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LITERACY WORKS FOR

Business

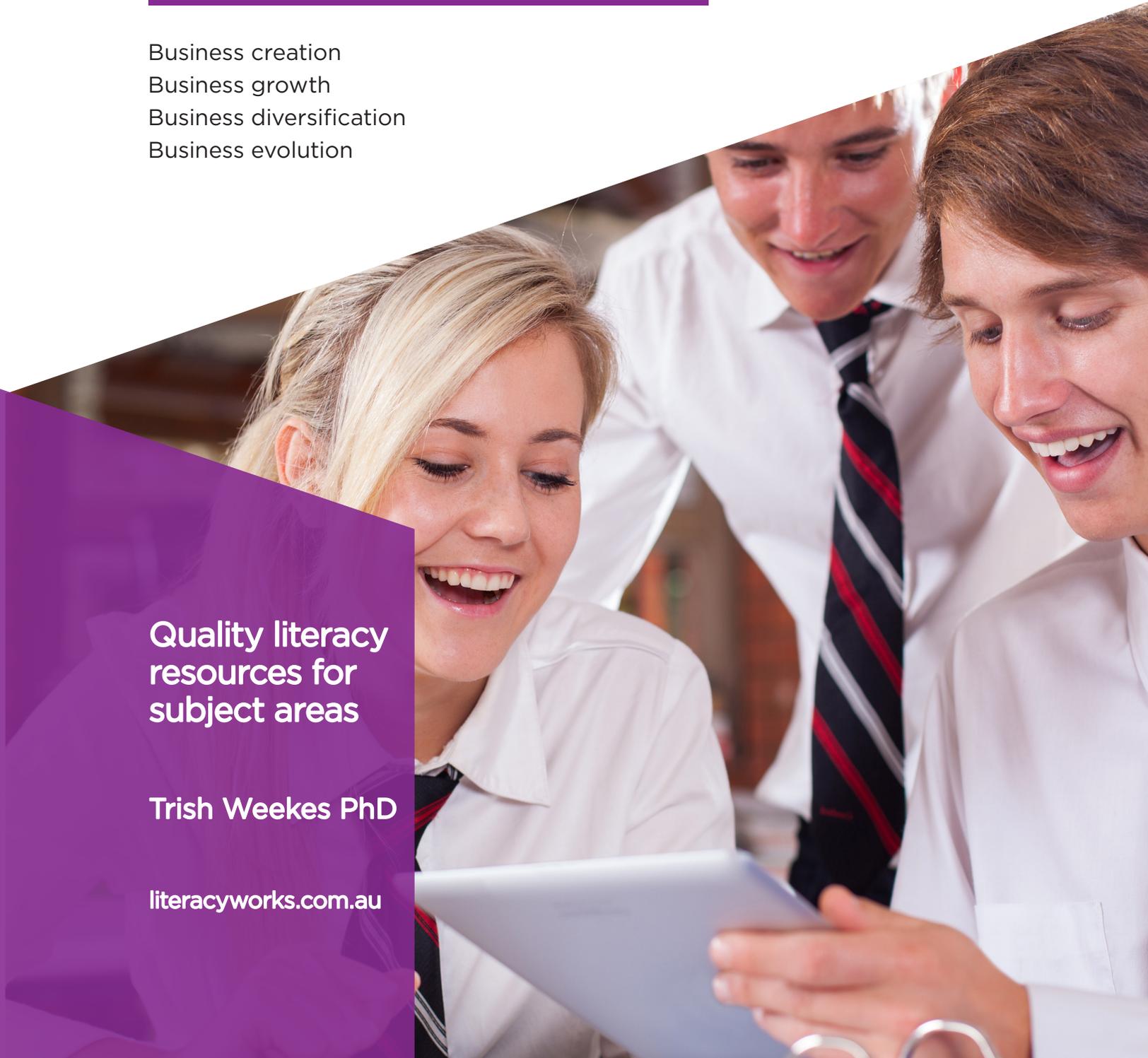
BUSINESS GENERAL SENIOR SYLLABUS 2025

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	
viii	How to use this book, Book layout
ix	Teach literacy AND business content
x	The literacy teaching and learning cycle
xi	Genres in Business
xii	Paragraph structures in this book

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
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Unit 1: Business creation

2-3	Business terminology	Match a business term with everyday language (a process)	Complementary skills - literacy — the knowledge, skills, behaviours and dispositions about language and texts essential for understanding and conveying English language content	Ampol Canva
4-5	More business terminology	Explain and identify business terms		
6-7	Classifying types of businesses	Match terms to definitions for types of businesses	Topic 1: Fundamentals of business Explain - different ownership structures of a business, including sole trader, partnership, private company and public company	various
8-9	Classify businesses	Classify businesses by putting information into one sentence		
10-11	The ultimate business goal: profit	Build business vocabulary; learn about the importance of profits.	In Unit 1, students explore fundamental business concepts...	
12-13	Explain influences in the business environment	Read a case study and learn about cause and effect chains for explaining	Topic 1: Fundamentals of business • Explain - internal, external operating and macro environmental factors including sociocultural, technological, economic ... factors	MadPaws (online pet industry service)
14-15	Explain influences with cause and effect chains	Create cause and effect chains and explain using a range of cause and effect language		
16-17	Stages of the business life cycle	Identify paragraph phases for a Description paragraph of the seed and start up stages.	Topic 1: Fundamentals of business • Describe business facts and characteristics of business situations relating to businesses in the various stages of the business life cycle	Woolworths (retail)
18-19	Describe the growth and maturity stages	Write Description paragraphs		
20-21	Describe the post maturity stage	Write a Description paragraph for a case study		

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Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Unit 1: Business creation				
22-23	Our Cow Case study	Students learn reading strategies to improve comprehension of case studies	Topic 1: Fundamentals of business <ul style="list-style-type: none"> • Explain the role of - the key business functions (finance, human resources, marketing and operations in achieving business goals - Create responses that communicate meaning to suit the intended audience, context and purpose 	Our Cow (agriculture, retail)
24-25	How to read a case study 1			
26-27	How to read a case study 2			
28-29	The key business functions in achieving business goals	Structure of an Explanation; Complete the first paragraph and identify the phases of a PEXEL explanation paragraph		
30-31	Explain Finance and Marketing	Identify the phases (sub-sections) of an explanation paragraph and complete another paragraph,		
32-33	Explain Human Resources	Complete the explanatory paragraph and write the General statement		
34-35	The importance of coordinating business functions	Exposition: Identify evaluative language and complete the Thesis paragraph		
36-37	Argument paragraphs	Arrange the Argument stage of the Exposition in the correct sequence. Find evaluative language		
38-39	Restate Thesis	Number the phases of the Restate Thesis paragraph.		
40-41	Stakeholder discussion	Speak in the role of a stakeholder about an issue and explore problems and solutions	Topic 2: Creation of business ideas <ul style="list-style-type: none"> - Describe business facts and characteristics of the internal, external operation and macro environmental factors - Explain - skills, characteristics and motives of entrepreneurs 	A 24 hour gym
42-43	Explain entrepreneurial skills	Use conjunctions to explain why management skills can help business owners		

Literacy Works for Business Contents

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Unit 2: Business growth				
46-47	Increase revenue or reduce costs	Identify whether possible strategies increase revenue or cut costs	Topic 1: Establishment of a business Business start-up <ul style="list-style-type: none"> • Explain - the challenges of the start-upstage in the business life cycle 	Jess and Emi's café (hospitality-hypothetical)
48-49	Explaining strategies to increase profits	Write sentences explaining the purpose of strategies using cause and effect conjunctions		
50-51	Explaining government influences on business	Identify cause and effect language (conjunctions, verbs and nouns)	Business start-up <ul style="list-style-type: none"> • Explain - the legal and regulatory requirements essential for start-up businesses 	
52-53	Financial objectives	Explain financial objectives using by+verb-ing.	<ul style="list-style-type: none"> • Explain the relationship between: - financial objectives e.g. profitability, efficiency, growth, liquidity and solvency and the achievement of business goals in the start-up stage 	
54-55	Business plan start up	Read information about a case study business, EcoFriendly, Cleaning.	Topic 1: Establishment of a business Business start-up <ul style="list-style-type: none"> - Analyse and interpret business situations by selecting data and information relating to - budgeting and financing for a start-up business using a break-even analysis. 	EcoFriendly Cleaning (hypothetical start-up business)
56-57	SWOT, Objectives	Read the model text; Highlight positive and negative evaluative language; Identify phases of the Objectives and Goals		
58-59	Operations Plan and Marketing Plan	Arrange the parts of an Operations Plan and Marketing Plan in the right order..		
60-61	Financial Plan 1	Read the financial plan and annotate phases.		
62-63	Financial Plan 2	Work out calculations and calculate break-even..		

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Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Unit 2: Business growth				
64-65	Recommend using modal language	Recommend using modal language.	Topic 2: Entering markets - Evaluate marketing and operational strategies implemented by the case study business to make a decision and propose recommendations using business criteria	Ultra Violette (beauty)
66-67	Recommend strategies for the growth stage	Read a model paragraph for recommending.		
68-69	Recommend strategies for the growth stage	Write two Recommendation paragraphs		
70-71	Recommend pricing strategies		Topic 2: Entering markets • Explain - pricing strategies e.g. competitive penetration, cream-skimming, costs plus and psychological Evaluate using business criteria - marketing strategies used by a business in the growth stage to make a decision and propose a recommendation	Holtex Inc (technology)
72-73	How do you know when to recommend?	Sort the phases of a paragraph into the correct sequence.		
74-75	Write recommendations	Recommend marketing strategies for two businesses.		
76-77	Evaluating operations management	Identify positive and negative evaluative language.		
78-79	Evaluating operations at Q Plus Printing	Read a case study and read an EVEEL paragraph for evaluating. Identify negative evaluative language.	Topic 2: Entering markets Evaluate using business criteria - operational strategies used by a business in the growth stage to make a decision and propose a recommendation	Amazon (online retail) Q Plus Printing (hypothetical printing business)
80-81	Evaluate operations strategies	Write two EVEEL evaluation paragraphs		
82-83	Recommend operations strategies	Work out recommendations and write a REEL recommendation paragraph		
84-85	Recommend operations strategies for Q Plus Printing	Write three REEL recommendation paragraphs		

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Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Unit 3: Business diversification				
88-89	Analyse the influence of the global market on financial management	Write a Factorial Explanation about the influence of the global market on financial management. Students analyse a model paragraph about the impact of the global economic outlook.	Topic 1: Competitive markets Expanding markets <ul style="list-style-type: none"> financing options for establishing global operations e.g. money in capital markets, accessing government grants and incentives 	BHP (mining and resources)
90-91	Explain global market influences: availability of funds	Students complete a PEXEL explanation paragraph		Qantas (aviation)
92-93	Explain global market influences: interest rates	Students write a PEXEL paragraph; Students can also create an extended response.		Rio Tinto (mining and resources)
94-95	Recommend external sources of debt finance	Annotate a model paragraph for recommending.	Topic 1: Competitive markets Expanding markets <ul style="list-style-type: none"> financing options to make a decision and propose a recommendation 	Cabinetex (kitchen manufacturer - hypothetical)
96-97	Recommend external sources of debt finance	Write a recommendation paragraph.		Santa's Treasures (retailer - hypothetical)
98-99	Recommend external sources of debt finance	Write a recommendation paragraph.		You Beaut (cosmetics manufacturer and retailer)
100-101	Advantages of a diverse, culturally competent workforce	Identify positive evaluative language; write about the benefits of diversity and cultural competency for a global business	Topic 1: Competitive markets Expanding markets <ul style="list-style-type: none"> Explain the relationship between a diverse workforce and human resources strategic planning in the maturity stage 	
102-103	Plan an Exposition	Complete a planner with arguments that support the Thesis that diversity and culturally competency are important		
104-105	Argument 1: Innovation, creativity and problem-solving	Read a model argument paragraph and annotate the features		Atlassian (software)
106-107	Argument 2: Improved market reach	Read a case study and complete an argument paragraph		Davies Collison Cave (lawyers)
108-109	Argument 3: Employee engagement and retention	Read a case study and complete an argument paragraph; Restate Thesis		Telstra (communication)

Literacy Works for Business Contents

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Unit 3: Business diversification				
110-111	Contrast employees vs contractors	Arrange pros and cons of each; Write sentences contrasting contractors and employees	Topic 2: Strategic development Explain • Outsourcing • Explain the challenges faced by management in outsourcing of marketing and operational activities	
112-113	Explaining the pros and cons of globalisation	Understand pros and cons and create cause and effect chains to explain		
114-115	Explaining the pros and cons of outsourcing	Explain using a range of cause and effect language		
116-117	Explain the pros and cons of outsourcing for operations	Read a case study and read a model PEXEL paragraph for explaining. Highlight cause and effect language		BlueScope Steel (manufacturing and construction)
118-119	Write explanation paragraphs	Write two PEXEL paragraphs about pros and cons of outsourcing		
120-121	Plan a business report	Interpret and use instructions for a business report. Read a case study and plan a business report for Snowman Inc.	Topic 2: Strategic development • Evaluate using business criteria - marketing strategies for a business operating in a hostile competitive environment to make a decision and propose a recommendation	Snowman Inc (retail - hypothetical case study)
122-123	Business report – Executive Summary, Introduction	Write an Executive Summary and Introduction		
124-125	Opportunities and challenges of globalisation	Write two paragraphs about an opportunity and challenge for Snowman Inc		
126-127	The importance of a promotion mix	Write a mini-Exposition about the importance of a promotion mix for Snowman Inc		
128-129	Recommend promotion strategies	Write two recommendations in REEL paragraphs		
130-131	Business report - conclusion	Write a conclusion for the Business Report		

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Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Unit 4: Business evolution				
134-135	Business failure bingo	Play a game to build vocabulary using synonyms for 'business failure'	Topic 1: Repositioning a business <ul style="list-style-type: none"> Describe business facts and characteristics of business situations relating to a business in the post-maturity stage (steady state and decline) of the business life cycle. 	Godfreys (vacuums)
136-137	Explain reasons for business failure	Explain three reasons why Dick Smith failed		Dick Smith Electronics
138-139	Recommendations for managing change	Write recommendations supported by reasons	Topic 2: Transformation of a business <ul style="list-style-type: none"> Evaluate using business criteria human resources management strategies for transforming a business to make a decision and propose a recommendation 	
140-141	Evaluate and recommend	Learn how to write an Evaluation and Recommendation that are linked. Read a case study.		Ezydata (financial services - hypothetical)
142-143	Evaluate and Recommend: EzyData	Annotate model paragraphs for Evaluation and Recommendation		
144-145	Evaluate: HealthMate	Read a case study and complete an Evaluation paragraph.		Healthmate (health services - hypothetical)
146-147	Recommend: HealthMate	Complete Recommendation paragraph		
148-149	Evaluate and Recommend: AutoRep	Read a case study and write an Evaluation and Recommendation		Autorep (automotive repairs - hypothetical)

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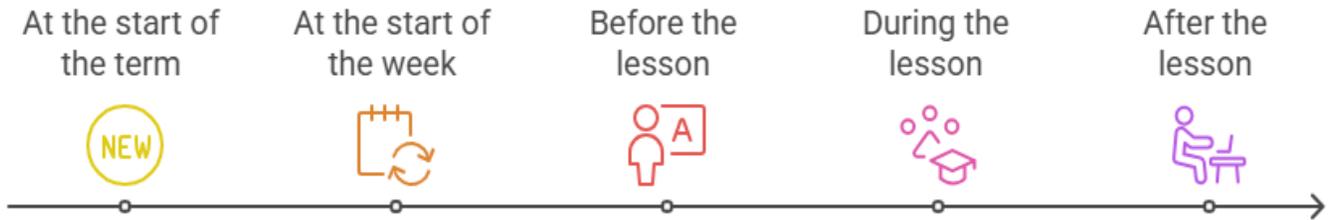
Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Unit 4: Business evolution				
150-151	Plan a business report	Read a case study and plan a business report	Topic 2: Transformation of a business <ul style="list-style-type: none"> • Explain <ul style="list-style-type: none"> - change management - drivers of change, including corporate culture, management styles. • management styles across the continuum, including autocratic, persuasive, consultative, participative and laissez-faire • Evaluate using business criteria <ul style="list-style-type: none"> - human resources management strategies for transforming a business to make a decision and propose a recommendation 	Health Wave and Metrik (health technology-hypothetical)
152-153	Business Report: Executive Summary, Introduction	Write the Executive Summary and Introduction		
154-155	Compare corporate cultures	Compare the corporate culture in two businesses		
156-157	The importance of benchmarking key variables	Write an Exposition on the importance of benchmarking key variables as indicators of effective human resource management		
158-159	Recommend human resource management strategies	Write two recommendation paragraphs		
160-161	Conclusion	Write a conclusion for the business report		

sample

162	Fact sheet 1: Cause and effect language
163	Fact sheet 2: Modal language
164	Fact sheet 3: Language for comparing and contrasting
165	Fact sheet 4: Interpreting the question or instruction
165	Fact sheet 5: Evaluative language

Introduction for teachers

How to use the book



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.

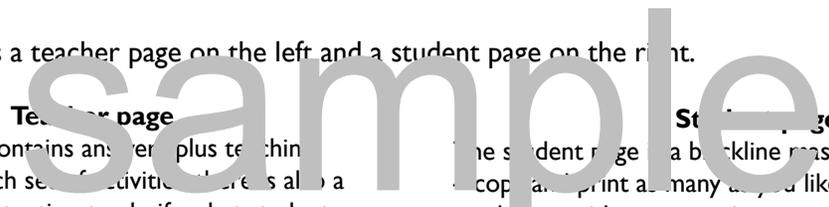
Read the teaching suggestions and work out what suits your class and learners. Photocopy or print paper pages of the activities.

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 blankline master worksheet to 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.

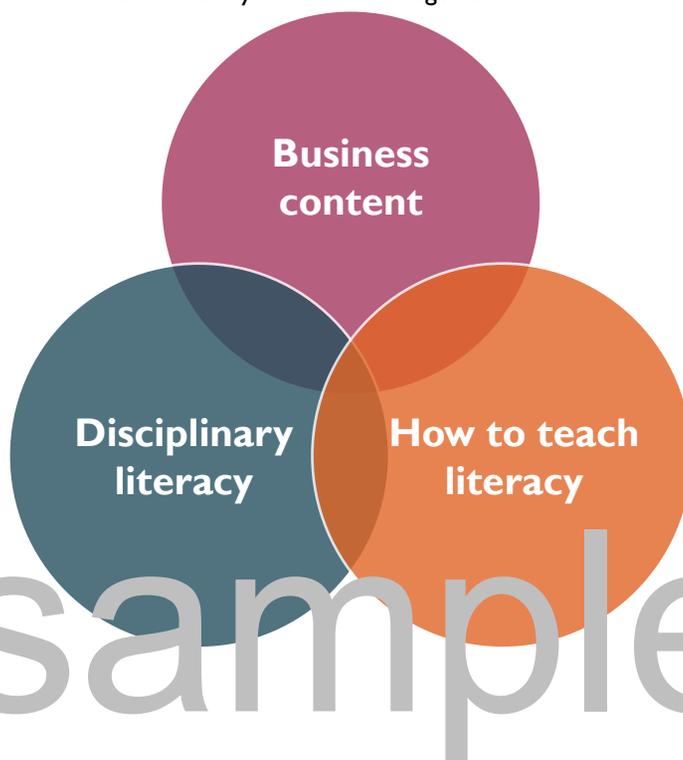
Recommendations for managing change	Teacher Page	Recommendations for managing change																						
<p>Teaching Suggestions</p> <p>Teachers could discuss the first two recommendations suggested so that students can link the recommendation with a reason. Reasons why these two recommendations might be beneficial include benefits for employees and for the business, for example:</p> <ul style="list-style-type: none"> 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. 		<p>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.</p> <p>Here are two possible strategies that the business could implement in order to attract and retain skilled staff:</p> <ol style="list-style-type: none"> Offering competitive salary packages Implementing a wellbeing program for employees 																						
<p>Possible Answers</p> <p>Other staff retention activities include:</p> <ul style="list-style-type: none"> 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. <p>Students need to know about modal language (e.g. should, could) in order to write recommendations. See Fact Sheet 2 for modal language.</p>		<p>Think of other possible strategies to attract and retain staff and write them here:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>																						
<table border="1"> <thead> <tr> <th style="background-color: #c00000; color: white;">Recommend</th> <th style="background-color: #008000; color: white;">Reason</th> </tr> </thead> <tbody> <tr> <td>1. The business should offer competitive salary packages</td> <td>so they can attract the most skilled workers in the construction industry.</td> </tr> <tr> <td>2. The business could implement a wellbeing program for employees</td> <td>in order to improve job satisfaction and productivity for employees.</td> </tr> <tr> <td>3. The business can develop training and leadership programs for staff</td> <td>so that leaders for the business can come from within the existing workforce and support future growth plans.</td> </tr> <tr> <td>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.</td> <td></td> </tr> </tbody> </table>	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.			<table border="1"> <thead> <tr> <th style="background-color: #c00000; color: white;">Recommend</th> <th style="background-color: #008000; color: white;">Reason</th> </tr> </thead> <tbody> <tr> <td>Use low or medium modality e.g. could, may, might, should, can</td> <td>Link with cause and effect language: so, so that, in order to, because, as, since</td> </tr> <tr> <td>1. The business should offer _____</td> <td>so _____</td> </tr> <tr> <td>2. _____</td> <td>_____</td> </tr> <tr> <td>3. _____</td> <td>_____</td> </tr> <tr> <td>4. _____</td> <td>_____</td> </tr> </tbody> </table>	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	1. The business should offer _____	so _____	2. _____	_____	3. _____	_____	4. _____	_____
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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.)

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.

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- 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:



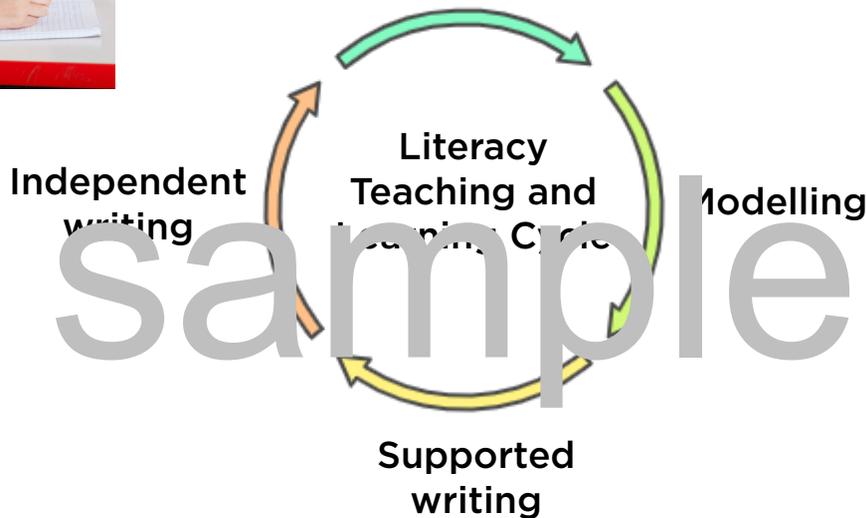
4.
Students write independently without support. This stage also includes peer review, teacher conferencing and editing.

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.



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 operation 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:

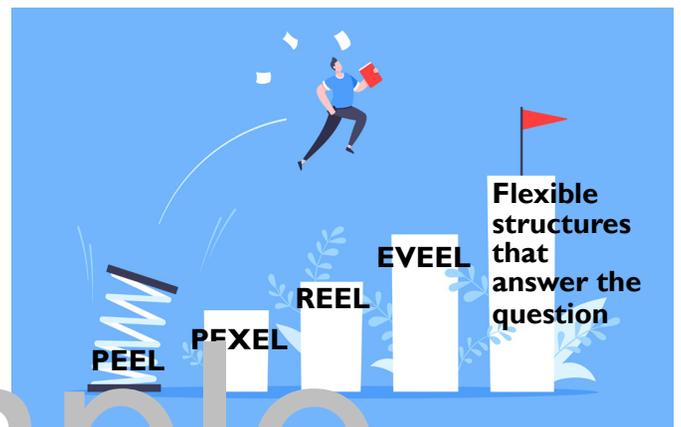
- They are not specific for different genres such as explaining or arguing or recommending.
- They may not be complex enough for the demands of senior subjects.
- Students need more flexible structures in order to respond to different assignment questions or to integrate case studies into their responses.

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**.



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)

Recommendation	
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



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

<i>increase</i>	<i>decrease</i>
grow	minimise
maximise	cut
build	reduce
improve	trim
raise	lower
boost	shrink



Answers

<i>increase revenue</i>	<i>grow the business</i>	<i>reduce costs</i>
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 disciplinary: 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		
sample			sample		



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

<i>increase revenue</i>	<i>grow the business</i>	<i>reduce costs</i>

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)

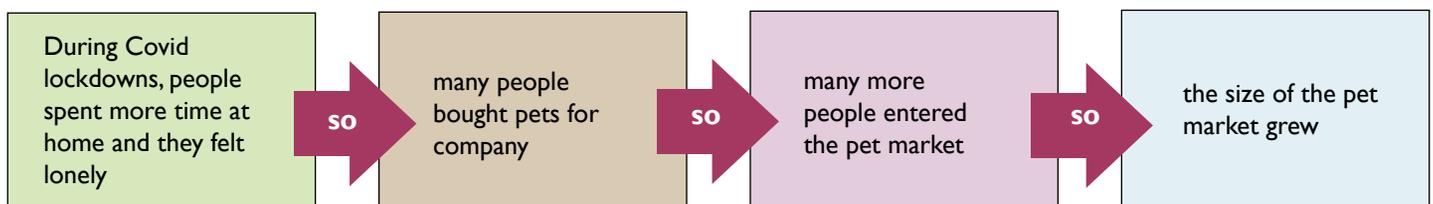
Case study: MadPaws

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.



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

Explain how businesses use business functions to meet their 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 _____	Make a general statement about the topic based on the instruction.
	Our Cow is a _____ that uses business functions in order to grow the business and achieve profitability.	Identify the four business functions
	Our Cow's business mission is _____	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

sample

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



sample

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** increasing 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 lowering by decreasing by releasing

sample

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.



<i>low modality</i>	<i>medium modality</i>	<i>high modality</i>
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. _____

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	_____

sample

 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

sample

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 diversit competen competen acceptin acceptance inclusion
inclusive innovation equit equitable fair fairness collaboration shared vision
collaborative empowern empowern respectful respect awareness equal
equality efficiency eminent 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	since	so	
	as a result	consequently		
	therefore			
Preposition	due to			
Verbs	caused	resulted in	leads to	
	influences	affects	enable	
Nouns	reason	impact	result	outcome
	cause	influence	implication	



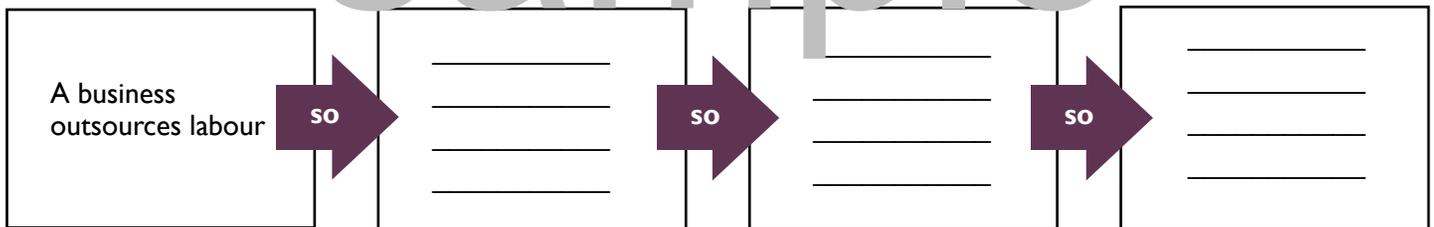
This paragraph rewrites the cause and effect chains on the previous page using a range of cause and effect language. Highlight the cause and effect language below.

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.

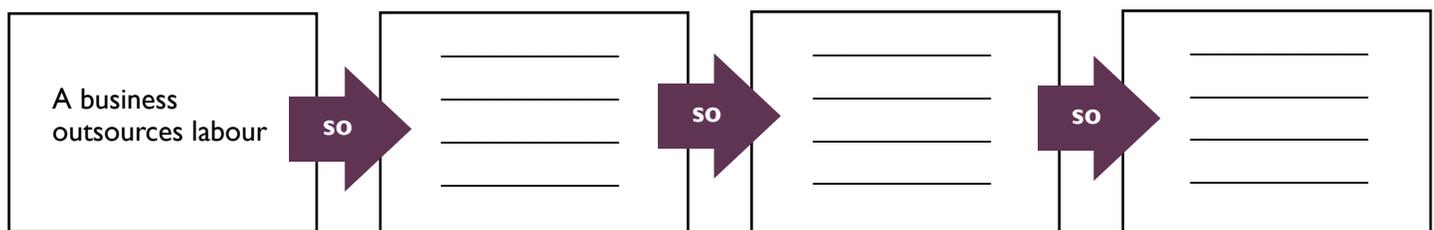


Complete cause and effect chains below about outsourcing labour. Then convert the chains into a paragraph using a range of cause and effect language.

Pros of outsourcing labour



Con: businesses may have less control over contract workers



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	<p>You will write one paragraph about an opportunity and one paragraph about a challenge. Choose one opportunity and one challenge relevant for Snowman Inc.</p> <p>Opportunity/Pro _____</p> <p>What can Snowman Inc do to take advantage of the opportunity?</p> <p>_____</p> <p>Challenge/Con _____</p> <p>What can Snowman Inc do to address the challenge?</p> <p>_____</p> <p>_____</p>
Examine why it is important for the business to achieve a mix of promotion strategies	<p>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.</p> <p>Reason 1 _____</p> <p>Reason 2 _____</p> <p>Reason 3 _____</p>
Recommend two promotion strategies	<p>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:</p> <p>Promotion 1 _____</p> <p>Promotion 2 _____</p>

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 ____

sample

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

Use low or medium modality
e.g. could, may, might, should, can

1. The business should offer _____

2. _____

3. _____

4. _____



Link with cause and effect language: so, so that, in order to, because, as, since

so

Reason

Support your recommendation with reasons, facts and business concepts

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	_____ _____ _____ _____ _____