Literacy Works

LITERACY WORKS FOR

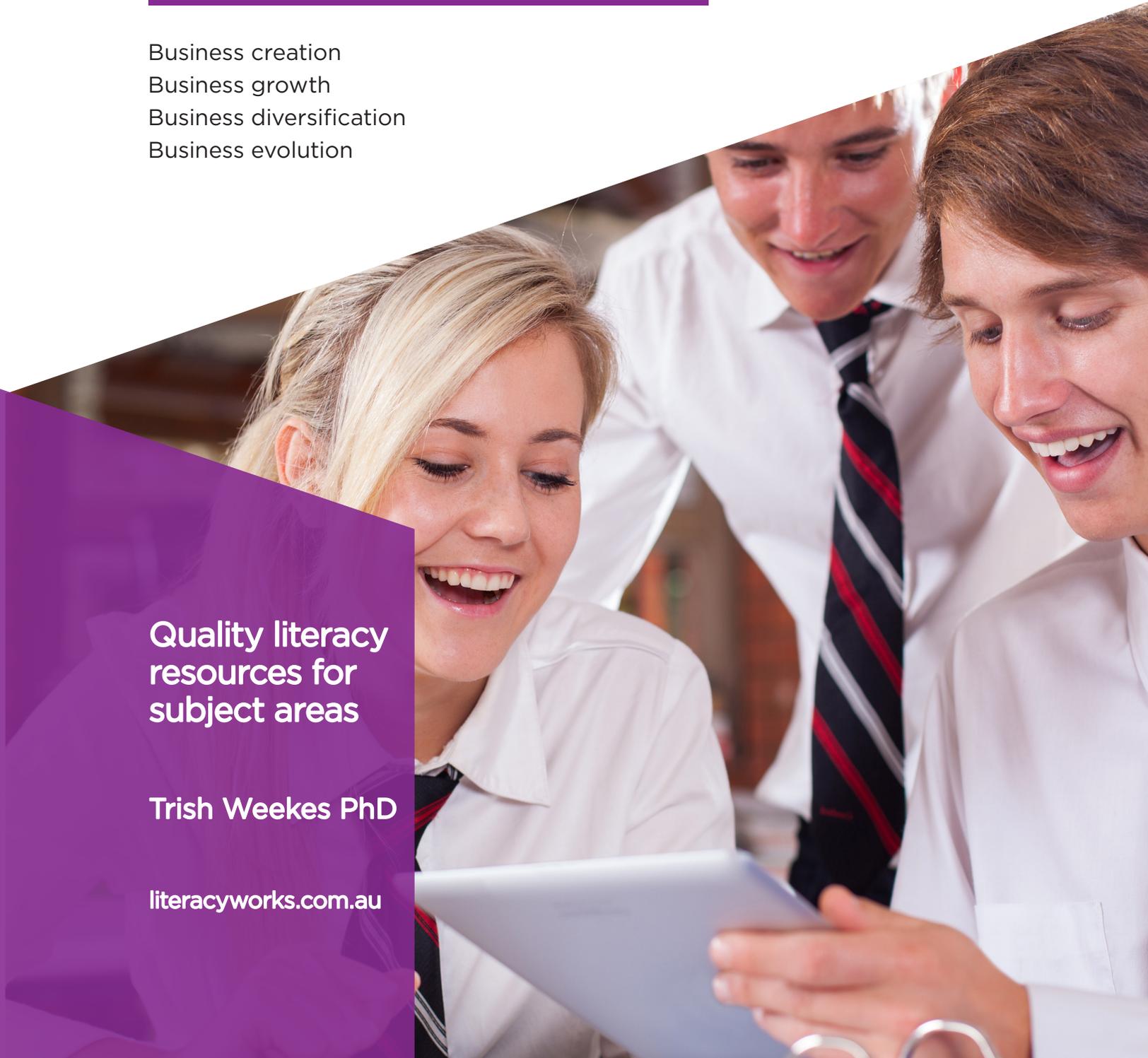# Business

Business creation
Business growth
Business diversification
Business evolution

Quality literacy resources for subject areas

Trish Weekes PhD

literacyworks.com.au

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About the author, Dr Trish Weekes

Dr Trish Weekes is Australia's leading expert in literacy in Business. Trish has authored numerous research papers on the application of Functional Systemic Linguistics to the teaching of writing in secondary schools. Trish obtained her PhD in disciplinary literacy with a focus on Business in order to develop teachable strategies for students to overcome their struggles with writing that too often limit their lives. Before becoming a teacher, Trish worked in business for ten years, developing marketing and advertising strategies for Procter & Gamble and Optus, later serving as General Manager of a conference company in the fields of mining, construction and government. Since her PhD, Trish has designed and led professional development courses for teachers in more than 50 schools and has written more than 20 books through her company Literacy Works.

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Introduction for teachers

How to use the book

At the start of the term	At the start of the week	Before the lesson	During the lesson	After the lesson
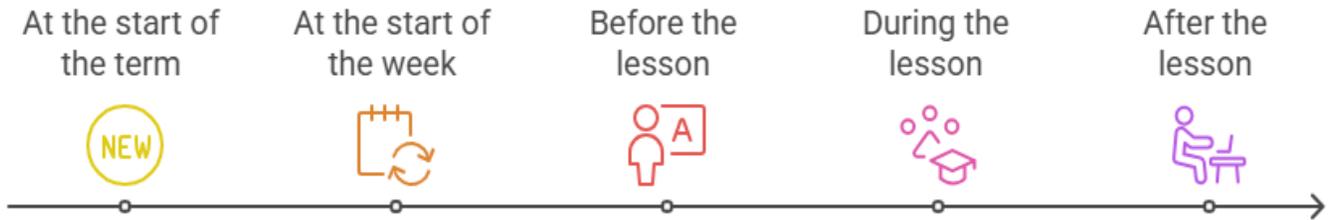
Read the intro to this book. Look through your unit of work and plan where and when you can use this book to teach content and literacy at the same time. Feel free to print student booklets from the master copies.

Teach the content related to each activity first. This is not a text book and we assume you will teach content before each literacy activity.

Read the teaching suggestions and work out what suits your class and learners. Photocopy or print paper pages of the activities.

Implement – just copy or print and teach.

Reflect on what worked and what students struggled with. Look ahead to find more relevant pages to meet student needs.

Book layout

For each activity, there is a teacher page on the left and a student page on the right.
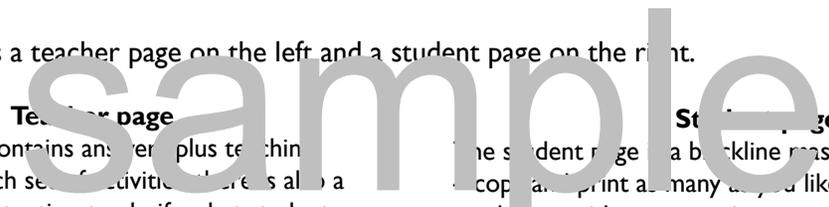
Teacher page

The teacher page contains answers plus teaching suggestions. For each set of activities there is also a Literacy Learning Intention to clarify what students are learning about communicating in business.

Student page

The student page is a blackline master worksheet – copy and print as many as you like. Most activities work best with paper copies so students can annotate, highlight, fill in gaps and write by hand.

Recommendations for managing change — Teacher Page

Teaching Suggestions

Teachers could discuss the first two recommendations suggested so that students can link the recommendation with a reason. Reasons why these two recommendations might be beneficial include benefits for employees and for the business, for example:

- The business will be able to train new staff to support its growth plans.
- Employees will enjoy work more with greater job satisfaction and productivity and they will stay longer in the business.
- Existing staff can train new staff.
- The business can develop a positive business culture.
- Leaders for the business be identified and developed from within existing staff.

Possible Answers

Other staff retention activities include:

- Developing training and leadership programs for staff
- Establishing a mentoring program where more experienced staff mentor junior staff members
- Offering flexible work hours such as compressed work weeks
- Building a positive workplace culture through team activities and social activities
- Recognising and rewarding employees for hard work, innovation and productivity.

Students need to know about modal language (e.g. should, could) in order to write recommendations. See Fact Sheet 2 for modal language.

Recommend	+	Reason
1. The business should offer competitive salary packages	so	they can attract the most skilled workers in the construction industry.
2. The business could implement a wellbeing program for employees	in order to	improve job satisfaction and productivity for employees.
3. The business can develop training and leadership programs for staff	so that	leaders for the business can come from within the existing workforce and support future growth plans.

4. The business could establish a mentoring program where more experienced staff mentor junior staff members since it could improve job satisfaction for experienced staff and it may improve productivity of employees.

Recommendations for managing change

A construction business is facing staffing challenges so it is declining. The construction industry is experiencing a staffing crisis with not enough skilled tradespeople to fill key roles in the business.

Here are two possible strategies that the business could implement in order to attract and retain skilled staff:

1. Offering competitive salary packages
2. Implementing a wellbeing program for employees

Think of other possible strategies to attract and retain staff and write them here:

_____

_____

_____

Write four recommendations for the business to help them deal with staffing challenges.

Recommend	+	Reason
Use low or medium modality e.g. could, may, might, should, can	Link with cause and effect language: so, so that, in order to, because, as, since	Support your recommendation with reasons, facts and business concepts

1. The business should offer _____ _____ so _____.

2. _____ _____ _____.

3. _____ _____ _____.

4. _____ _____.

Teach literacy AND business content

Many teachers of Business report that students have low literacy skills and they may be reluctant writers. This is a significant challenge because business involves a lot of reading and writing. So what do teachers of Business need to know?

Teachers need to know the business syllabus thoroughly and how to teach the content. We leave most of the content to your expertise and we select some syllabus dot points to help you teach literacy and business together.

Disciplinary literacy means how to write like a subject expert. In business, this means how to write business reports, how to explain influences on business and recommend strategies for businesses. These communication skills are needed by people who work in the discipline of business. This book helps to teach the disciplinary literacy of business which involves 'unique tools that the experts in a discipline use to engage in the work of that discipline' (Shanahan & Shanahan, 2012).
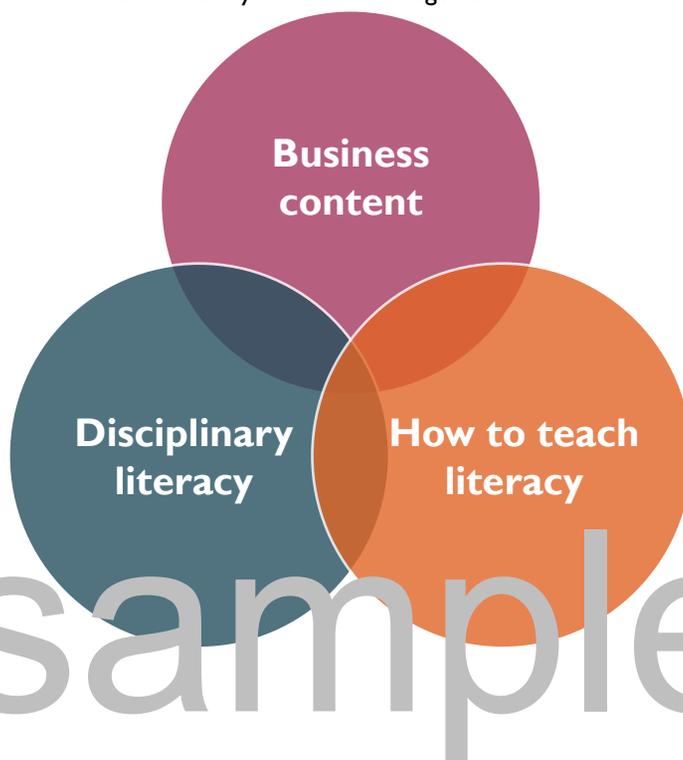
The way we teach literacy matters. There is strong evidence that explicit teaching and scaffolding pedagogies are powerful, evidence-based practices (Australian Government, 2023; NSW Department of Education, 2024). The materials in this book are built on both explicit teaching and scaffolding (AERO, 2022). Explicit teacher support is provided at the start of each activity. As students practise and grow in confidence, support is withdrawn until students can write independently. The next page explains the scaffolding pedagogy, called the Teaching and Learning Cycle for literacy (Rose and Martin, 2012; Rothery, 1994.)

Business content

Disciplinary literacy

How to teach literacy

sample

Based on evidence and research

Literacy Works for Business is based on research and evidence into what secondary school teachers and students need and what works, including disciplinary literacy and scaffolding (AERO, 2023). Literacy Works resources are founded on a strong model of language called Systemic Functional Linguistics and a proven pedagogy called the Teaching and Learning Cycle for literacy (see Rose and Martin, 2012.)

The author, Trish Weekes, has a PhD in disciplinary literacy with a focus on Business and she has worked as a secondary school teacher, researcher and literacy consultant, implementing these approaches in real secondary school classrooms. The author also worked in business for many years before becoming a teacher so she has insider knowledge of how to communicate in business.

References

Australian Education Research Organisation [AERO]. (2022). *Writing and writing instruction. An overview of the literature.* https://www.edresearch.edu.au/research/research-reports/writing-and-writing-instruction

Australian Government. (2023). *Strong Beginnings: Report of the Teacher Education Expert Panel.* https://www.education.gov.au/quality-initial-teacher-education-review/resources/strong-beginnings-report-teacher-education-expert-panel

NSW Department of Education (2024). *Explicit teaching.* https://education.nsw.gov.au/teaching-and-learning/curriculum/explicit-teaching.

Rose, D., & Martin, J. R. (2012). *Learning to write, reading to learn. Genre, knowledge and pedagogy in the Sydney School.* Sheffield & Bristol: Equinox Publishing Ltd.

Rothery, J. (1994). *Exploring literacy in school English.* Disadvantaged Schools Program, Metropolitan East Region, NSW Department of School Education.

Shanahan, T. and Shanahan, C. (2012). 'What is disciplinary literacy and why does it matter?' *Topics in Language Disorders, 32* (1), 7-18.

The literacy teaching and learning cycle

Literacy Works resources use a scaffolding pedagogy known as the Teaching and Learning Cycle for literacy (Rose and Martin, 2012; Rothery, 1994). The approach is shown below:

1.
Remind students of subject content and knowledge (the field). Pre-teach subject content.

Building the field

2.
Teachers give students a paper copy of a model text which is an example of what students will write. Students learn a lot from seeing an actual example, not just an empty table or list of questions or prompts. The model text is deconstructed, annotated and unpacked using highlighters and colours so students can see the features and patterns.

Literacy Teaching and Learning Cycle

Modelling

4.
Students write independently without support. This stage also includes peer review, teacher conferencing and editing.

Independent writing

sample

Supported writing
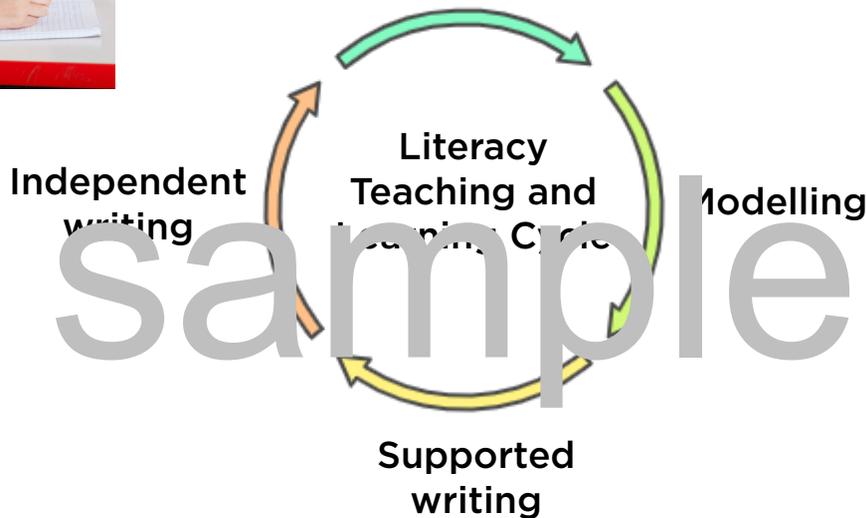
3.
Students write in groups with support. Teachers can write with students or students can write in pairs or groups to practise what they have learned from the model text.

References:

Rose, D., & Martin, J. R. (2012). *Learning to write, reading to learn. Genre, knowledge and pedagogy in the Sydney School.* Sheffield & Bristol: Equinox Publishing Ltd.

Rothery, J. (1994). *Exploring literacy in school English.* Disadvantaged Schools Program, Metropolitan East Region, NSW Department of School Education.

Genres in Business

Genres, also known as text types, are purposes for communicating. When Business students know about genres, they can learn the language features that help them write like experts.

Genre family	Genre	Purpose and example
Describing and reporting	Descriptive report	To describe features and characteristics e.g. Describe skills of entrepreneurs
	Classifying report	To describe a class or group of things e.g. Types of businesses
	Compare and contrast report	To compare and contrast different aspects of a topic e.g. Compare external sources of debt finance
Inquiring	Business report	To present business information, explain relevant business issues and recommend business strategies
	Business plan	To help a business achieve its goals by presenting plans
Explaining	Causal explanation	To explain how a cause leads to an effect e.g. Explain how technological influences can lead to staff redundancies
	Factorial explanation	To explain multiple causes of a phenomenon e.g. Explain influences in the business environment
	Consequential explanation	To explain multiple outcomes or effects of a phenomenon e.g. Explain how operations strategies can help a business improve profits
Persuading	Exposition	To argue for a particular point of view supported by evidence and reasons e.g. The importance of coordinating business functions
	Recommendation	To recommend actions that a business should take e.g. Recommend strategies for competitive advantage
	Evaluation	To judge or evaluate according to criteria.

Paragraph structures in this book

Most teachers and students know about PEEL or TEEL paragraphs. These are useful structures to help students write, especially in the junior years of secondary school.

Some limitations of PEEL and TEEL paragraphs are:

- They are not specific for different genres such as explaining or arguing or recommending.
- They may not be complex enough for the demands of senior subjects.
- Students need more flexible structures in order to respond to different assignment questions or to integrate case studies into their responses.

P	**POINT** Identify the main point of the paragraph
E	**ELABORATE** Describe in more detail
E	**EXPLAIN** Explain reasons why or support with evidence
L	**LINK** Link to the topic or assignment question

A range of paragraph structures

Literacy Works for Business uses a range of paragraph structures depending on the genre and the topic and whether or not a case study is involved. In this way, students can use paragraph structures like PEEL and TEEL as a springboard for more complex writing.

In this book, students will use a range of paragraph structures that answer the question and respond to syllabus dot points. They will gain confidence to use a range of paragraph structures depending on the question, the genre and the syllabus content. Some of the structures we use are shown below. Each part of a paragraph is called a **phase** or sub-section.

PEEL   PEXEL   REEL   EVEEL   **Flexible structures that answer the question**
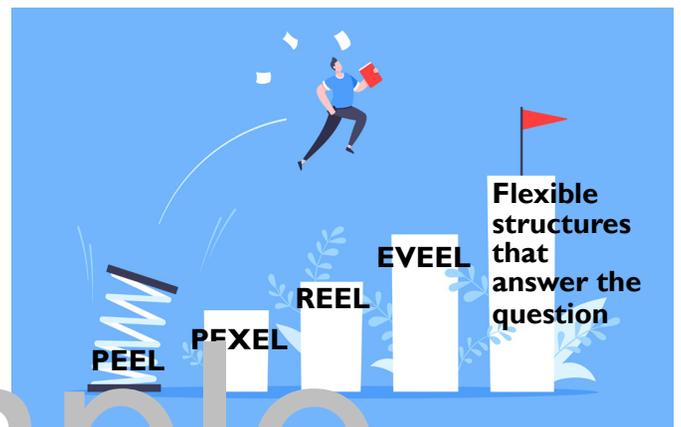
Explaining

P	**POINT** Identify influence on business
E	**EXPLAIN** Define terms Explain the impacts on business
X	**eXample** Introduce the case study and relate to the point
E	**EXPLAIN** Explain what happened to the case study
L	**LINK** Link to the ultimate goal (profits)

Recommending

R	**RECOMMEND** Recommend what the business should do
E	**ELABORATE** Define the business concepts
E	**EXPLAIN** Explain why the business should do your recommendation
L	**LINK** Link to the ultimate goal (profits)

The **ultimate goal** of business is to increase profits. Even if businesses have other social and environmental goals, they need to be profitable to succeed in the long term.

L	**The L phase links to the ULTIMATE GOAL: PROFITS** **In this book, our L phase will refer to profits and related concepts: reducing costs, success and growth.**

Business creation

The Ultimate Business Goal: Profit

Literacy Learning Intention

Students learn about one of the values of Business: the importance of profits. They also learn synonyms (words with similar meanings) for profits and how to explain the purpose of business activities. They also learn about the connection between decreasing costs and increasing profits.

Research by the author about the features of successful student writing in Business showed that successful writers often refer to profits, even if the prompt or question does not refer to it directly (see Weekes 2014). This is because the ultimate goal of business is profits. Some business topics do not refer to profits as directly, such as Human Resource Management or when considering environmental and social goals. However most topics do need the constant focus on the ultimate business goal since all commercial businesses rely on profits for success.

Answers

increase	decrease
grow	minimise
maximise	cut
build	reduce
improve	trim
raise	lower
boost	shrink

Answers

increase revenue	grow the business	reduce costs
increase income	expand operations	reduce overheads
boost earnings	scale up	cut expenses
improve sales	enter new markets	minimise debt
improve turnover	attract more customers	decrease spending

References

Weekes, T. (2014). Explaining the business world in HSC extended responses. *Journal of the Economics and Business Educators New South Wales,* 2, 42-48.

Weekes, T. (2014). *From dot points to disciplinarity: the theory and practice of disciplinary literacies.* PhD thesis. University of New England.

The Ultimate Business Goal: Profit

The ultimate goal of business is **to increase profits.**

Businesses have other goals such as environmental and social goals but profitability is the ultimate and most important goal. If a business is not profitable, it cannot continue, even if it meets environmental and social goals. Not all businesses make profits immediately or every year but they need a plan to increase profits. If they do not make profits, they cannot operate in the long term.

Business students should refer to the ultimate goal of increasing profits often in their writing, even if the question or instruction does not mention it. Profit is also called 'the bottom line' because the profit is shown at the bottom of a balance sheet. Other goals that are linked with profits are:

- increase revenue
- grow
- reduce costs
- succeed

✏️ **Students of business need to know many synonyms for increase and decrease. Synonyms are words with similar meanings. Find six synonyms for 'increase' and six synonyms for 'decrease' in the box. Write them under each heading.**

| grow | maximise | reduce | build | trim | lower |
| improve | cut | raise | shrink | boost | minimise |

increase	decrease

✏️ **In the box below, find four synonyms for 'increase revenue', four synonyms for 'grow the business' and four synonyms for 'reduce costs'. Write them under each heading.**

increase income	scale up	boost earnings	reduce overheads
enter new markets	expand operations	cut expenses	improve sales
minimise debt	decrease spending	attract more customers	improve turnover

increase revenue	grow the business	reduce costs

Explain influences in the business environment

The word 'influence' means a cause or factor that makes a business do something. An influence may create conditions for success or failure. This means that influences need to be explained using cause and effect language. These activities explore external influences on business: social, technological, competitive and economic influences.

Read the fact box about the pet industry and the case study about MadPaws.

Fact Box: The pet industry in Australia.

The Australian pet and pet supplies industry is worth $3 billion per year.

There are 29.7 million pets in the country.

Two thirds of Australian households have at least one pet.

The average household spend on pets is around $3000 per year for dogs and $2000 for cats.

The pet market is highly competitive with many small businesses.

(Sources: RSPCA, IBIS World)

Case study: MadPaws

MadPaws is a business started by Alex Soulopoulos and Justus Hammer. It is an online marketplace for dog-sitters and dog walkers but also now includes pet sitting for other animals, an online pet pharmacy and pet accessories. They now also sell pet insurance.

The MadPaws online platform uses AI to match someone who wants their pet looked after or walked with a potential pet-sitter.

To understand influences on a business, we can create a chain of cause and effect to show how one event causes another event. For example, a chain of cause and effect can explain how sociocultural influences led to an increase in the size of the pet market in Australia.

During Covid lockdowns, people spent more time at home and they felt lonely	**SO**	many people bought pets for company	**SO**	many more people entered the pet market	**SO**	the size of the pet market grew
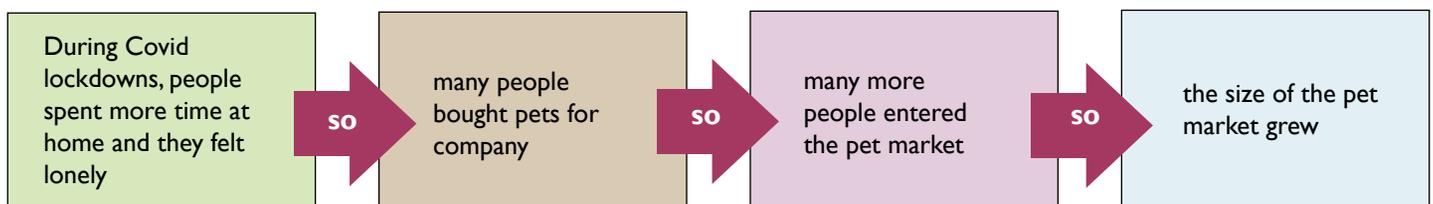
Expert writers do not use 'so' all the time. Instead, expert writers use a range of cause and effect language.

e.g. Pet ownership rose during Covid lockdowns **because** people wanted pets for company. This **led to** more entrants to the pet market and **resulted in** growth in the pet market.

The key business functions in achieving business goals

The response to this instruction is an Explanation. The structure and contents are shown below:

Stages of an Explanation	*How to respond to the instruction using Our Cow as a case study.*
PHENOMENON TO BE EXPLAINED	What will be explained? Identify the four business functions that will be explained. Introduce the example of case study: Our Cow.
EXPLANATION	Explain Operations Explain Marketing Explain Finance Explain Human Resources
GENERAL STATEMENT	Generalise about how Our Cow is an example of how management of key business functions can help a business achieve its goals.

Use your knowledge of business functions and your notes on the case study to complete this paragraph. Use the hints in the column on the right to help you.

| **PHENOMENON TO BE EXPLAINED** | All businesses need to manage business functions effectively to achieve their goals. The business functions are _____

 _____

 Our Cow is a _____ that uses business functions in order to grow the business and achieve profitability. Our Cow's business mission is _____

 _____

 _____ | Make a general statement about the topic based on the instruction.

 Identify the four business functions

 Introduce the case study as an example State the mission of Our Cow (from the case study |

The next stage is the EXPLANATION. Each explanation paragraph uses PEXEL phases (sub-sections). The paragraph below about Operations is jumbled. Draw a line to match each PEXEL phases to the correct part. Highlight the cause and effect language.

P	**POINT** Define the business function	The meat industry is dominated by large retailers, Coles and Woolworths, who drive down prices so farmers receive low prices for produce. The supply chain also has many middlemen such as meat processors and wholesalers who each take a cut of the farmer's revenue leading to low returns for produce.
E	**EXPLAIN** Explain how the business function usually works in the meat industry	This operations strategy of selling directly to consumers results in higher prices for farmers because the supply chain is simplified and middlemen are avoided. Due to value adding, Our Cow can also charge higher prices for produce
X	**eXample** Describe Our Cow's strategy for the business function	Therefore, Our Cow's operations strategies help achieve their business goals of giving farmers fair prices, delivering high quality meat to Aussie families and supporting business growth and profits.
E	**EXPLAIN** Explain how this helps Our Cow achieve its business goals	Our Cow has revolutionised operations in the meat industry by connecting over 150 farmers to consumers. They also have their own meat processing plant in order to add value by packaging meat ready to cook and they ship directly to consumers' homes.
L	**LINK** Link to the ultimate goal (growth and profits)	The operations function involves managing the processes that create goods and services including the production process and quality management.

Explain entrepreneurial skills

All business owners require a range of management skills as shown in the box below.

> ## Skills of Entrepreneurs
>
> leadership, communication, strategic thinking, vision,   problem-solving, decision-making, flexibility, time management, adaptability to change, reconciling the conflicting interests of stakeholders, conflict resolution, financial understanding

Refer to the fitness centre case study from the previous page. If the gym is going to succeed, what entrepreneurial skills do you think will be most important for the owners? Why?

Choose four skills and explain why they will help the owners to be successful. You will need cause and effect language (conjunctions) to link the skill with the reason. Use a range of cause and effect conjunctions.

> ## Cause and effect conjunctions
>
> because   since   as
>
> in order to   so   so that

Management skills that the gym owners need	Cause and effect conjunction	Reason why it can help the owners
e.g. The owners need skills in financial understanding	because	the gym will be expensive and requires financial plans, budgets and cashflow management.
1. _____ _____ _____	_____	_____ _____ _____
2. _____ _____ _____	_____	_____ _____ _____
3. _____ _____ _____	_____	_____ _____ _____
4. _____ _____ _____	_____	_____ _____ _____

Business growth

Financial objectives

There are five financial objectives: profitability, growth, efficiency, liquidity and solvency.

Each image below represents one financial objective. Write the objective under each one?
Why does the image suit the objective?

_____ _____ _____ _____ _____

We can explain how a business achieves an objective using this cause and effect language:

by + (verb)ing

e.g.   A business can achieve profitability **by** increas**ing** prices.

1. Draw a line to match each objective with its definition below.
2. Write whether the objective is short term or long term.
3. Choose verbs from the box below to explain how businesses can achieve the objective.

by increasing   by expanding   by monitoring and controlling   by maintaining   by controlling
by converting   by reducing   by raising   by moving   by decreasing   by releasing

Financial objective	Definition	Short or long term	How can businesses achieve the objective?
Profitability	the ability of a business to meet its short term financial commitments; having enough cashflow		Businesses can achieve profitability _____ costs and _____ prices and _____ revenue
Growth	the ability for the business to use its operations revenue-producing resources effectively		Businesses can achieve growth _____ sales, profits and market share and _____ _____ locations, _____ new products or through mergers and acquisitions
Efficiency	the ability of a business to maximise its profits		Businesses can achieve efficiency _____ _____levels of inventories and assets and _____ waste
Liquidity	the ability of a business to meet its long term financial commitments and external finance		Businesses can achieve liquidity _____ sufficient cash flow or _____ assets into cash quickly
Solvency	the ability of a business to increase its size in the longer term		Businesses can achieve solvency _____ repayments for debt finance

Recommend using modal language

Business people recommend using a range of **modal language** so they seem objective and balanced**.**

Weaker and medium modal language are used if there are many options to choose from or if the outcome is uncertain:

e.g. The business **could** find investors.

Stronger modal language is used if there is a lot of evidence, strong reasons or for government legislation:

e.g. The business **must** pay tax.

weaker		stronger
low modality	*medium modality*	*high modality*
might, could, may	can, should	must, needs to, is/are required to, has to

1. Read this paragraph that recommends strategies for a business in the growth stage. Underline or highlight the strong modal verbs.

A business in the growth stage must find new customers and scale up. They have to take out loans and they must find investors to fund expansion. They need to attract the most talented staff on high salaries to help lead the organisation through the growth. Businesses in the growth stage are required to create a culture of innovation for new products and services to stay competitive.

2. In the paragraph above, the modal verbs are too strong. Change this paragraph by adding modal verbs that are medium or low modality to show that there are several options that growing businesses can choose from depending on their situation.

A business in the growth stage _____ find new customers and scale up. They _____ take out loans and they _____ find investors to fund expansion. They _____ attract the most talented staff on high salaries to help lead the organisation through the growth. Businesses in the growth stage _____ create a culture of innovation for new products and services to stay competitive.

The paragraph below is too weak. Change the modal verbs to strong modal verbs that are more suitable for government requirements and complete the paragraph.

Businesses could pay tax on their earnings and they might pay their staff fair and competitive salaries. They may follow Workplace Health and Safety legislation and they could set up safe and healthy work practices within their organisation. All businesses might recruit and promote staff based on anti-discrimination law. The products and services that the business sells could be safe for consumers to use.

Stronger modal language can be used in these situations:

- if there is a crisis or urgency

- if there is government legislation or regulations businesses have no choice about

- if the outcome is certain or obvious.

Businesses _____ pay tax on their earnings and they _____ pay their staff fair and competitive salaries. They _____ follow Workplace Health and Safety legislation and they _____ set up safe and healthy work practices within their organisation. _____

_____

_____

Evaluating operations management

Business experts are required to evaluate or assess operations management strategies.

Evaluate means 'judge according to criteria.' Assess means 'make a judgement of value, quality, results or size.'

Business writing can evaluate positively or negatively using evaluative language. For example, 'efficient' is a positive evaluation and 'inefficient' is negative.

Positive	Negative
efficient	inefficient

Work out if each word below is positive or negative and write it in the correct column on the right.

effective	environmentally friendly	
automated	ineffective	wasteful
costly	innovative	slow
unsustainable	outdated	expensive
low cost	disorganised	efficiency
low quality	sustainable	unreliable
inflexible	sustainab...	poo...
effectiveness	high quality	rapid...
problem	criticism	reliab...
flexibility	delay	dependable
advanced	waste	decline
sophisticated	limitation	unethical
streamline	rubbish	optimise
pollution	neglect	streamlined
continuous improvement		

The paragraph below evaluates the operations processes of Amazon. Use two coloured highlighters and highlight positive and negative evaluative language in the paragraph below.

Amazon's operations processes are known for their efficiency, innovation and continuous improvement. Amazon's fulfillment centres are equipped with advanced robotics and automated systems that streamline picking, packing and shipping. Amazon's sophisticated logistics network ensures rapid and reliable delivery to customers worldwide. Additionally, the use of AI allows Amazon to optimise inventory management. However, Amazon faces operational challenges such as environmental concerns about packaging waste and pollution from transport deliveries. It has also faced criticism of poor working conditions for contractors in its facilities.

Evaluate operations strategies

✏️ **Evaluate Q Plus Printing's technology below.**

EV	EVALUATE Evaluate a target	Q Plus Printing's technology is _____
E	ELABORATE Define. Give evidence and reasons. Use cause and effect language.	Technology refers to _____ _____ Q Plus Printing's printers are _____
E	EXPLAIN Explain the impact on the business	_____ _____
L	LINK Link to the ultimate goal	_____ _____

✏️ **Evaluate Q Plus Printing's supply chain management in particular, sourcing of suppliers below.**

EV	Q Plus Printing's sourcing of suppliers is _____ because _____ _____
E	Supply chain management is _____ _____ _____
E	_____ _____
L	_____ _____

✏️ **Evaluate Q Plus Printing's environmental sustainability. Consider corporate social responsibility.**

_____
_____
_____
_____
_____
_____
_____

Business diversification

Recommend external sources of debt finance

✏️ **Read the case study and make a recommendation for the business.**

Case study: Santa's Treasures

Santa's Treasures is a retailer of Christmas supplies. It has seasonal fluctuations in sales and needs to stock up on inventory before the Christmas season.

1. Does it need finances for the short term or long term?	_____ _____
2. Which long term or short term options could it choose from?	_____ _____
3. Choose one option and explain why it would be the best option. Refer to the advantages of the option on previous pages.	_____ _____ _____

R	**RECOMMEND** Recommend what the business should do	_____ _____ _____
E	**ELABORATE** Define the business concepts	_____ _____ _____
E	**EXPLAIN** Explain why the business should do your recommendation; Give reasons	_____ _____ _____ _____ _____ _____
C	**CRITIQUE** Show disadvantages of other options	_____ _____ _____ _____ _____ _____
L	**LINK** Link to the ultimate goal	_____ _____ _____

A diverse, culturally competent workforce

The values of modern business, include developing a diverse, culturally competent workforce, engaging in ethical behaviour and corporate social responsibility.

Diversity is the mix of people in an organisation

Cultural competence is the ability to communicate effectively and appropriately with people of other cultures and language backgrounds.

Source: Diversity Council of Australia. (2023). *The Case for Inclusion @ Work.* https://www.dca.org.au/

🖊 **Review this box of positive evaluative language related to diversity and inclusion.**

diverse	diversity	competency	competent	accepting	acceptance	inclusion
inclusive	innovation	equity	equitable	fair	fairness	collaboration	shared vision
collaborative	empowerment	empowering	respectful	respect	awareness	equal
equality	efficiency	efficient	belonging	synergy	teamwork	effectiveness
open-mindedness	flexible	adapt	understanding	understand	adaptability
enrichment	unity	creativity	agile	growth	empathy	problem-solving
support	trust	loyalty	anti-discrimination	coordination	solidarity	partnership

🖊 **Use these words in the box to write notes about the benefits of diversity and cultural competency for global businesses. You will use these as ideas for an extended response on the next page.**

_____   _____
_____   _____
_____   _____
_____   _____
_____   _____
_____   _____

Explaining the pros and cons of outsourcing

Expert writers use a range of cause and effect language to explain, as shown below:

Cause and effect language			
Conjunctions and text connectives	because as a result therefore	since consequently	so
Preposition	due to		
Verbs	caused influences	resulted in affects	leads to enable
Nouns	reason cause	impact influence	result outcome implication

✏️ **This paragraph rewrites the cause and effect chains on the previous page using a range of cause and effect language. Highlight the cause and effect language below.**

Due to globalisation, businesses can access the global supply chain for cheaper raw materials. As a result, they can produce goods for a lower cost which reduces operations costs and increases business profitability. However, global supply chains can be disrupted so the business may not have the raw materials needed for operations. Consequently, operations can slow down or stop, leading to higher costs. The outcome may be that the business is unable to meet demand, profits are reduced and debt increases.

✏️ **Complete cause and effect chains below about outsourcing labour. Then convert the chains into a paragraph using a range of cause and effect language.**

Pros of outsourcing labour

A business outsources labour **SO** ➤ _____ **SO** ➤ _____ **SO** ➤ _____
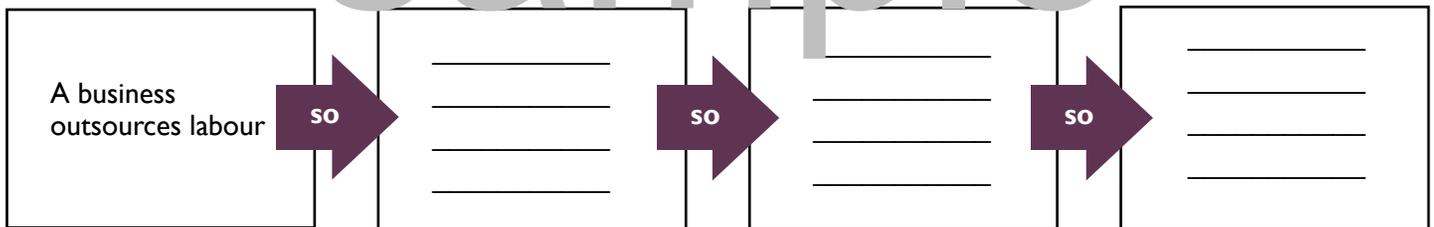
Con: businesses may have less control over contract workers

A business outsources labour **SO** ➤ _____ **SO** ➤ _____ **SO** ➤ _____

_____

_____

_____

_____

_____

_____

_____
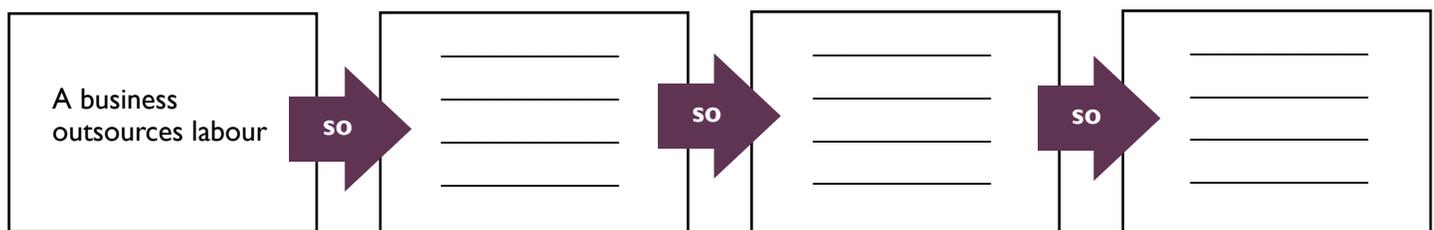
Plan a business report

Snowman Inc
Snowman Inc is an Australian business specialising in high quality snow sports and skiing gear such as skis, snowboards, helmets, clothing and accessories. Snow sport experts at Snowman Inc advise customers on the latest gear and fashionable ski clothing. The business environment is hostile: globalised with many competitors and low return on investment. Sales peak before the winter ski season and sales are low over summer. Snowman Inc uses market-based pricing strategies. They run TV and cinema advertising in autumn and they use email marketing to promote their low season sales. International competition has increased in the local market. Sales have been declining and Snowman Inc is looking for advice on their marketing function.

You are a business consultant who is advising Snowman Inc on their marketing strategies. Write a business report for the directors in which you:

> Explain one opportunity and one challenge of globalisation on marketing management for the business

> Examine why it is important for the business to achieve a mix of promotion strategies

> Recommend two promotion strategies that the business should implement

✏️ **In the three instructions above, highlight the task verbs and other words that tell you what you have to do. Underline the business content. What genre is each instruction?**

✏️ **Fill in the table below to help you plan your business report for Snowman Inc.**

Report instructions	Planning tips
Explain one opportunity and one challenge of globalisation	You will write one paragraph about an opportunity and one paragraph about a challenge. Choose one opportunity and one challenge relevant for Snowman Inc. Opportunity/Pro _____ What can Snowman Inc do to take advantage of the opportunity? _____ Challenge/Con _____ What can Snowman Inc do to address the challenge? _____ _____ _____
Examine why it is important for the business to achieve a mix of promotion strategies	Choose three reasons why Snowman Inc. should use a mix of promotion activities. You can refer to the activities in this unit. In your business report, you will combine the three reasons/arguments into one long paragraph. Reason 1 _____ Reason 2 _____ Reason 3 _____
Recommend two promotion strategies	Snowman Inc is not doing much promotion at the moment so recommend two ideas for new promotions. You will write one paragraph about each. Think of two ideas and write them below: Promotion 1 _____ Promotion 2 _____

Business evolution

Explain reasons for business failure

Dick Smith Electronics was in the post-maturity stage of the business life cycle. It failed in 2016. Here are three reasons for its failure:

1. The business expanded too rapidly and opened 25 stores in one year.
2. There was increased competition.
3. The business had a lot of old and obsolete stock.

For each reason for failure, explain why Dick Smith Electronics failed and recommend what they should have done differently.

Reason for failure 1: The business expanded too rapidly and opened 25 stores in one year.

EXPLAIN Explain why the problem contributed to their failure. Use cause and effect language.	Rapid expansion was a problem because _____ _____ _____
RECOMMEND Give a recommendation for what they should have done to avoid failure	Instead of opening so many stores quickly, Dick Smith Electronics should have ___ _____ _____

Reason for failure 2: There was increased competition from other retailers such as JB Hi Fi and Officeworks.

EXPLAIN Explain why the problem contributed to their failure. Use cause and effect language.	_____ _____ _____
RECOMMEND Give a recommendation for what they should have done to avoid failure	Dick Smith Electronics should have _____ _____ _____

Reason for failure 3: The business had a lot of old and obsolete stock.

EXPLAIN Explain why the problem contributed to their failure. Use cause and effect language.	_____ _____ _____
RECOMMEND Give a recommendation for what they should have done to avoid failure	_____ _____ _____

Recommendations for managing change

A construction business is facing staffing challenges so it is declining. The construction industry is experiencing a staffing crisis with not enough skilled tradespeople to fill key roles in the business.

Here are two possible strategies that the business could implement in order to attract and retain skilled staff:

1. Offering competitive salary packages

2. Implementing a wellbeing program for employees

✏️ **Think of other possible strategies to attract and retain staff and write them here:**

_____

_____

_____

_____

_____

_____

sample

✏️ **Write four recommendations for the business to help them deal with staffing challenges.**

Recommend	+	Reason
Use low or medium modality e.g. could, may, might, should, can	Link with cause and effect language: so, so that, in order to, because, as, since	Support your recommendation with reasons, facts and business concepts
1. The business should offer _____ _____	so	_____ _____.
2. _____ _____	_____	_____ _____.
3. _____ _____	_____	_____ _____.
4. _____ _____		_____

Evaluate: HealthMate

Evaluate the effectiveness of human resource management at HealthMate and recommend an appropriate alternative strategy.

Read the case study information about HealthMate

HealthMate

HealthMate is a services business that provides in-home physical exercise, physiotherapy and rehabilitation services. The business has grown rapidly and is now stagnant. However, employees have been promoted without training and they have been given management responsibilities without experience. This has resulted in stress and low job satisfaction. Employees have also complained that they do not have up to date job descriptions. As a result, the business is in danger of failing.

Complete the evaluation below. Use the hints to help you.

EV	**EVALUATE** Evaluate human resource management strategies	HealthMate's rapid growth has led to _____ human resource management practices, job design and role responsibilities.
E	**ELABORATE** Define. Give evidence.	
E	**EXPLAIN** Explain the impact	
L	**LINK** Identify the need for change and state the impact	