p>Assessment Outcome 3: Consider how managers and entrepreneurs monitor the financial performance of an enterprise</p> <p>Budgets</p>

	<ul style="list-style-type: none"> Interpreting budgets: <ul style="list-style-type: none"> cash-flow
Setting Budgets The use of revenue (or sales) budgets and expenditure budgets. Examples of the structure of sales and expenditure budgets. The process of setting budgets, starting with sales forecasts. The reasons for setting budgets and the benefits from this process.	All carried forward to Unit 1 Assessment Outcome 3: Consider how managers and entrepreneurs monitor the financial performance of an enterprise - budgets. Specifically <ul style="list-style-type: none"> Interpreting budgets: <ul style="list-style-type: none"> income and expenditure what if analysis The focus is firmly on application and analysis.
Monitoring Budgets The use of forecasted and actual budget data and the analysis of variances, including favourable and adverse variances. Expected relationships within budgets and actual data, eg higher sales figures leading to adverse expenditure variances.	All carried forward to Unit 1 Assessment Outcome 3: Consider how managers and entrepreneurs monitor the financial performance of an enterprise - budgets. Specifically <ul style="list-style-type: none"> Value of variance analysis to evaluate success <ul style="list-style-type: none"> calculating adverse and favourable variances interpreting variances for decision making The focus is firmly on application and analysis.

BS15 Financial Accounting for Managers	Unit 1 Financial Planning and Analysis
Accounting Concepts How and when to use the following accounting concepts. <ul style="list-style-type: none"> Going concern: the assumption that the business is going to continue in the foreseeable future Accruals (or matching): the matching of costs 	Accounting concepts will not be examined as a topic area in Unit 1, however, an awareness of realisation is helpful in understanding the difference between cash and profit.

<p>and revenues to the final accounts in which goods and services were used</p> <ul style="list-style-type: none"> • Consistency: the continued adoption of policies for dealing with financial records • Prudence: where losses are provided for immediately in the financial records but profits are not recognised until they are realised • Materiality: where items with a low monetary value are not recorded separately • Duality: the principle that every business transaction has two aspects and is recorded as a debit and a credit • Business entity: the assets and liabilities of the owner of a business are kept separate from the assets and liabilities of the business • Realisation: where revenue is regarded as having been received only when the ownership of goods are exchanged and where a sale is recorded when it is either a cash or credit purchase • Money measurement: where only items with a monetary value are recorded in the financial records of a business. 	
<p>Recording Transactions and the Financial Accounting System</p> <p>The use of source documents for business transactions, including:</p>	<p>Recording transactions and the financial accounting system (apart from income statements and statements of financial position and an understanding that most business to business transactions are carried out on a trade credit basis) will not be examined as a topic area in Unit 1.</p>

- purchase orders
- delivery notes
- goods received notes
- invoices
- debit notes
- credit notes
- statement of accounts
- cheques
- remittance advice slips

The purpose and structure of the following books of original entry of the business:

- sales and sales returns books
- purchase and purchase returns books
- cash book (also a division of the ledger)
- journal (used for the purchase of fixed assets and for correcting errors).

Where completed or received source documents are entered in the books of original entry of the business.

The divisions of the ledger of a business including:

- cash book
- sales ledger and its importance for credit control

<ul style="list-style-type: none"> • purchase ledger • general ledger. <p>The records contained in the books of original entry are transferred to the appropriate division of the ledger of the business in which records can be found.</p>	
<p>The Trial Balance</p> <p>The trial balance is a list of the debit or credit balances of every account in the ledger in order that the arithmetical accuracy of double entry bookkeeping can be checked.</p> <p>The trial balance provides a quick reference list for drawing up the final statements of a business but some errors are not revealed by the trial balance, including:</p> <ul style="list-style-type: none"> • Commission: when one or both double entries is made in the correct class of account but is entered in the wrong account • Omission: when both double entries required for a transaction are completely omitted from the books of account • Principle: when one or both double entries are made in the wrong class of account • Compensating: where one mistake exactly cancels out the effect of a second mistake • Original entry: where the double entry is 	<p>The trial balance and errors not revealed by the trial balance will not be examined as a topic area in Unit 1.</p>

<p>made but using an incorrect figure</p> <ul style="list-style-type: none"> • Reversal: where the correct double entries are made in the correct accounts and using the correct amounts, but the amount to be debited is credited and the amount to be credited is debited. <p>The need for managers to understand the significance of these errors which are not identified by a trial balance.</p>	
<p>Financial Statements</p> <p>The preparation, using a trial balance, of the financial statements central to all types of business organisation:</p> <ul style="list-style-type: none"> • trading and profit and loss accounts • balance sheets. <p>The differences between the financial statements of businesses with the following types of ownership and activity:</p> <ul style="list-style-type: none"> • sole trader • limited liability • not-for-profit organisations • trading organisations • businesses that provide a service • businesses that manufacture. <p>The calculation of amounts paid in advance</p>	<p>Assessment Outcome 3: Consider how managers and entrepreneurs monitor the financial performance of an enterprise</p> <p>Interpreting financial information is carried forward to Unit 1 in the form of :</p> <ul style="list-style-type: none"> • income statements (profit and loss accounts): <ul style="list-style-type: none"> ○ gross profit ○ operating profit • statements of financial position (balance sheet) <ul style="list-style-type: none"> ○ assets ○ liabilities ○ working capital ○ equity <p>Learners are required in Assessment Outcome 1 Investigate why business enterprises plan their finances to understand the legal structures of business:</p> <ul style="list-style-type: none"> • financial implications of using different legal forms of business: <ul style="list-style-type: none"> ○ sole traders ○ partnerships and limited liability partnerships (LLP) ○ private limited companies

<p>(prepayments) and owing (accruals), showing their effect on financial statements.</p> <p>The reasons for the depreciation of fixed assets and how to calculate and show the effect of provision for depreciation on financial statements, including the following methods of depreciation:</p> <ul style="list-style-type: none"> • straight line • reducing balance. <p>The effect of bad debt and the provisions for bad and doubtful debts on financial statements.</p>	<ul style="list-style-type: none"> ○ public limited liabilities ○ community interest companies ○ co-operatives <p>However, learners would not be required to construct financial statements for different types of business from trial balance.</p> <p>Similarly, there is no requirement to calculate:</p> <ul style="list-style-type: none"> • Prepayments and accruals • Depreciation • Provision for bad debts <p>However, whilst not directly examined and awareness of depreciation and provision for bad debts (but not their calculation) is helpful in interpreting and assessing financial statements.</p>
<p>Analysing Financial Statements</p> <p>How managers use financial information to appraise the financial performance of a business, including how to calculate:</p> <ul style="list-style-type: none"> • solvency or liquidity ratios: <ul style="list-style-type: none"> – current ratio – acid test ratio – gearing ratio. • profitability ratios: <ul style="list-style-type: none"> – gross profit margin – net profit margin – return on capital employed 	<p>All of this section is carried forward to Unit 1 Assessment Outcome 4: Assess information to enable stakeholders to make decisions about the financial performance of an enterprise in interpreting financial ratios (learners are not required to ‘calculate’ ratios in the exam):</p> <ul style="list-style-type: none"> • profitability <ul style="list-style-type: none"> ○ gross profit margin ○ operating profit ○ ROCE • solvency <ul style="list-style-type: none"> ○ current ratio ○ acid-test ratio ○ gearing • activity <ul style="list-style-type: none"> ○ Inventory (stock) turnover ○ Trade receivables (debt) collection period

<ul style="list-style-type: none"> • efficiency ratios: <ul style="list-style-type: none"> – stock turnover – debt collection period – credit payment period – return on assets. <p>The limitations of accounting ratios and the need to compare current results with previous year's figures and competitor results.</p>	<ul style="list-style-type: none"> ○ Trade payables (creditor) payment period ○ Asset turnover <p>The strengths and limitations of financial information for decision making.</p> <p>Note:</p> <p>That there is more emphasis on market information and stakeholder perspectives.</p>
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Unit 2 Business Dynamics

The focus of the unit is on ways in which profit or not for profit businesses exploit market opportunities and handle competition.

There is some similarity to the previous Unit 1 (Investigating Business) in that it investigates the factors contributing to the success of a business. The changes come from looking at the human, physical and financial resources of a business (previously the focus was on marketing, enterprise and teams), looking at how it is run, organised and how it gains competitive advantage. To this extent, there are further elements incorporated in the new Unit from the previous Unit 2 (People in Business - roles of individuals), Unit 3 (Finance – types of ownership), Unit 12 (Managing People - functions in a business and management roles), and aspects of both Unit 9 (Marketing Strategy) and Unit 11 (The Marketing Environment – key marketing and external issues).

Unit Content of NEW spec	Unit content of OLD spec
ONE business is considered	Same as previous Unit 1
Internally assessed practical assignment	As per previous Unit 1 – internally assessed
Performance Outcome 1: Understand Business Organisations	
Business markets, vision and aims Factors contributing to the success of the business (Aims/vision) Types of business(profit, not for profit)	Previous Unit 1 Aims/objectives – the focus on the new Unit is more on the general vision and aims of the business and does not require a thorough look at individual objectives as with previously.
Roles played by managers, supervisors and employees	Previous Unit 2 Roles and responsibilities of people in business
Stakeholders, types of ownership, factors determining choice	Unit 3 - Types of ownership Unit 14 - Stakeholders
Business Organisation How businesses organise themselves- analyse and evaluate these organisational structures	Unit 12 The structure, functions and organisation of functions in a business
Performance Outcome 2: Investigate current business advantages	
How businesses gain competitive advantage over other businesses Eg improve operations, recruitment planning, methods, measuring effectiveness	Unit 3 - Type of organisation and effectiveness Unit 9 - Competitive advantage Unit 2 - Recruitment planning, managing, effectiveness
Performance Outcome 3: Consider business dynamics	
Factors that determine market share held and competitive position	Unit 11 - Competition analysis, measuring market share, external factors affecting business
Role of management in improving the competitive	Unit 12 - Management roles, management policies

position of a business How managers implement policies to improve the ways in which staff operates (individual or part of a wider organisation)	Unit 9 - Marketing strategy – modify aspects of marketing, operations, HR Unit 1 - Aspects of marketing & operations affecting competitive position of a business and its success. External factors affecting success. The difference being that the new spec provides guidance of the number of data sets to consider eg 2 or 3 external environment forces to be considered (previously this was undefined).
Performance Outcome 4: Assess business potential	
Potential for a business to survive and grow (using SWOT analysis) External opportunities and threats	Unit 1 External factors - Evaluating the factors contributing (or hindering) the success of a business Unit 11 - Changes in the marketing environment affecting the success of a business
Ways in which profit or not for profit businesses exploit market opportunities and handle competition	NEW FOCUS

Unit 3 Entrepreneurial Opportunities (external assignment)

Some elements of this unit are similar to the old Unit 7 (Career Planning) in that it requires consideration of the learners' own personality types, but this is linked to one type of 'career' ie entrepreneurial opportunities. The new unit investigates factors affecting the success of an enterprise. There are some links to the old Unit 1 in terms of understanding of enterprise and why teams are vital to the success of business.

This new unit considers the importance of the customer value proposition, target market preferences and the networking with key support groups. To some extent this links back to the old Unit 4 Meeting Customer Needs which focussed on the factors affecting customer satisfaction and decisions that businesses need to make, based on research of customer needs and how best to meet these needs. The new unit also looks at marketing activities to meet the needs of the target market.

In the new unit the method of operating the enterprise is considered, together with any risks or uncertainties that may impact on success (aspects of which could be considered in the old Unit 8 within the evaluation).

Unit Content of NEW spec	Unit content of OLD spec
Performance Outcome 1: Understand enterprising behaviour	
Enterprising behaviour The meaning of enterprise, demonstrating enterprising behaviour and exploiting market opportunities.	Has links with the old Unit 1 in terms of the meaning of enterprise and enterprising behaviour, plus why teams are vital to the success of a business.
Innovation, risk and uncertainty Meaning of innovation, risk and uncertainty • Significance of innovation, risk and uncertainty to the benefits gained from enterprising behaviour	To some extent, 'innovation' was considered in the old Unit 6 Developing a Product. The new Unit considers this in a more general sense however.
Myers-Briggs personality types and enterprising behaviour wide ranging characteristics and personalities of successful entrepreneurs,	Similar to aspects of Unit 7 Career Planning in terms of individual assessment of personality. In the new Unit the focus is on profiling their own personality types and considering their skills levels in respect of communication, research and team-working
Performance Outcome 2: Investigate customer value propositions for personal enterprise	
Potential target markets Socio-economic characteristics • Key features of target markets, benefits looked for from products, willingness to pay, preferred channels of distribution	Some reference to Unit 4 Meeting Customer Needs in terms of researching customer needs, meeting those needs in terms of the nature of the product. Unit 9 – Market Research
Support network -Support network groups and	Not directly covered previously.

benefits gained from them.	
Selecting a customer value proposition for a personal enterprise - identifying alternative customer value propositions, selecting an appropriate CVP	Again some reference to Unit 4 – developing products and services in order to meet customer needs.
Performance Outcome 3: Consider marketing and operations activities for personal enterprise	
Marketing activities and Operational activities	Some link to Unit 8 Business Planning in terms of marketing and operational planning. In the new Unit, however, learners are NOT expected to be developing a business plan. An initial consideration of marketing and operational activities ONLY is required by the new Unit.
Viable personal enterprise The new unit directs learners to research for the PO3 aspects of the externally-assessed assignment.	Previously research would have been aimed at developing portfolio research.
Performance Outcome 4: Review the risks and uncertainties of personal enterprise	
Risks and uncertainties; contingencies	Aspects of which were considered in the previous Unit 8 within the evaluation section.

Unit 4 Managing and Leading People (external exam)

The focus of the new unit is how organisations use managers and employees to achieve their objectives, given an ever changing environment. To some extent, it therefore appears to link to two previous units eg Managing Change (Unit 14), Managing People (Unit 12).

In respect of Unit 12 Managing People, there are overlaps in terms of importance of leadership, impact of different organisational structures, role of management and leadership, factors affecting motivation of employees and empowerment.

In respect of Unit 14 Managing Change, there are links to resistance of change, managing change and implementation of change programmes.

Unit Content of NEW spec	Unit content of OLD spec
Assessment Outcome 1: Investigate the roles of managers and leaders in a changing environment	
Managers Roles: planning/organising/ monitoring and evaluating/reporting management decision making process Leaders • creating an inspiring business vision • motivating and inspiring people to believe in the vision	Some aspects from the old Unit 2 People In Business – roles and responsibilities. Unit 12 Managing People – aspects from this unit include: functions of management, leadership, motivation, effect of management styles on people.
Changing Environment Types of change, force field analysis, external environment	Aspects of Unit 11 – Marketing Environment - the impact of changes to the marketing environment. Unit 14 – Managing Change - cause and nature of change,
Assessment Outcome 2: Investigate the factors affecting the performance of employees within organisations	
Impact of organisational structure on organisational performance Factors affecting employee motivation Factors affecting the performance of teams within organisations	Unit 14 – aspects relating to impact of change, project management of change. Unit 12 – structure of organisations, employee motivation. Unit 1 – some reference to team performance.
Assessment Outcome 3: Assess the ability of managers to lead and empower employees	
Leadership and empowerment	Unit 12 – leadership and empowerment
Assessment Outcome 4: Assess the use of leadership and empowerment to implement organisational change	
Factors resisting organisational change Implementing organisational change.	Unit 14 – resistance to change. Also project management of change.

Unit 5 Developing a Business Proposal

Please note that this unit is integrated with the other chosen option unit in the Certificate and Extended Certificate. The links are clearly identified within the specification guidance. The selected optional unit should be delivered with this unit, as it will be used to inform and amend the final business proposal.

In this unit, you will use mind mapping software (such as a word processor with graphics functions) to consider the potential of your initial business ideas. You will then select one business idea to develop as a business proposal. You will outline the marketing, operations, human resources and financial plans of your selected business idea. This will require you to carry out research to gather the information needed by the outline plans. You will use a spread sheet model of your business proposal to test its viability. In order to raise finance for the proposal, you will produce materials to communicate the outline marketing, operations, human resources and financial plans to funding providers. Finally, you will evaluate your business proposal, considering ways in which its marketing and operations plans might be improved.

Unit Content of NEW spec	Unit content of OLD spec
Performance Outcome 1: Investigate potential business ideas	
Using mind maps for decision making	Aspects of Unit 12 – decision making Also links to Unit 8 in deciding on the initial business idea.
Identifying products and target markets	Links to Unit 4, Unit 6, Unit 8 all which relate to identifying appropriate products and reaching the target market.
Outlining resource implications	Mainly Unit 8 in terms of consideration of resources required
Selecting a business idea	As per Unit 8 – validity of the initial proposal.
Performance Outcome 2: Develop a business proposal	
Researching, modelling and testing the business proposal	The unit requires far more modelling and testing of the business proposal – not specifically identified within the previous Unit 8, although some use of spread sheet models were utilised.
Using research findings to outline coherent marketing, operations, human resources and financial plans	This is the intention of the current Unit 8.
Performance Outcome 3: Present a business proposal to funding providers	
Producing materials to communicate the business proposal Communicating with funding providers	The previous Unit 8 set out to produce a business plan suitable for communication to a funding provider..... this is now incorporated as a key requirement, including a question/answer session to test the proposal/business idea. Also the previous Unit 14 included presentation of the change proposal so may help in terms

	of appropriate communication with funding providers.
Performance Outcome 4: Review a business proposal	
Strategic contingency planning • Risks eg competitor reactions, staff performance, sales levels • Evidence eg past competitor behaviour, economic forecasts • Impact eg business image, sales outcomes • Managing change resulting from strategic and tactical responses to identified risks	There was some consideration of risks and contingency planning with the old Unit 8 (in the evaluation section). The new unit is more specific regarding strategic contingency plans.
Achieving aims Achieving aims • Factors affecting the ability of the business proposal to achieve its aims, Modifying the business proposal's marketing plan, operations plan & human resources plan.	The extent to which the business proposal can achieve its aims was also considered in the old Unit 8, although here it is clear that this data should be used to modify the proposal and its marketing, operations and HR plans. The new unit is aimed at developing a robust and viable business proposal.

Unit 6 e-Business implementation

This unit does not carry direct links to the previous units. The unit investigates how small business organisations use e-business applications to communicate with suppliers and customers. The information gathered from the investigation will be used to create an e-business strategy capable of supporting the business proposal. This optional unit is, therefore, directly integrated into the business proposal (Unit 5). Where any links exist to the previous award, these are noted below.

Unit Content of NEW spec	Unit content of OLD spec
Performance Outcome 1: Investigate the e-business activities of small businesses	
e-business models e-business communications technology	Some aspects of Unit 5 (Business Communications and Information Systems)
Performance Outcome 2: Plan an e-business strategy	
Existing business proposal information e-business external environment e-business income streams e-business strategy	NEW
Performance Outcome 3: Develop an e-business proposal	
Existing business proposal information e-business applications Stakeholder approval e-business proposal	NEW
Performance Outcome 4: Recommend an e-business implementation plan	
e-business implementation plan New business proposal information	Some link to project planning as used in Unit 14 (presentation of a change proposal)

Unit 7 Managing an Event

This unit does not carry direct links to the previous units. It requires learners to actually run an event as part of a team. The event will be related to each individual learner's business proposal. This optional unit is, therefore, directly integrated into the Business Proposal (Unit 5). Where any links exist to the previous award, these are noted below.

Unit Content of NEW spec	Unit content of OLD spec
Performance Outcome 1: Investigate events delivered by small businesses	
Events and target audiences Resource Management	Some links to Unit 10 (methods of promotion) Unit 2 (skills/training requirements) Unit 3 (costs and budgets) Unit 12 (management)
Performance Outcome 2: Plan an Event	
Existing planning information from business proposal (Unit 5) Event research Target audience preferences Event characteristics Event plan	NEW – taking info from business proposal. Some links to Unit 5 (planning & prioritising) Unit 14 (GANTT charts) to plan tasks, organise people
Performance Outcome 3: Deliver the event	
Event resources Target audience approval Event delivery – teams deliver the event	Unit 1, 2 and 12 (teamwork) Also practical teamwork activity – as with the previous Unit 2 recruitment exercise.
Performance Outcome 4: Review the event	
Evaluating event delivery New business planning information	NEW – review of the business proposal in light of evaluation.

Unit 8 Marketing Communications

The focus of the unit is on planning a marketing communications strategy capable of supporting the business proposal (in Unit 5) – again showing the direct link between this optional unit and the main Business Proposal unit.

This requires investigation of buyer behaviour and communication preferences of the target market (as with the old Unit 10 Promotional Activities). The links with the old spec are indicated below.

Unit Content of NEW spec	Unit content of OLD spec
Assessment Outcome 1: Investigate small business marketing communications	
Marketing communications Marketing communication channels	As per the old Unit 10 – communication media and methods used.
Assessment Outcome 2: Plan a marketing communications strategy	
Existing business proposal information Target market characteristics Message and channel options Marketing communications strategy	Target market and selection of appropriate channels is largely covered within the old Unit 10.
Assessment Outcome 3: Develop a marketing communications mix	
Existing business proposal Communication material Target market approval Marketing communications mix	Unit 10 – costs and budgets, draft communication materials, target market, recommend a suitable marketing mix. The biggest difference is in developing a suitable mix for the business proposal (Unit 5). In the old specification this was not a requirement.
Assessment Outcome 4 Recommend a schedule of marketing communications	
Recommend a schedule of marketing communications New business proposal information	Unit 10 – developing a schedule was not directly covered. Scheduling was more evident within other Units eg. Unit 14 Managing Change – producing project plans to help support project management. Integration to the business proposal – new requirement.