



Year 12

AQA A level Business 7138

Induction Booklet  
2026/28



# Success in A level Business

## Tips for Success

- **Attend all lessons.** Poor attendance equals poor grades. At AS, missing 2 or 3 hours of lessons can be a lot of work to catch up. If you have to miss a lesson, ensure you get notes from your teacher or other students. Any work missed is always posted on your Google classroom so catch up on missed learning **and complete for the next lesson! Email or see your teacher if you need help with the homework set.**
- Whilst your notes are important, at A level you need more! You need to **listen** to your teacher in class, **participate** in tasks and **discuss** topics in small groups and with your teacher, complete your **homework** and **read about/research** the topics by yourself to complement your learning and understanding.
- You also need to be aware of what is going on in the business and financial world so... **read relevant online magazines and watch business television programmes!!**
- **Download BBC news app on your phone.** Every day spend at least 10 minutes reading the business/companies/economics news. IT IS A MUST if you want to achieve the top grades. Businesses are driven by news from the external environment.

The screenshot shows a 'Business' news page with a 'Following' indicator. It features several news items:

- Oil prices tumble after Israel agrees to Iran ceasefire**: Crude has dropped by more than 5% with prices now below the level when Israel first launched its attack. (Image: Oil rig at sea)
- Google may be forced to link to rival search platforms in the UK**: Technology - 14min (Image: Person using a laptop with Google logo)
- Tesla robotaxi 'low-key' launch in Texas**: Technology - 22h - 544 (Image: Red Tesla car)
- Cheaper energy part of 10-year plan for industry**: Business - 18h - 1226 (Image: Industrial facility)
- Israel-Iran conflict disrupts Middle East flights**: (Image: Qatar Airways airplane)
- Supercell boss: 'We need to take bigger risks'**: (Image: Man speaking)
- Strait of Hormuz: What happens if Iran shuts global oil corridor?**: (Image: Ship at sea)

## AQA A level Business

## **AQA A level Business (7138)**

### **Your key learning topics**

#### **Subject content:**

#### **3.1 Unit; What is a business? Managing marketing and finance**

- 3.1.1 Business and objectives
- 3.1.2 Forms of business and stakeholders
- 3.1.3 Marketing management
- 3.1.4 Financial management

#### **3.2 Unit: Managing people and operations**

- 3.2.1 People Management
- 3.2.2 Operational management
- 3.2.3 Managing business culture

#### **3.3 Unit: Business and society, business and the external environment, and business strategy**

- 3.3.1 Business and society
- 3.3.2 Business and the external environment)
- 3.3.3 Strategy
- 3.3.4 Change

<https://www.aqa.org.uk/subjects/business/a-level/business-7138/specification>

Use this website to research your topics, look at past papers and mark scheme.  
Plan ahead-be prepared!!

## Exams Structure in 2028

## A-level

Paper 1
<b>What's assessed</b> Unit 3.1 (see section 4.6.2)
<b>How it's assessed</b> <ul style="list-style-type: none"><li>• Written exam: 2 hours</li><li>• 90 marks</li><li>• 33.3% of A-level</li></ul>
<b>Questions</b> Two case studies. Each case study will be followed by five compulsory questions worth 45 marks in total.

Paper 2
<b>What's assessed</b> Unit 3.2 (with links to Unit 3.1. See section 4.6.2)
<b>How it's assessed</b> <ul style="list-style-type: none"><li>• Written exam: 2 hours</li><li>• 90 marks</li><li>• 33.3% of A-level</li></ul>
<b>Questions</b> Two case studies. Each case study will be followed by five compulsory questions worth 45 marks in total.



Paper 3
<b>What's assessed</b> Unit 3.3 (with links to Unit 3.1 and Unit 3.2. See section 4.6.2)
<b>How it's assessed</b> <ul style="list-style-type: none"><li>• Written exam: 2 hours</li><li>• 90 marks</li><li>• 33.3% of A-level</li></ul>
<b>Questions</b> Two case studies. Each case study will be followed by five compulsory questions worth 45 marks in total.

## Exam Dates

This is a linear course so all three exams are assessed in **May & June 2028**

## The News

Business are drive by external factors, this is why you need to be keep on top of global news

### Tesla robotaxi 'low-key' launch in Texas



### How the attacks on Iran could affect oil prices and energy bills



**Before a lesson, refresh your knowledge about what you did in the previous lesson.** That way, you'll hit the ground running and impress everyone too!

## Class Notes

You will be supplied with notes for most of the course – some in electronic format that you will be expected to access from home. **You will spend little time in class taking notes but you will be expected to make your own notes from your set reading.** (See the Resources section below for sources of information to supplement your classroom learning).

## **Homework**

You will be set homework once a week and will normally be given a week to complete it. **Your homework will probably take 2 hours per week.**

**Homework is set to help you check your understanding of business concepts and to prepare you for your exams as well as prepare you for class activities.**

***Failure to complete homework is therefore not an option.*** You will also be expected to read around the subject in your own time for about 2-3 hours per week to reinforce your learning.

## **Trips & Visitors**

Trips out are a vital part of learning about Business to help capitalise on your learning in class and see it in practice in the workplace.

### **We have visited:**

**Amazon fulfillment Centre in Tilbury**, one of the largest in the South East of England. Students have a chance to understand and see how this highly automated Centre can keep on top of the logistics of this trillion \$ company.

### **Bank of England Museum**

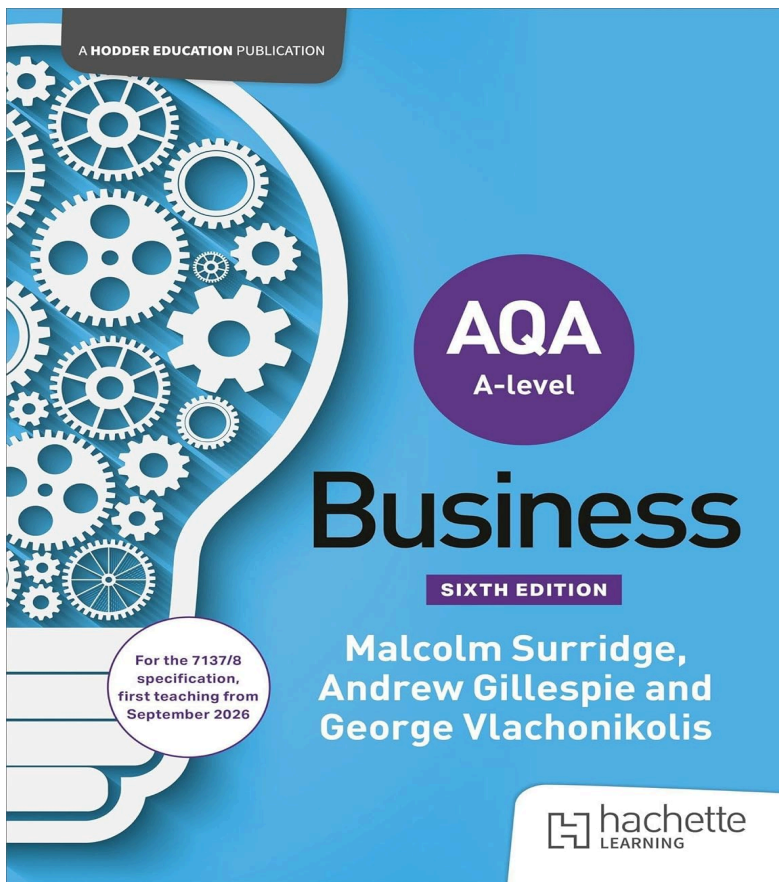
Visit to the UK central bank. The museum is a showcase how money has evolved during the years; how BOE prints paper money and coins; what is inflation and what is the role of the BOE in managing inflation.

## Resources

You will not be issued with a book during your course. However, some books might be available for borrowing in the school from your classroom teachers.

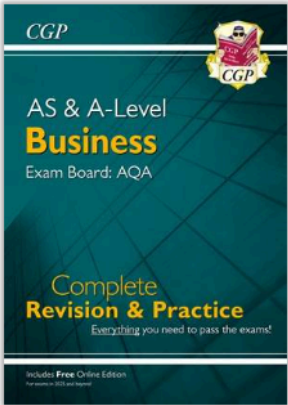
Books in the list below are approved by the AQA exam board and available online for purchase. Amazon.co.uk lists books currently in print with their current prices and often with readers' reviews, which you might find help you decide on which book to buy, if any. You can also try [www.ebay.co.uk](http://www.ebay.co.uk) but as this is a new course, the core texts might be in limited supply as second-hand books.

## Core texts books



**This is the textbook you will need for the two years. Retail price is £ 22 but if the school purchases it will be £11**

**We will put the payment on parents pay in September 2026**



**New A-Level & AS Business: AQA Complete Revision & Practice - for exams in 2025 & 2026 (w/ Onl. Ed.)**

Updated for the new spec

**New**

Product code: BUAR74  
ISBN: 9781837741328

[Write a review](#)

Available Formats:

**Paperback**  
£11.00

**Online Edition**  
£11.00

[Take a Look](#)

### Further Reading

You will be directed as to which books to read to further your knowledge as the course progresses over the next 2 years.

<b>Author</b>	<b>Title</b>	<b>Publisher</b>	<b>ISBN</b>
Caan, J	The Real Deal: My Story from Brick Lane to "Dragons' Den"	Virgin Books	978-0753515099
Bannatyne, D	"Anyone can do it"	Orion	9780752881898
Kotler P, Armstrong G	Principles of Marketing (12th Ed)	Prentice Hall	9780132390026
Robbins S	The Truth About Managing People 2nd Edn	Pearson Books	0 273 71532 0
Pugh D.S.	Organisational Theory 5 <sup>th</sup> Edn	Penguin Books	0 141 03270 2

Micklethwait J, Wooldridge A	The Witch Doctors: What Management Gurus Are Saying, Why It Matters and How to Make Sense of It.	Mandarin	9780749326456
Drucker, P.F.	Essential Drucker	Butterworth-Heinemann Ltd	978-0750685061
Solomon, M.R. <i>et al</i>	Marketing: Real People, Real Choices	Financial Times/ Prentice Hall	978-0273708803
Whittington, R	What is Strategy and Does it Matter?	Thomson Learning	978-1861523778
Schweintele R	Operations Excellence	Palgrave	978 0230 217805
Walker, J	Accounting in a Nutshell, 3rd Edn	Elsevier	978 0750 687386
Newton R	Managing Change Step-By-Step	Pearson	978 0273 71177-3

### Newspapers & Magazines

<b>Item</b>	<b>Description</b>	<b>Weblink</b>
<b>The Guardian</b>	Good site for business news.	<a href="http://www.guardian.co.uk/business">http://www.guardian.co.uk/business</a>
<b>The Times</b>	Good site for business news. This includes a very useful section for Unit 1 on entrepreneurs.	<a href="http://business.timesonline.co.uk/">http://business.timesonline.co.uk/</a> <a href="http://business.timesonline.co.uk/tol/business/related_reports/entrepreneurs/">http://business.timesonline.co.uk/tol/business/related_reports/entrepreneurs/</a>
<b>The Daily Telegraph</b>	Good site for business news. This includes a section on companies and markets.	<a href="http://www.telegraph.co.uk/money">http://www.telegraph.co.uk/money</a>
<b>The Economist</b>	Useful site. Do not forget to use the backgrounders feature that allows you to find other articles on key topics and do look at the special reports. (Some elements open only to subscribers).	<a href="http://www.economist.com/">http://www.economist.com/</a>
<b>BusinessWeek</b>	Great site for business news and features.	<a href="http://www.businessweek.com/">http://www.businessweek.com/</a>

**Online resources** (in addition to the web links on the Google drive Business Studies Student Resources page)

<b>Area</b>	<b>Description</b>	<b>Weblink</b>
<b>Bank of England</b>	A good site that explains: what the Bank of England does and what is meant by monetary policy and the links between interest rates and inflation. Useful for Unit 4.	<a href="http://www.bankofengland.co.uk/">http://www.bankofengland.co.uk/</a>
<b>BBC News</b>	A superb resource and one of the best starting points to find resources.	<a href="http://news.bbc.co.uk/1/hi/business/">http://news.bbc.co.uk/1/hi/business/</a>
<b>Fortune</b>	Website of the famous magazine that includes the top 500 companies in the world, the most powerful business people and the 100 best companies to work for.	<a href="http://money.cnn.com/magazines/fortune/">http://money.cnn.com/magazines/fortune/</a>
<b>Statistics</b>	Free access to data produced by the Office for National Statistics and government departments. Everything from baby names, productivity, employment, inflation, share ownership and how people spend their time.	<a href="http://www.statistics.gov.uk/">http://www.statistics.gov.uk/</a>
<b>The Times 100</b>	A resource centre for business studies students. The material is centred on well-known businesses covers all the key topic areas. Case studies, theory, quizzes, company information links (taking you to specific sections of the featured company website), etc..	<a href="http://www.thetimes100.co.uk">http://www.thetimes100.co.uk</a>
<b>Tutor2u</b>	Excellent website. Offers free student resources including revision notes and quizzes.	<a href="http://www.tutor2u.net/">http://www.tutor2u.net/</a>

## Television

<b>Programme</b>	<b>Channel</b>	<b>Description</b>	<b>Website</b>
<b>Various</b>	The Business Channel	Great resource if you have access to Sky channel 547. Good range of programmes from documentaries, biographies and series.	<a href="http://www.thebusinesschannel.com">www.thebusinesschannel.com</a>
<b>Dragon's Den</b>	BBC	Entrepreneurs pitch their ideas to venture capitalists. Ideal material for Unit 1.	<a href="http://www.bbc.co.uk/dragonsden/">http://www.bbc.co.uk/dragonsden/</a>
<b>The Apprentice</b>	BBC	Candidates compete to win a job with a six-figure salary and the chance to become Sir Alan Sugar's apprentice.	<a href="http://www.bbc.co.uk/apprentice/">http://www.bbc.co.uk/apprentice/</a>
<b>BBC News</b>	BBC	News from the UK and around the world	<a href="http://bbc.co.uk/iplayer">bbc.co.uk/iplayer</a>
<b>World Business News</b>	BBC World	International news	<a href="http://bbc.co.uk/iplayer">bbc.co.uk/iplayer</a>
<b>World Business Reports</b>	BBC news	Latest business news, with reports from Singapore, Frankfurt, London and New York.	<a href="http://bbc.co.uk/iplayer">bbc.co.uk/iplayer</a>
<b>Panorama</b>	BBC 1	current affairs journalism	<a href="http://bbc.co.uk/iplayer">bbc.co.uk/iplayer</a>
<b>Undercover boss</b>	Channel 4	Entrepreneurs work on the shop floor undercover to gain insights on their own business	<a href="http://Channel4.com">Channel4.com</a>

## Sample exam papers

<https://www.aqa.org.uk/subjects/business/a-level/business-7138/assessment-resources>

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Do not write  
outside the  
box

2 0

A café sells two types of hot drinks. These drinks have the following income elasticities of demand:

	Income elasticity of demand
Coffee	+2.0
Tea	-0.5

The volume of coffee sales is several times greater than the volume of tea sales. Based on the information above, analyse how the café's overall sales volume of hot drinks would be affected by a rise in consumers' incomes. Assume there are no other changes.

[9 marks]

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## Source B: Apple's Vision Pro

In September 2023, Apple launched the Vision Pro in North America. Vision Pro is a virtual reality (VR) headset. Unlike rival headsets which require hand-held controllers, Vision Pro is controlled by hand movements, voice commands and eye tracking. Analysts estimated over \$8 billion had been spent developing Vision Pro over five years.

The Vision Pro may turn out to be one of Apple's lowest-selling products. Apple reportedly hoped to sell 3 million units in the first year. Some experts expected sales would be below 200,000 units in this period – lower than any of Apple's other major product launches. Others were more optimistic about Vision Pro's long-term sales. Apple set a high price of \$3499. This price was three times more expensive than Meta's competing headset, the Quest. Other issues with the product included a battery that lasted only two-hours and a headset that some users said was awkward to wear.

Apple was keen to release the Vision Pro because of strong competition, especially from Meta. Meta had been selling the Quest at a loss to increase its market share.

Steve Jobs, Apple's founder, once said that customers do not know what they want until Apple makes it.

Over 2 billion Apple devices are in use around the world. Apple also has:

- a huge database of information about current users of its products.
- a wide product portfolio including iPads, Mac computers, iPods, Apple TV, and the Apple watch.
- a trusted brand. In a 2021 survey, three times as many people said they would buy a headset from Apple compared to its closest competitor.

In 2023, Apple increased its dividend payments to about 15% of its yearly profits.

Source: Apple, 2024





**Source A: SHEIN**

SHEIN is an online fashion retailer. It has nearly 10 000 employees, sells in over 150 countries and operates in over 20 languages.

SHEIN's annual revenue target for 2025 is \$58.5 billion, up from \$22.7 billion in 2022. That would exceed the existing combined sales of its main competitors, H&M and Zara.

The average price of an item sold by SHEIN is just £7.90. The company's website has over 600 000 items on sale. It adds 6 000 new items each day.

SHEIN has a lean production model. It only produces 100 to 200 pieces of any item when launched and responds with increased production only if demand justifies it. The company uses computer models to try and estimate future sales accurately and match production to demand more closely than its competitors. Through its on-demand production, SHEIN is able to consistently limit the amount of excess inventory to a level that is much lower than traditional retailers.

The company supports its suppliers with training and investment in advanced technology. SHEIN ships orders to its customers directly, mostly from one huge warehouse near Guangzhou in China. This means that deliveries to customers around the world are slower than those of some competitors who have warehouses in different countries.

The fast fashion business model that SHEIN adopts has been widely criticised. It has been suggested that 8% of global carbon emissions are produced by the fashion industry. Fast fashion businesses are also criticised for encouraging consumers to replace, rather than repair or reuse clothing. Fast fashion allows customers to buy cheap products which they then discard, before quickly buying something new. There have also been criticisms of conditions in some of SHEIN's suppliers' factories in China.

SHEIN has now decided to focus more on environmental sustainability. It states, "Our operations are guided by a sustainability mindset tackling waste and circularity at every stage". The company aims to optimise the efficiency of its processes to conserve water, energy and raw materials while minimising waste. In September 2022, as part of its sustainability approach, SHEIN committed to reducing absolute (total) greenhouse gas emissions by 25% by 2030, when those of the industry are predicted to rise by 45% by 2030.

SHEIN has strict quality standards. Its approach includes a quality-check process where products are examined when they arrive at the warehouse. Factors tested include tear-strength and whether the colour of an item will fade when washed. Departments within the business are treated as if they are customers as part of its quality assurance approach.

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**Appendix A:** Fictional information on two potential suppliers

	<b>Xpress</b>	<b>Reliont</b>
Location	Jiangsu, China	Braga, Portugal
Total annual current production (before SHEIN order) (million units)	12	36
Lead time (days)	9	15
Proportion of items produced with defects	2.43%	1.25%
Annual maximum possible output (million units)	15	50
Total annual CO2 emissions from manufacturing (kg)	50 000	65 000
Current number of customers (before SHEIN order)	10	2
Payment terms (days)	15	30



**You need to like maths as there are quite few financial calculations, you will need to be proficient the end of the course. These are the formula you need to learn and memorise before your exam in 2028.**

Unit 3.1 Focus: What is business? Managing marketing and finance	
1	<b>Market capitalisation of a business =</b> Number of issued shares × Current share price
2	<b>Dividend per share =</b> $\frac{\text{Total dividend paid}}{\text{Number of ordinary shares in issue}}$
3	<b>Dividend yield (%) =</b> $\frac{\text{Dividend per share (pence)}}{\text{Share price (pence)}} \times 100$
4	<b>Market share (%) =</b> $\frac{\text{Sales of one product OR brand OR business}}{\text{Total sales in the market}} \times 100$
5	<b>Market growth (%) =</b> $\frac{\text{Change in the size of the market over a period}}{\text{Original size of the market}} \times 100$
6	<b>Price elasticity of demand =</b> $\frac{\% \text{ change in the quantity demanded}}{\% \text{ change in price}}$
7	<b>Income elasticity of demand =</b> $\frac{\% \text{ change in the quantity demanded}}{\% \text{ change in income}}$
8	<b>Variable costs (total variable costs) =</b> Variable cost per unit × Number of units sold
9	<b>Total costs =</b> Fixed costs + Variable costs

Visit [aca.org.uk/7138](http://aca.org.uk/7138) for the most up-to-date specification, resources, support and administration 47

Unit 3.1 Focus: What is business? Managing marketing and finance	
10	<b>Revenue =</b> Selling price per unit × Number of units sold
11	<b>Contribution per unit =</b> Selling price – Variable costs per unit
12	<b>Total contribution =</b> Contribution per unit × Units sold OR Total revenue – Total variable costs
13	<b>Break-even output =</b> $\frac{\text{Fixed costs}}{\text{Contribution per unit}}$
14	<b>Margin of safety =</b> Actual level of output – Break-even level of output
15	<b>Budget variance =</b> Budgeted figure – Actual figure
16	<b>Payable days =</b> $\frac{\text{Payables}}{\text{Cost of sales}} \times 365$
17	<b>Receivable days =</b> $\frac{\text{Receivables}}{\text{Revenue}} \times 365$
18	<b>Current ratio =</b> $\frac{\text{Current assets}}{\text{Current liabilities}}$
19	<b>Acid test ratio =</b> $\frac{(\text{Current assets} - \text{Inventory})}{\text{Current liabilities}}$
20	<b>Profit =</b> Total revenue – Total costs OR Total contribution – Fixed costs
21	<b>Gross Profit =</b> Revenue – Cost of sales

48 Visit [www.oxa.org.uk/7138](http://www.oxa.org.uk/7138) for the most up-to-date specification, resources, support and administration

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Unit 3.2 Focus: Managing people and operations The formula and key data from Unit 3.1 plus the formulae and key data in this table	
31	<b>Employee productivity =</b> $\frac{\text{Output over a time period}}{\text{Number of employees}}$
32	<b>Sales per employee =</b> $\frac{\text{Sales over a time period}}{\text{Number of employees}}$
33	<b>Employee turnover (%) =</b> $\frac{\text{Number of staff leaving}}{\text{Number of staff employed by the business}} \times 100$
34	<b>Employee costs (as a percentage of revenue) =</b> $\frac{\text{Employee costs}}{\text{Revenue}} \times 100$
35	<b>Unit costs (average costs) =</b> $\frac{\text{Total costs}}{\text{Number of units of output}}$
36	<b>Capacity utilisation (%) =</b> $\frac{\text{Actual output}}{\text{Maximum possible output}} \times 100$
37	<b>Inventory turnover =</b> $\frac{\text{Cost of sales}}{\text{Average inventories held}}$
38	<b>Float time =</b> Latest Finish Time for the activity - Duration of the activity – Earliest Start Time for the activity

**The specification includes the following sophisticated business concepts:**

**a) Models and framework**

1. Market mapping
2. Product Life Cycle
3. Boston Matrix (Product Portfolio analysis)
4. Network analysis (includes float and critical path identification)
5. Hackman's model of team effectiveness
6. Ansoff Matrix (market penetration, market development, product development, diversification)
7. SWOT analysis
8. Stakeholder mapping (power vs interest grid)
9. Porter's Five Forces
10. Triple Bottom Line (Profit, People, Planet)
11. Carroll's Corporate Social Responsibility pyramid
12. Lewin's Force Field Analysis
13. Kotter and Schlesinger's – reasons for resistance to change

**b) Theorists**

1. Taylor
2. Maslow
3. Herzberg

**c) Financial concepts**

**Profitability**

1. Gross profit and gross profit margin
2. Operating profit and operating profit margin
3. Profit for the year and profit for the year margin
4. Return on capital employed (ROCE)
5. Return on investment
6. Return on marketing spend

**Liquidity**

7. Current ratio
  8. Acid test ratio
- Efficiency
9. Payables days

10. Receivables days
11. Inventory turnover
12. Employee costs as a % of revenue

### **Other financial concepts**

13. Dividends and dividend yield
14. Market share
15. Gearing
16. Cash flow forecasting
17. Contribution and contribution per unit
18. Break-even output
19. Margin of safety
20. Budget variance (adverse/favourable)
21. Average rate of return (ARR)
22. Net present value (NPV)

### **d) Analytical Concepts**

1. Price elasticity of demand
2. Income elasticity of demand
3. Correlation (strong/weak, positive/negative)
4. Labour productivity
5. Capacity utilisation
6. Opportunity cost
7. Economies of scale
8. Stakeholder vs shareholder approaches
9. ESG (Environmental, Social, Governance) metrics
10. Risk (including probability and likely outcomes) vs uncertainty
11. Strategic drift
12. Strategic direction

**Points of Contact:**



**Ms Cesario-Ziten:** Lead teacher of Business  
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