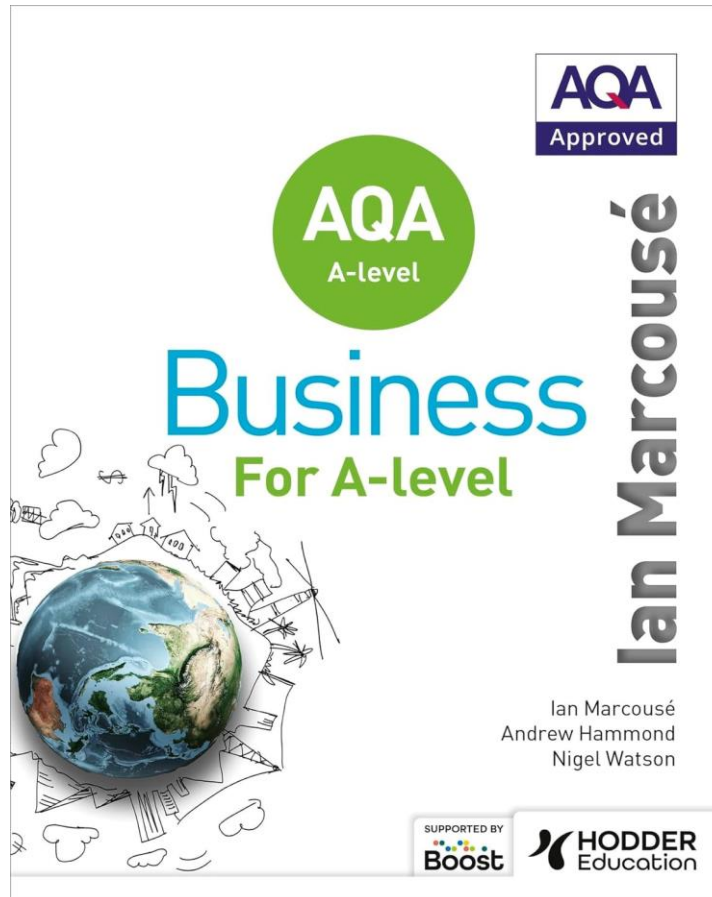


# A Level Business



# A Level Business specification

## Subject content

- 1 What is business?
- 2 Managers, leadership and decision making
- 3 Decision making to improve marketing performance
- 4 Decision making to improve operational performance
- 5 Decision making to improve financial performance
- 6 Decision making to improve human resource performance
- 7 Analysing the strategic position of a business
- 8 Choosing strategic direction
- 9 Strategic methods: how to pursue strategies
- 10. Managing strategic change

# A Level Business assessment

3 papers at the end of Y13

100 marks each

MCQs

Short answer questions

Essays and case studies

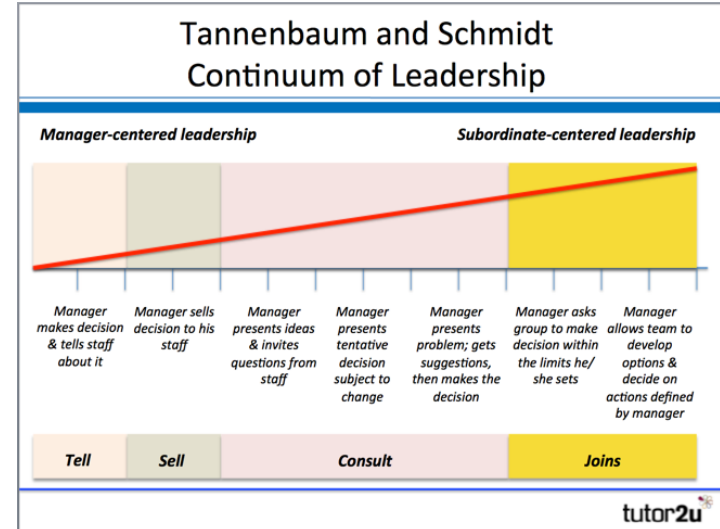


# AQA Spec Theoretical Models

1. Boston Matrix
2. Carroll's CSR Pyramid
3. Elkington's Triple Bottom Line
4. Porter's 5 Forces
5. SWOT Analysis
6. Ansoff Matrix
7. Kotter & Schlesinger
8. Lewin's Force Field Analysis
9. Tannenbaum-Schmidt Continuum
10. Porter's Generic Theory on Competitive Advantage

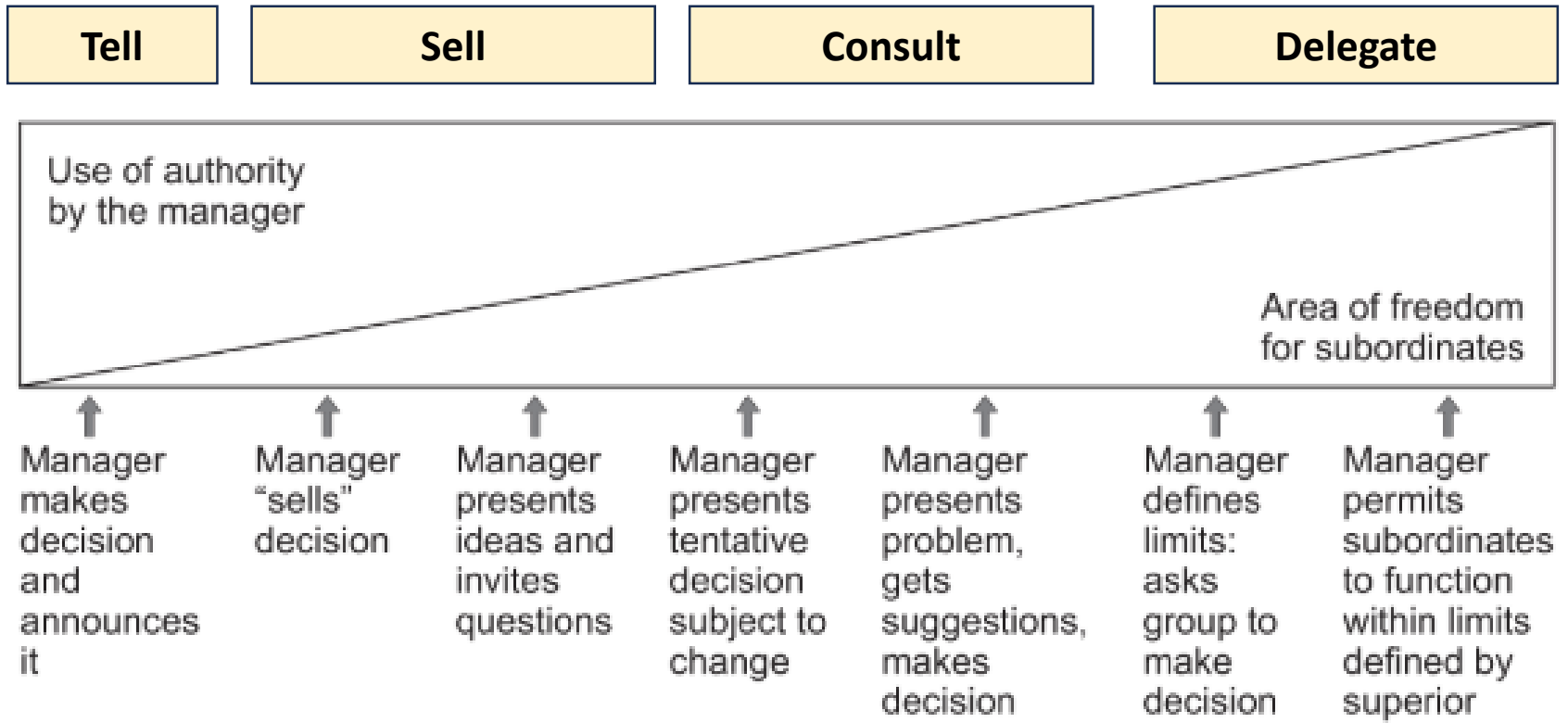
# Tannenbaum & Schmidt continuum

[Tannenbaum & Schmidt Continuum \(Leadership Styles\) | Reference Library | Business | tutor2u](#)



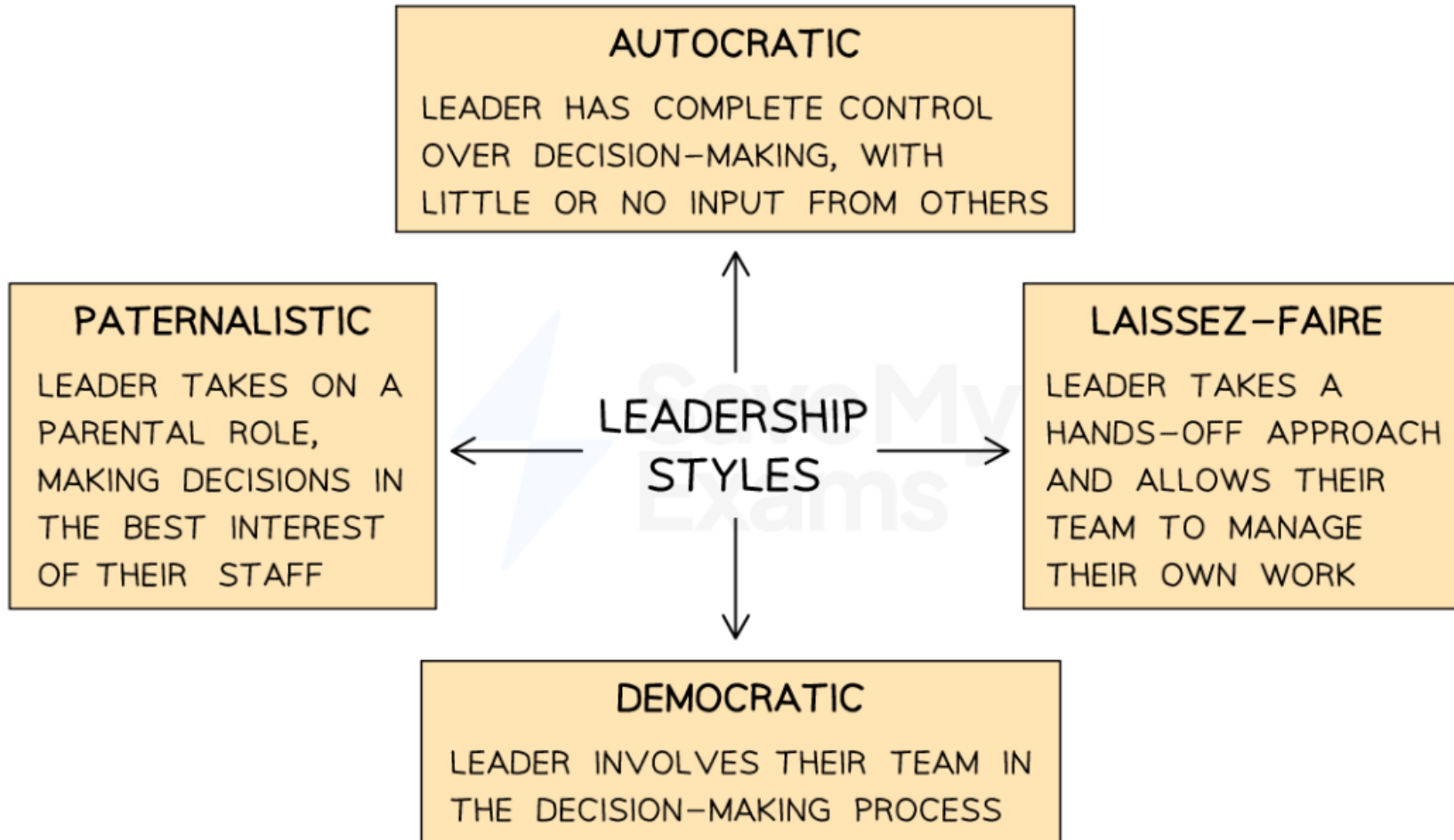
The scale of leadership showing the varying use of authority of a manager against the level of autonomy of employees.

# Tannenbaum-Schmidt continuum



There has been a move away from the autocratic/'tell' approach to leadership in business in recent years. Why do you think this is?

# 4 Leadership Styles



There has been a move away from the autocratic/'tell' approach to leadership in business in recent years. Why do you think this is?

# Tannenbaum-Schmidt continuum

**AUTOCRATIC**  
LEADER HAS COMPLETE CONTROL OVER DECISION-MAKING, WITH LITTLE OR NO INPUT FROM OTHERS

**PATERNALISTIC**  
LEADER TAKES ON A PARENTAL ROLE, MAKING DECISIONS IN THE BEST INTEREST OF THEIR STAFF

**DEMOCRATIC**  
LEADER INVOLVES THEIR TEAM IN THE DECISION-MAKING PROCESS

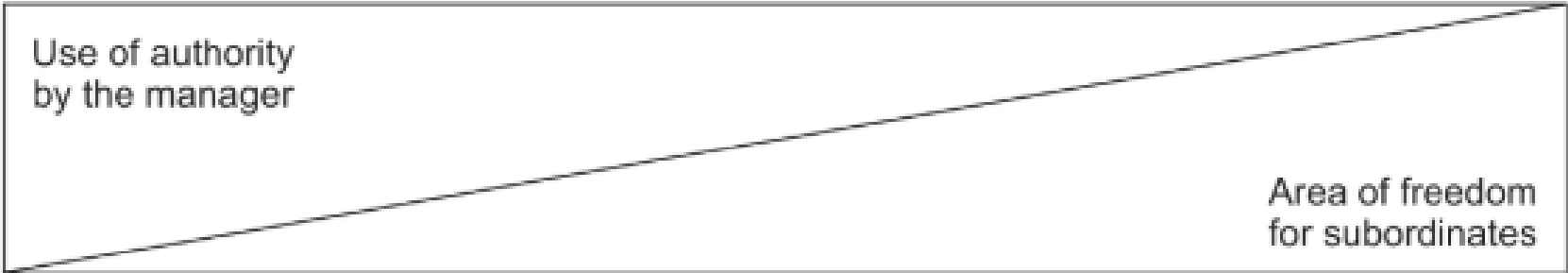
**LAISSEZ-FAIRE**  
LEADER TAKES A HANDS-OFF APPROACH AND ALLOWS THEIR TEAM TO MANAGE THEIR OWN WORK

**Tell**

**Sell**

**Consult**

**Delegate**



↑  
Manager makes decision and announces it

↑  
Manager "sells" decision

↑  
Manager presents ideas and invites questions

↑  
Manager presents tentative decision subject to change

↑  
Manager presents problem, gets suggestions, makes decision

↑  
Manager defines limits: asks group to make decision

↑  
Manager permits subordinates to function within limits defined by superior

There has been a move away from the autocratic/'tell' approach to leadership in business in recent years. Why do you think this is?

# Where do these entrepreneurs fit on the Tannenbaum & Schmidt continuum?



Elon Musk



Jeff Bezos



Vera Wang



Karen Brady



# Vera Wang

Unlike many of her contemporaries, her style is not dictatorial but collaborative. She has a knack for drawing on the strengths and ideas of her team, fostering an environment where creativity and innovation are encouraged and valued. This open approach has allowed her to remain at the cutting edge of fashion, continuously reinventing and pushing the boundaries of traditional bridal wear.

Her leadership style extends beyond just collaboration; resilience is a key component of her approach. After failing to make the U.S. Olympic figure-skating team, Wang shifted her focus to fashion, joining Vogue and later Ralph Lauren. Her ability to pivot from personal disappointment to a new career path shows her resilience and determination. When she opened her first bridal boutique in 1990, she entered a market dominated by long-established designers. However, her fresh perspectives on bridal wear quickly set her apart, showcasing her ability to innovate within a traditional industry.

One of the most notable aspects of Vera Wang's leadership is her commitment to maintaining her brand's identity and aesthetic vision. She has resisted the temptation to dilute her brand's unique style in favor of short-term trends, thereby ensuring long-term brand integrity and loyalty among customers. Her foresight in diversifying her offerings—from evening wear to fragrances and home decor—without compromising her brand's core identity, speaks to her strategic acumen.



# Elon Musk

## Elon Musk: Transformational Leadership

Elon Musk's approach to leadership is primarily focused on transforming the world by leveraging technology and making it more accessible to people.

His visionary as a leader of an interconnected, sustainable future drives his every move, from creating companies that focus on green energy, such as Tesla Motors and SolarCity, to incorporating space exploration programs like SpaceX.

He is a big believer in 'big picture' thinking and sets ambitious goals that require a lot of effort and resources.

He believes that every successful project needs to have a clear end goal, and he works diligently towards it.

At the same time, he is open to having conversations with his team regarding alternative approaches to problem-solving.

Musk is quite passionate about his ideas and has an exacting standard for quality, which he expects from all those who work with him. The Elon Musk work ethic has become famous, and he works late into the night to ensure that his team meets the demanding deadlines.

In 2024 he threatened to fire 20,000 X employees he felt he no longer needed.

The Elon Musk leadership style has been described as bold, daring and unconventional but also highly effective. He sets big goals and works hard to achieve them.



# Karren Brady

- **Play to people's strengths:** make sure everyone is doing tasks that utilise their skill set, and provide training to ensure they continue to excel in their role and others.
- **Make it their business:** Make sure all staff are fully engaged with your business and its vision, values and objectives.
- **Enable a solutions culture:** create a culture of problem solving, and encourage people to find more effective solutions to existing processes.
- **Get inspiration from outside the business:** take people outside the company to learn lessons from other businesses, with the view to finding better solutions and making your company better. For example, send your ticket office staff to one of the biggest and most successful theatres nearby to get the full customer experience, and see how they do things differently.
- **Ensure cross-departmental understanding of roles within the business:** awareness of how the business operates is essential for employees to be inclusive and ensures that people know how they fit in. This means that staff should understand how the different departments fit together and what the roles within these departments consist of.
- **Invest and reward your people:** if you invest in your people, you are investing in your business. But you must also show appreciation and reward your people for their efforts, as well as understand their personal circumstances and try and be flexible to their needs in and out of work. For example: my attitude towards women in business is that they must be supported properly in terms of childcare options, maternity leave and flexible working. Some of my best and most talented people are women and mothers, and by allowing them the flexibility to spend time with their children and ensure their needs are met during the working week, the rewards for both themselves and the business are unbelievable. Trust and understanding is key here, and is sometimes the best and most important reward for hard work.

Finally, my philosophy for any successful business comes down to Operational Style – and when you're under pressure, this is a true measure of style.

Extract from Brady's autobiography



# Jeff Bezos

## Leadership Style of Jeff Bezos

If we look at his leadership style we will see it is unconventional and unique. His style of leadership includes Autocratic Leadership as he monitors everything on his own. He also possesses Strategic Leadership by which he delivers special and unique strategies that make his organization successful. Team leadership style also being possessed by Jeff Bezos. With the help of this style, he can set the future of his business and sets the direction and purpose as well. Since he has lots of employees to work, he also possesses Cross-Cultural Leadership style. He also possesses both Charismatic and Visionary leadership styles.

**Ability to Embrace New Experience:** Having the skills to embrace diverse experiences allowed Jeff Bezos to think in divergent ways and to increase the capacity for innovations. Even before the internet was truly valued, Jeff Bezos was giving a thought of doing new experiments with the help of the internet. He had the skill of anatomizing a business process of delivering goods by taking the help of the internet. This is how he created the biggest bookstore of earth. Later he experimented with a new idea to transform it into reality. Once Amazon became the profitable bookselling store, Bezos experimented through building large warehouses throughout the country. His new experiment caused him a big loss in the stock market but he turned things around quickly by making the company one of the leading online discount stores.

**Persuasion and Influencing Skills:** Jeff Bezos is one of the transformational leaders in the world. He sets the values, beliefs, and principles for his company and then he persuades his employees to follow these core rules. Moreover, he also has the skill of influencing his employees to emphasize on developing and strengthening their skill set in order to improve their performance. Bezos has the persuasion skill to encourage his employees to develop creative ideas & solutions for business-related issues. He exhibits his leadership skill by persuading his employees to raise their awareness about the work outcomes.

**A Man with Human Skill:** Jeff Bezos possesses human skills which allows him to work with people. Furthermore, this skill enables him to be aware of both the perspectives of himself and others on different issues. According to Forbes in 2012, the CEO of Amazon strives forward to know the customer's needs and figure out what customers want before the time of "ring the cash register" comes. Being aware of the customers' perspectives, Jeff Bezos became competent to shape the goals and needs of the company to fulfill the needs of the customers.



# Case study

With reference to the Tannenbaum Schmidt continuum, analyse what type of manager Jayne is and the impact on her business. (9 marks)

## Perfect Paper (Management and leadership)

### Specification topic: Management and leadership

#### Case Study: Perfect Paper Plc

In the last five years, the paper industry has declined by over 4% due to the increasing presence of electronic alternatives. An email is now far more common than a letter or a memo. Many paper companies need to adapt or face the possibility of closure. One such business is Perfect Paper Plc. Based in Scotland; the firm is a large company with over 450 employees across two sites.

Jayne Coles manages the company's only sales team, made up of 25 members of staff. Jayne started at Perfect Paper over 15 years ago. As a very successful sales person, Jayne was swiftly promoted to team leader and more recently, to managing the whole of the sales staff. In the last few months Jayne has received criticism from more senior managers about the decline in sales in the last year. Though the company is still profitable, the decline in sales is not a trend anyone wants to see continue. The sales figures are shown below:

	Last year	This year
Sales revenue	£27m	£26.5m
Number of reams of paper sold	13,500,000	10,600,000

Jayne has been told that sales need to increase by at least 3% by the following year.

As a result, she gathered her more senior and experienced sales staff and told them that sales volumes needed to increase. She had an idea about how this could be done and wanted their feedback.

She proposed that the business needed to have more of a "face" in areas of the country where sales were low such as London and Manchester. She believed that relying on telephone calls and emails were no longer sufficient in providing excellent customer service and believed members of staff should personally visit current and potential clients in person.

Members of her team were sceptical about the scope for success this idea had. One commented on the cost of the initiative and another was worried about how the extra travelling would go down with some members of the team with young children. Jayne listened to these ideas but her mind was made up. She called a meeting with the whole sales staff that afternoon and explained that the change would be introduced from next month. She explained that it was this or potential redundancies, and she was sure they would all be willing to give this a go.

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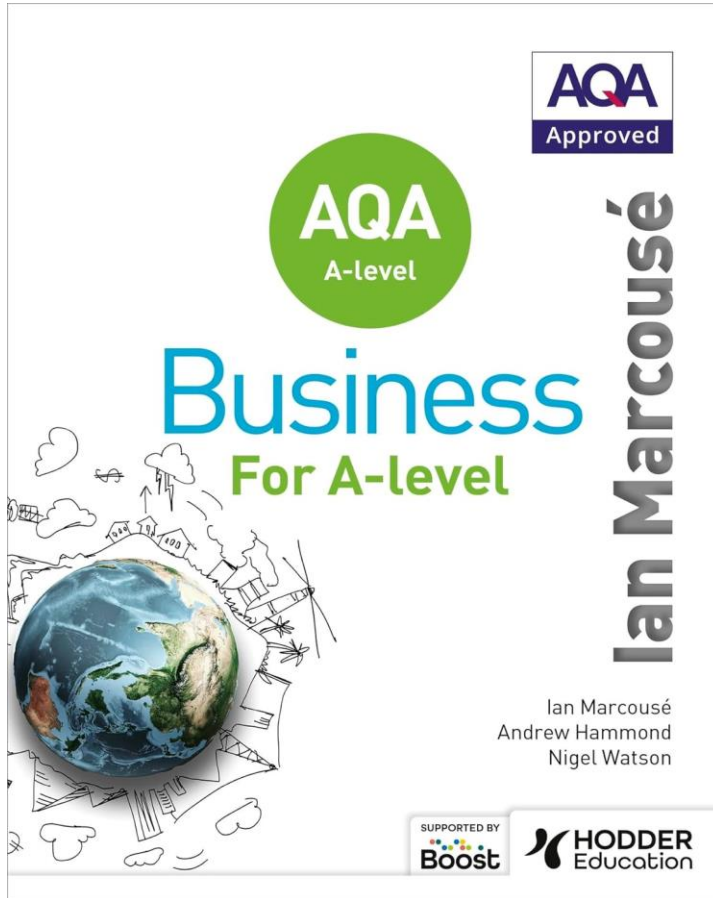
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# Transition work into Y12



- Specification - [AQA | Business | A-Level | A-level Business](#)
- Textbook - [AQA Business for A Level \(Marcouse\): Amazon.co.uk: Hammond, Andrew, Marcouse, Ian, Watson, Nigel: 9781471835698: Books](#)
- Business in the news - [In the News - A-Level Business | Collections | Business | tutor2u](#) and [Business | Latest News & Updates | BBC News](#)