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LITERACY WORKS FOR

Business Studies

BOOK 1

Sample pages

PRELIMINARY COURSE

Nature of Business

Business Planning

Business Management

Quality literacy
resources for
subject areas

Trish Weekes PhD

literacyworks.com.au



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Literacy Works for Business Studies: Book 1 Preliminary Course NSW (printed) ISBN 978-1-922308-12-2

Literacy Works for Business Studies: Book 1 Preliminary Course NSW (ePack) ISBN 978-1-922308-20-5

Acknowledgements

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About the author, Dr Trish Weekes

Dr Trish Weekes is Australia’s leading expert in literacy in Business Studies. 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 Studies 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 Proctor & 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.

Business Studies Book 1 Contents

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 Studies
xii	Paragraph structures in this book

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Module 1: Nature of business				
1			All activities in this book meet Outcome P9: The student communicates business information and issues in appropriate formats	
2-3	Business terminology	Match a business term with everyday language (a process)	Outcome P1: The student discusses the nature of business, its role in society and types of business structure Students learn about: <i>role of business</i>	
4-5	More business terminology	Explain and identify business terms	<ul style="list-style-type: none"> the nature of a business <ul style="list-style-type: none"> – producing goods and services – profit, employment, incomes, choice, innovation, entrepreneurship and risk, wealth and quality of life 	Ampol (petroleum) Canva (technology)
6-7	Classifying types of businesses	Match terms to definitions for types of businesses	Students learn about: <i>types of businesses</i> <ul style="list-style-type: none"> classification of business 	
8-9	Classify businesses	Classify businesses by packing information into one sentence	<ul style="list-style-type: none"> – size – small to medium enterprises (SMEs), large – local, national, global – industry – primary, secondary, tertiary, quaternary, quinary – legal structure – sole trader, partnership, private company, public company, government enterprise <ul style="list-style-type: none"> • factors influencing choice of legal structure – size, ownership, finance 	various
10-11	The ultimate business goal: profit	Build business vocabulary; learn about the importance of profits in business	Students learn about: <i>role of business</i> <ul style="list-style-type: none"> the nature of a business – profit 	

Business Studies Book 1 Contents

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Module 1: Nature of business				
12-13	Explain influences in the business environment	Read a case study and learn about cause and effect chains for explaining	Students learn about: influences in the business environment <ul style="list-style-type: none"> external influences – economic, social, technological, competitive situation 	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	Students learn about: <i>business growth and decline</i> <ul style="list-style-type: none"> stages of the business life cycle: establishment, growth, maturity, post-maturity 	
18-19	Describe the growth and maturity stages	Write Description paragraphs		Woolworths (retail)
20-21	Describe the post maturity stage	Write a Description paragraph for a case study		Fairfax Media (media)
22-23	Recommend using modal language	Identify modal language and complete recommendation paragraph	Students learn about: <i>business growth and decline</i> <ul style="list-style-type: none"> Outline possible business strategies appropriate for different stages in the business life cycle 	
24-25	Recommend strategies for the growth stage	Read a case study and a model PEXREL paragraph		Ultra Violette (beauty retail)
26-27	Recommend strategies for the growth stage	Write two Recommendation paragraphs		
28-29	Business failure bingo	Play a game to build vocabulary using synonyms for 'business failure'	Students learn about: <i>business growth and decline</i> <ul style="list-style-type: none"> Factors that can contribute to business decline Voluntary and involuntary cessation – liquidation 	Godfreys vacuums (household products)
30-31	Explain business failure	Explain three reasons why Dick Smith failed		Dick Smith Electronics (electronics retail)

Business Studies Book 1 Contents

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Module 2: Business Management				
33			All activities in this module meet Outcome P9: The student communicates business information and issues in appropriate formats	
34-35	Stakeholder role activity	Speak in the role of a stakeholder about an issue and explore problems and solutions	Students learn about: <i>nature of management</i> <ul style="list-style-type: none"> skills of management – interpersonal, communication, strategic thinking, vision, problem-solving, decision-making, flexibility, adaptability to change, reconciling the conflicting interests of stakeholders 	A 24-hour fitness centre (health and fitness - hypothetical)
36-37	Explain management skills	Use conjunctions to explain why management skills can help business owners		
38-39	Increasing revenue or cutting costs	Identify whether possible strategies increase revenue or cut costs	Students learn about: <i>nature of management</i> <ul style="list-style-type: none"> achieving business goals – profits, market share, growth, share price, social, environmental 	Jess and Emi's café (hospitality-hypothetical)
40-41	Explaining strategies to increase profits	Present and explain the purpose of strategies using cause and effect conjunctions		
42-43	Our Cow Case study	Students learn reading strategies to improve comprehension of case studies	Students learn about: <i>management process</i> <ul style="list-style-type: none"> coordinating key business functions and resources operations marketing finance human resources 	Our Cow (agriculture and retail)
44-45	How to read a case study 1			
46-47	How to read a case study 2			
48-49	Explain how management of key business functions helps SMEs achieve their goals	Structure of an Explanation; Complete the first paragraph and identify the phases of a PEXEL explanation paragraph		
50-51	Explain Finance and Marketing	Identify the phases (sub-sections) of an explanation paragraph and complete another paragraph,		
52-53	Explain Human Resources	Complete one explanation paragraph and write the General Statement		

Business Studies Book 1 Contents

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Module 2: Business Management				
54-55	The importance of coordinating business functions	Exposition: Identify evaluative language and complete the Thesis paragraph	Students learn about: <i>management process</i> <ul style="list-style-type: none"> • coordinating key business functions and resources • operations • marketing • finance • human resources 	Our Cow (agriculture and retail)
56-57	Argument paragraphs	Arrange the Argument stage of the Exposition in the correct sequence. Find evaluative language		
58-59	Restate Thesis	Number the phases of the Restate Thesis paragraph.		
60-61	Business report: Influences on business	Stages of a business report. Read and annotate Executive Summary and Introduction	Students learn about: <i>management and change</i> <ul style="list-style-type: none"> • responding to internal and external influences • managing change effectively 	Hola Health (technology and healthcare)
62-63	Influences on business	Read and annotate PEXEL paragraphs and find cause and effect language		
64-65	Recommendations and Conclusion	Annotate recommendations using the formula for recommending.		
66-67	Wild Modular case study	Read a case study		
68-69	Business report: Introduction, External Influences	Complete the Introduction and write Economic Influences paragraph		
70-71	External and Internal Influences	Write three explanation paragraphs	Wild Modular (construction)	
72-73	Recommendations for managing change	Write recommendations for managing external and internal influences		
74-75	Conclusion and Executive Summary	Write the Conclusion and write the Executive Summary		

Business Studies Book 1 Contents

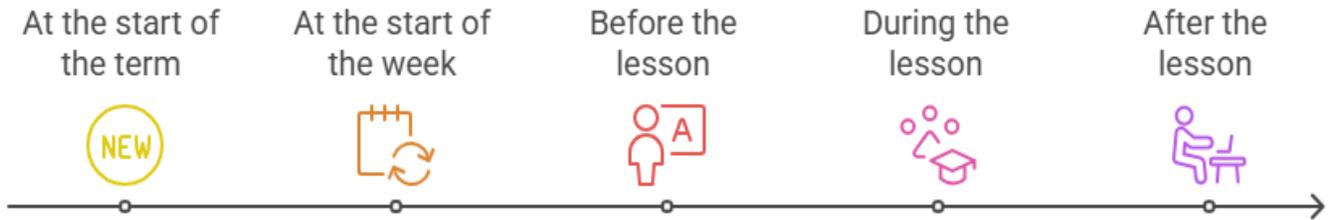
Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Module 3: Business Planning				
77			All activities in this module meet Outcome P9: The student communicates business information and issues in appropriate formats	
78-79	Explaining government influences on SMEs	Identify cause and effect language (conjunctions, verbs and nouns)	Students learn to: <i>Examine contemporary business issues to:</i> <ul style="list-style-type: none"> discuss the influence of government on SMEs 	
80-81	The purpose of a business plan	Use verbs to show what a business plan can do for a business; Write if/then statements and link to reasons		
82-83	Contrast employees vs contractors	Arrange pros and cons of each; Write sentences contrasting contractors and employees		
84-85	Business plan contents	Match the name of the stage of a business plan to its purpose		
86-87	Executive Summary, Description	Read the model text; Write the names of the phases (sub-sections) of these stages.	Students learn to: <i>investigate aspects of business planning in hypothetical situations and actual business case studies to:</i> <ul style="list-style-type: none"> explain how the business plan is determined in at least one SME 	EcoFriendly Cleaning Services (office cleaning services - hypothetical)
88-89	SWOT, Objectives	Read the model text; Highlight positive and negative evaluative language; Identify phases of the Objectives and Goals	Students learn about: <i>the business planning process</i> <ul style="list-style-type: none"> sources of planning ideas <ul style="list-style-type: none"> situational analysis vision, goals and/or objectives 	
90-91	Operations Plan and Marketing Plan	Read the model text; identify the phases of the Operations and Marketing plan	Students learn about: <ul style="list-style-type: none"> organising resources <ul style="list-style-type: none"> operations marketing 	
92-93	Financial Plan 1		<ul style="list-style-type: none"> organising resources <ul style="list-style-type: none"> finance 	
94-95	Financial Plan 2	Read the financial plan and annotate phases. Work out calculations.	<ul style="list-style-type: none"> forecasting <ul style="list-style-type: none"> total revenue, total cost break-even analysis cash flow projections monitoring and evaluations <ul style="list-style-type: none"> sales budgets profit 	

Business Studies Book 1 Contents

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Module 3: Business Planning				
96-97	Human Resources Plan	Read the model text. Annotate the phases.	<ul style="list-style-type: none"> organising resources – human resources 	EcoFriendly Cleaning Services (office-cleaning services - hypothetical)
98-99	Write a business plan	Use the model text above to write a business plan for a case study.	Students learn to: <ul style="list-style-type: none"> prepare a small business plan – based on a hypothetical or actual business – presented in a business plan/report format 	EcoSneaks Cleaning (sneaker cleaning services - hypothetical)
100-101	Description and SWOT	Students write a Description and SWOT for the case study business		
102-103	Objectives and Goals, Operations Plan	Students write Objectives and Goals and an Operations Plan		
104-105	Marketing Plan	Students write a Marketing Plan		
106-107	Financial Plan 1	Students complete the Financial Plan		
108-109	Financial Plan 2			
110-111	Human Resources Plan	Students write a Human Resources Plan and the Executive Summary		
112-113	Ways of gaining competitive advantage	Explain how businesses gain competitive advantage: 'by+(verb)ing'	Students learn to: <ul style="list-style-type: none"> identify ways that SMEs gain a competitive advantage Students learn about: <ul style="list-style-type: none"> Critical issues in business success and failure 	
114-115	Explain strategies for competitive advantage	Use cause and effect chains to explain strategies for competitive advantage	<ul style="list-style-type: none"> identifying and sustaining competitive advantage 	
116	Fact sheet 1: Cause and effect language			
117	Fact sheet 2: Modal language			
118	Fact sheet 3: Language for comparing and contrasting			
119	Fact sheet 4: Interpreting the question or instruction			
120	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.

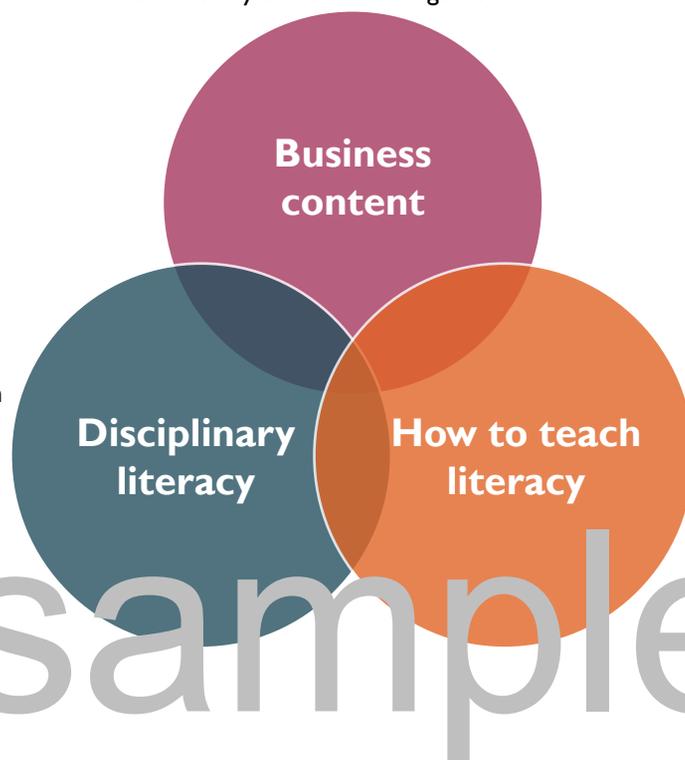
Recommendations for managing change Teacher Page	Recommendations for managing change																																	
<p>Teaching Suggestions</p> <p>Teachers could discuss the first two recommendations suggested so that students can link the recommendation with a reason. Reasons why these two recommendations 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>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 Build a positive workplace culture through team activities and social activities Recognise and reward 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> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #c00000; color: white;">Recommend</th> <th style="text-align: center;">+</th> <th style="background-color: #4a7c4a; color: white;">Reason</th> </tr> </thead> <tbody> <tr> <td>1. Wild Modular should offer competitive salary packages</td> <td style="text-align: center;">so</td> <td>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 style="text-align: center;">in order to</td> <td>improve job satisfaction and productivity for employees.</td> </tr> <tr> <td>3. The business can develop training and leadership programs for staff</td> <td style="text-align: center;">so that</td> <td>leaders for the business can come from within the existing workforce and support future growth plans.</td> </tr> <tr> <td colspan="3">4. Wild Modular 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> </tr> </tbody> </table>	Recommend	+	Reason	1. 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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 Wild Modular 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>Think of other possible strategies to attract and retain staff and write them here:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>Write four recommendations for Wild Modular to help them deal with staffing challenges.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #c00000; color: white;">Recommend</th> <th style="text-align: center;">+</th> <th style="background-color: #4a7c4a; color: white;">Reason</th> </tr> </thead> <tbody> <tr> <td style="background-color: #f0f0f0;">Use low or medium modality e.g. could, may, might, should, can</td> <td style="text-align: center;">so</td> <td style="background-color: #f0f0f0;">Link with cause and effect language: so, so that, in order to, because, as, since</td> </tr> <tr> <td style="background-color: #f0f0f0;">1. 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Teach literacy AND business content

Many teachers of Business Studies 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 Studies 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 Studies 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 Studies 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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- NSW Department of Education (2024). *Explicit teaching.* <https://education.nsw.gov.au/teaching-and-learning/curriculum/explicit-teaching>.
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- 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

LiteracyWorks 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:



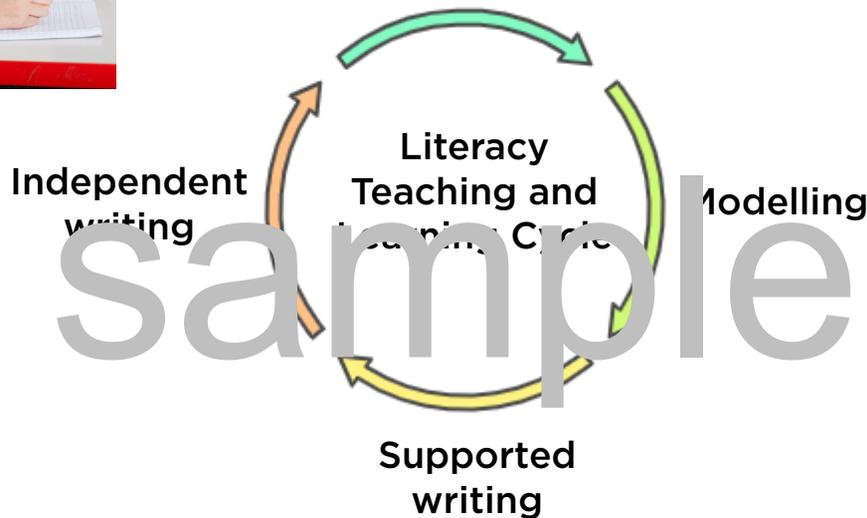
4. Students write independently without support. This stage also includes peer review, teacher conferencing and editing.

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.

Nature of business



Literacy Learning Intention

Students learn about one of the values of business studies: 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 Studies 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

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



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>

Stages of the business life cycle

The business life cycle has four stages: establishment, growth, maturity and post-maturity as shown below.



PEXEL paragraphs

The next pages describe features of each stage of the business life cycle using PEXEL paragraphs. PEXEL paragraphs have 5 phases (sub-sections).

You might know PEEL or TEEL paragraphs. PEXEL paragraphs are more specific for this task. In senior studies, paragraphs tend to be longer with more phases than PEEL or TEEL.

The function of each part of the paragraph will depend on the task and on the genre (describing, explaining or recommending).

For this task, the meaning of each PEXEL phase is written on the right.

P	POINT Name the stage in the business life cycle.
E	ELABORATE Identify business activities and challenges of this stage.
X	eXample Give an example of a business at this stage.
E	EXPLAIN Explain how the business can meet the challenges of this stage.
L	LINK Link to the ultimate goal of business (profits).



Here is a jumbled paragraph. Draw a line to match the PEXEL part of the paragraph with the correct sentence. The first one has been done for you.

P	POINT Name the stage in the business life cycle.	The main business activities at this stage include launching products or services, trying to attract customers and setting up operations. The main challenges include finding funding, getting noticed by customers and managing startup costs.
E	ELABORATE Identify business activities and challenges of this stage.	When a new café uses these strategies, it can set itself up for success and profits in the future.
X	eXample Give an example of a business at this stage.	Businesses in the establishment stage can meet their challenges through strong marketing campaigns, by seeking investors and focusing on what makes the business unique.
E	EXPLAIN Explain how the business can meet the challenges of this stage.	The establishment stage is the when a business starts or opens.
L	LINK Link to the ultimate goal of business (profits).	An example is a new café business that has just opened.

Describe the growth and maturity stages



Fill in the gaps on the lines below to complete a paragraph about the Growth stage. Choose an example of a business that is growing and doing well.

P	POINT Name the stage in the business life cycle.	The _____ comes after the business has started and it is _____
E	ELABORATE Identify business activities and challenges of this stage.	This stage is marked by increasing sales and revenue, expanding the customer base and growing operations. Challenges at this stage include managing rapid _____, maintaining product quality and dealing with competition. Businesses also have to _____
X	eXample Give an example of a business at this stage.	_____
E	EXPLAIN Explain how the business can meet the challenges of this stage.	Effective strategies for the _____ include _____ efficiency, _____, managing debt and _____ new markets.
L	LINK Link to the ultimate goal of business (profits).	If _____ uses these strategies, it can _____



Complete the paragraph below about the maturity stage of the business life cycle.

Maturity stage of the business life cycle		
Features	Challenges	Strategies
<ul style="list-style-type: none"> stable sales strong share of market 	<ul style="list-style-type: none"> maintaining market position staying fresh in consumers' minds keeping ahead of competition 	<ul style="list-style-type: none"> service innovation and new ideas enter new markets



Case study: Woolworths Group is a chain of supermarkets with around 1000 stores. It is a dominant grocery retailer in Australia with a 37% share of the grocery industry. Woolworths is a business in the maturity stage.

P	_____
E	_____
X	_____
E	_____
L	_____

Business management



This page continues from the previous case study of Jess and Emi's café.



Suggested Answers

Identify a strategy	conjunction of purpose	synonyms for 'reduce costs' or 'increase revenue'	synonym for 'increase' profits'
e.g. Emi and Jess can train staff to turn off equipment when not in use	so that	they can	decrease costs and improve profitability.
1 The café can introduce healthy and dietary options such as gluten-free and vegan to attract health-conscious consumers	so	they can	build turnover and improve profits.
2 Emi and Jess can source local supplies and pick them to avoid paying for delivery	so that	they can	minimise costs and grow profitability.
3 The café could find lower cost supplies through global sourcing	so	they can	reduce costs and grow the bottom line.

4. The owners can sell food and drink in bundles in order to encourage customers to spend more overall e.g. food and drink lunch specials in order to increase revenue and improve profitability.

5. Emi and Jess can launch online orders and delivery for customers in local businesses and homes so that they can increase revenue and grow their profits.

6. The café owners could use leftovers creatively in new dishes for daily specials in order to minimise waste so they can cut costs and improve profits.

Explaining strategies to increase profits

This page explains some strategies that cafe owners Emi and Jess can try to improve their café business. We will explain strategies using conjunctions of purpose. Conjunctions of purpose link the strategy with the business goals.

Conjunctions of purpose
in order to so so that

Conjunctions of purpose are included in cause and effect language for explaining. See Fact Sheet 1 for a master list of cause and effect language.



Choose strategies for the business to try and complete these sentences.

<i>Identify a strategy</i>	<i>conjunction of purpose</i>		<i>synonyms for 'reduce costs' or 'increase revenue'</i>		<i>synonym for 'increase profits'</i>
----------------------------	-------------------------------	--	--	--	---------------------------------------

e.g. Emi and Jess can train staff to turn off equipment when not in use	so that	they can	decrease costs	and	improve profitability.
---	---------	----------	----------------	-----	------------------------

If you use 'in order to', you do not need 'they can'

e.g. The owners could extend their business hours	in order to	----	increase sales	and	grow profits.
---	-------------	------	----------------	-----	---------------

1. _____ so they can _____ and improve profits.

2. _____ so that they can _____

3. _____

4. _____

5. _____

6. _____

Explain how management of key business functions helps SMEs achieve their goals

Explain how Small to Medium Enterprises (SMEs) 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 an SME 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	Small to medium enterprises (SMEs) 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 Finance and Marketing



The paragraph below is about the Finance function. Fill in the gaps on the lines below to complete the paragraph.

P	POINT Define the business function	Finance involves _____ _____
E	EXPLAIN Explain how the business function usually works in the meat industry	The large retailers, Coles and Woolworths, control the supply of meat so they drive prices down for farmers. Most meat industry businesses do not have enough cashflow to support growth.
X	eXample Describe Our Cow's strategy for the business function	Our Cow needed funds for expansion. _____ _____ _____
E	EXPLAIN Explain how this helps Our Cow achieve its business goals	This successful finance strategy enabled the owners to create personal relationships with _____ so they could obtain _____ _____
L	LINK Link to the ultimate goal (growth and profits)	Therefore, Our Cow _____

sample



The paragraph below is about the Marketing function. Fill in the gaps on the lines below to complete the paragraph.

P	POINT Define the business function	_____ _____
E	EXPLAIN Explain how the business function usually works in the meat industry	_____ _____ _____
X	eXample Describe Our Cow's strategy for the business function	Our Cow's target market is _____ _____ Their marketing mix involves _____ _____ _____
E	EXPLAIN Explain how this helps Our Cow achieve its business goals	This innovative Marketing strategy allows the business to _____ _____ _____ _____
L	LINK Link to the ultimate goal (growth and profits)	As a result, Our Cow's marketing focus on quality and sustainability _____ _____ _____



Teaching Suggestions

5. Read Strategies for managing growth and change. Read the formula for recommending at the bottom of the page. Ask students to annotate recommendations using the formula. Underline the recommendation. Highlight the cause and effect conjunction (in green). Highlight the reason. Explain how the recommendation will help them achieve the ultimate goal.



Answers

Recommend	+	Reason
1. <u>They should invest in continuous technological upgrades and cyber security</u>	so	they can stay up to date and protect their customers' private information. This will help them to stay competitive and continue the growth and profitability of the business.
2. <u>Owners should develop and implement comprehensive customer service training programs for employees</u>	in order to	foster a business culture focused on customer satisfaction. This will ensure that the business culture can support growth.
3. <u>Detailed business plans should be developed by Hola Health since</u>	since	they need to manage resources effectively for the growing business. A strong business plan will help them be profitable and control costs as the business grows.

6. Read the conclusion. Notice what the conclusion includes:
- it lists the external and internal influences
 - it summarises the recommendations.

The next step is for students to use this model text to write their own Business Report about Wild Modular (see the next page).

Business planning



Contrast employees vs contractors

All businesses need to decide whether to hire contractors or permanent staff. Have a class discussion about the pros and cons of contractors and employees. Ask students to fill in the table on the student page after the discussion. See Fact Sheet 3: Language for comparing and contrasting.



Suggested Answers

	Pros	Cons
Contractors	<p>Contractors are less costly as they do not receive holiday pay or sick leave</p> <p>The number of workers can be increased or reduced quickly</p> <p>Contractors can provide specialist skills when and where they are needed</p> <p>Better for short term roles</p>	<p>Contractors charge a higher hourly rate than employees</p> <p>Contractors work for multiple employers so they can be less loyal to one employer</p> <p>They can cancel at the last minute</p> <p>Contractors do not know as much about business culture and business practices</p>
Employees	<p>Employees can be trained in business culture and processes</p> <p>Employees are more loyal and committed than contractors</p> <p>Employees can contribute to long term projects within the business</p> <p>Better for long term roles</p>	<p>Employees are an expensive overhead cost for the business including holiday leave and sick leave</p> <p>The workforce cannot be scaled up or down quickly if business needs change</p> <p>Managing employees is an administrative burden for the business</p> <p>Training and developing employees can be time-consuming</p>



Suggested Answers

Employees are more loyal and committed than contractors whereas contractors can have multiple employers so they can be less loyal.

Employees are an expensive overhead for the business due to holiday pay and sick leave but contractors have a higher hourly rate.

Contractors provide resources quickly when they are needed whereas employees are a workforce that cannot be scaled up and scaled down easily.

Contractors do not know as much about business culture and practices while employees know more about the business culture and processes.

Employees are loyal and committed, however contractors may cancel at the last minute.

Contrast employees vs contractors

Contractors work for themselves and offer their labour to a business on contract for a project fee or hourly rate. **Employees** work in someone else's business for a salary. For businesses, there are pros and cons of contractors and employees in the workforce.



 **Read the points below. Each is a pro or con of contractors or employees for business. Add the points to the table below.**

- The number of workers can be increased or reduced quickly
- Managing employees is an administrative burden for the business
- Contractors work for multiple employers so they can be less loyal to one employer
- Employees can build knowledge within the business
- The workforce cannot be scaled up or down quickly if business needs change
- Better for short term roles
- They do not know as much about business culture and business practices
- Employees are more loyal and committed than contractors
- Can be less reliable and cancel at the last minute
- Can provide specialist skills when and where they are needed
- Better for long term roles
- Training and developing employees can be time-consuming

Pros

Cons

<p>Contractors</p> <p>Contractors are less costly as they do not receive holiday pay or sick leave</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>Contractors charge a higher hourly rate than employees</p> <p>sample</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>Employees</p> <p>Employees can be trained in business culture and processes</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>Employees are an expensive overhead cost for the business including holiday leave and sick leave</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

 **Write five sentences contrasting the main pros and cons of contractors and employees. Use conjunctions for contrasting (see box).**

Conjunctions for contrasting

however but whereas although while

e.g. Contractors are better for short term roles, **however** employees are more suitable for long term roles.

Business plan contents



EcoFriendly Cleaning was founded by Priya Patel and Campbell Riley. Their business cleans offices using environmentally friendly products and sustainable practices. They have developed a business plan for their new business which you will read on the next few pages.

sample



Below on the left, you can read the stages of a business plan. Purposes for each stage are in the right hand column, but they are jumbled. Draw a line to match the stage of the business plan with its purpose.

Stage	Purpose
1. Executive summary	Supplies plans for identifying target markets, attracting and maintaining customers, along with products and pricing.
2. Description of the business and vision	Identifies the aims of the business and measures for evaluating progress and success.
3. Situation/SWOT analysis	Provides a preview of the entire business plan and gives a snapshot of the main concepts in each section.
4. Goals	Provides financial projections, budgets, cashflow statements and information about sources of finance.
5. Operations plan	Specifies the vision and mission of the business and what makes it special.
6. Marketing plan	Outlines the strategies for recruitment, training and development as well as salaries and role descriptions.
7. Financial plan	Outlines how and where the business will operate and how resources will be allocated.
8. Human resources plan	Describes the market conditions and identifies risks and opportunities for the business, including internal and external influences on the business.

SWOT, Objectives

SWOT

Strengths and Weaknesses refer to the internal situation and influences in the business.
 Opportunities and Threats refer to the external influences on the business.

<p style="text-align: center;">Strengths</p> <p style="text-align: center;">Eco friendly market positioning is an advantage</p>	<p style="text-align: center;">Weaknesses</p> <p style="text-align: center;">Eco friendly products can be more expensive</p>
<p style="text-align: center;">Opportunities</p>	<p style="text-align: center;">Threats</p>



Here is a list of points for the SWOT table above. Add two points to each box.

- Potential to expand services to other cities or workplaces e.g. schools
- Strong corporate social responsibility and commitment to the environment
- Competition from established cleaning companies
- High labour costs
- Trained staff
- Economic downturn puts pressure on client budgets for cleaning
- Founders have limited management experience
- Growing demand for green cleaning solutions



This business has three objectives. Draw a line to match the type with the objective on the right

Type	Objective
1. Social objective	Generate net profit before tax of \$93,000 in Year 1 by maintaining competitive pricing and controlling operational costs.
2. Financial objective	Reduce damage to the environment in the long term by using eco-friendly cleaning products and through recycling and sustainable practices.
3. Environmental objective	Achieve brand awareness and corporate social responsibility within the first year by sponsoring local sports teams and donating eco-friendly cleaning products to local community organisations.

SMART GOALS specific, measurable, achievable, relevant, time-bound



Underline the specific part of each goal. Highlight the TIME. How could each goal be measured?

Financial plan 2

3. Projected Cash Flow Statement (12 Months)

Table 3: Cash Inflows (revenue)		
Month	Number of cleans	Revenue at \$200 per clean
1	20	\$4,000
2	40	\$8,000
3	60	\$12,000
4	80	\$16,000
5	100	\$20,000
6	120	\$24,000
7	140	\$28,000
8	160	\$32,000
9	180	\$36,000
10	200	\$40,000
11	220	\$44,000
12	240	\$48,000
Total	1560	\$312,000

Table 4. Cash outflows: Variable Costs		
Month	Number of cleans	Variable costs at \$82 per clean
1	20	\$1,640
2	40	\$3,280
3	60	\$4,950
4	80	\$6,560
5	100	\$8,200
6	120	\$9,840
7	140	\$11,480
8	160	\$13,120
9	180	\$14,760
10	200	\$16,400
11	220	\$18,040
12	240	\$19,680
Total	1560	\$127,920

Total Expenses: Fixed Costs (see previous page) + Variable Costs = \$91,080 + \$127,920 = \$219,000

4. Projected Income Statement (12 Months)

Revenue	\$312,000
Less variable costs	\$127,920
Gross profit	\$184,080
Less operating expenses (fixed costs)	\$91,080
Net profit before tax (EBIT: Earnings Before Interest and Tax)	\$93,000

5. Break-even analysis

$$\begin{aligned}
 \text{Break-even point} &= \frac{\text{Fixed costs}}{\text{Price per clean} - \text{Variable costs per clean}} \\
 &= \frac{\$91,080}{\$200 - \$82} \\
 &= \frac{\$91,080}{\$118} \\
 &= 771.86
 \end{aligned}$$

Eco Friendly Cleaning needs 771 cleans to break even



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Literacy Works for Business Studies: Book 2 HSC Course NSW (printed) ISBN 978-1-922308-21-2

Literacy Works for Business Studies: Book 2 HSC Course NSW (ePack) ISBN 978-1-922308-22-9

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Dr Trish Weekes is Australia’s leading expert in literacy in Business Studies. 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 Studies 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 Proctor & 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.

Business Studies Book 2 Contents

Introduction for teachers	
x	How to use this book, Book layout
xi	Teach literacy AND business content
xii	The literacy teaching and learning cycle
xiii	Genres in Business Studies
xiv	Paragraph structures in this book

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
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Module 1: Operations

			This module meets Outcome H9: The student communicates business information, issues and concepts in appropriate formats	
2-3	Writing definitions	Identify parts of a definition sentence and learn how to define	Students learn to:	
4-5	Writing more definitions		<ul style="list-style-type: none"> examine the impact of globalisation on operations strategy 	
6-7	Explaining the pros and cons of globalisation	Understand pros and cons and create cause and effect chains to explain	Students learn to:	
8-9	Explaining the pros and cons of outsourcing	Explain using a range of cause and effect language	Students learn about: Operations strategies: <ul style="list-style-type: none"> supply chain management – global sourcing outsourcing 	
10-11	Explain the pros and cons of global sourcing for operations	Read a case study and read a model PEXEL paragraph for explaining. Highlight cause and effect language	Students learn about: Operations strategies:	BlueScope Steel (manufacturing and construction)
12-13	Write explanation paragraphs	Write two PEXEL paragraphs about pros and cons of outsourcing	<ul style="list-style-type: none"> supply chain management – global sourcing outsourcing 	
14-15	Evaluating operations management	Identify language for positive and negative evaluations	Outcome H6 The student evaluates the effectiveness of management in the performance of businesses	Amazon (fulfilment)

Business Studies Book 2 Contents

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Module 1: Operations				
16-17	Evaluating operations at Q Plus Printing	Read a case study and read an EVEEL paragraph for evaluating. Identify negative evaluative language.	Outcome H2: A student evaluates management strategies in response to changes in internal and external influences Students learn to investigate aspects of business using hypothetical situations to investigate and actual business case studies to:	Q Plus Printing (printing - hypothetical)
18-19	Evaluate operations strategies	Write two EVEEL evaluation paragraphs	<ul style="list-style-type: none"> describe the features of operations management for businesses in a tertiary industry explain how operations strategy can help a business sustain its competitive advantage recommend possible operations strategies for one hypothetical business 	
20-21	Recommend operations strategies	Work out recommendations and write a REEL recommendation paragraph		
22-23	Recommend operations strategies for Q Plus Printing	Write three REEL recommendation paragraphs		
24-25	Analysing the question and planning an extended response	Identify the parts of a question and instruction: task and scope		
26-27	Just answer the question	Identify the purpose or genre of questions and instructions related to operations		
28-29	Kmart operations case study	Read case study about Kmart operations	Students learn to:	Kmart (retail)
30-31	Write an explanation	Write the first paragraph: Phenomenon to be explained, and complete a PEEL Explanation paragraph	Students learn about:	
32-33	Explain challenges and operations strategies	Write two PEEL paragraphs to explain challenges	Operations strategies:	
34-35	Explain operations strategies	Write a PEEL paragraph; Write the General Statement	<ul style="list-style-type: none"> supply chain management inventory management quality management 	

Business Studies Book 2 Contents

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Module 2: Marketing				
36-37	The ultimate goal: profits	Understand the importance of the ultimate goal of business: to make profits.	This module meets Outcome H9: The student communicates business information, issues and concepts in appropriate formats	
38-39	Explain the interdependence of marketing with other business functions	Identify a range of cause and effect language. Write paragraphs to explain interdependence of functions.	Students learn about: <i>role of marketing</i> <ul style="list-style-type: none"> interdependence with other key business functions 	
40-41	Factors influencing consumer choice	Understand factors influencing consumer choice	Students learn about: <i>influences on marketing</i>	
42-43	Psychological factors influencing consumer choice	Annotate a PEXEL paragraph for explaining.	<ul style="list-style-type: none"> factors influencing customer choice – psychological, sociocultural, economic, government 	ShowPo (online fashion retail)
44-45	Sociocultural factors influencing consumer choice	Complete a PEXEL paragraph for explaining.		McDonalds (fast food)
46-47	Economic factors influencing consumer choice	Write a PEXEL paragraph for explaining.		Camplify (online platform for campervan hire)
48-49	Persuading in Business Studies	Interpret assignment questions and instructions for composition, evaluations and recommendations		
50-51	Ethical behaviour and government regulation	Match definitions with examples; Give examples of ethical and unethical behaviour.	Students learn to: <i>Examine contemporary business issues to:</i> <ul style="list-style-type: none"> Examine why ethical behaviour and government regulation are important in marketing 	
52-53	The importance of ethical behaviour and government regulation	Rearrange the parts of an Exposition and identify stages and evaluative language.		
54-55	Building consumer loyalty and trust	Annotate an Argument PEXEL paragraph		Qantas (tourism)
56-57	Ensuring quality and safety for consumers	Complete an Argument PEXEL paragraph		MOO Premium Foods (food)
58-59	Supporting fair competition	Write an Argument PEXEL paragraph		Bingo and Aussie Skips (waste management)
60-61	Promotion mix case studies	Read three case studies	Students learn to: <i>Examine contemporary business issues to:</i> <ul style="list-style-type: none"> Assess why a mix of promotional strategies is important in the marketing of goods and services 	Hyundai (car industry) Apple (technology) Woolworths (grocery retail)
62-63	Write an Exposition	Interpret a question: Assess why a mix of promotion strategies is important in the marketing of goods and services. Plan and write an Exposition		
64-65	Write an Exposition 2	Write Arguments and the Restate Thesis		

Business Studies Book 2 Contents

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Module 2: Marketing				
66-67	Recommend pricing strategies	Make recommendations weaker or stronger using modal language	Students learn to: <ul style="list-style-type: none"> evaluate the marketing strategies for a good or service 	
68-69	How do you know when to recommend?	Interpret assignment questions that require you to recommend; Rearrange a REEL Recommendation paragraph	Students learn about <i>Marketing strategies</i> <ul style="list-style-type: none"> price including pricing methods – cost, market, competition-based 	Holtex (hypothetical case study)
70-71	Write recommendations	Write two REEL recommendation paragraphs for pricing strategies	<ul style="list-style-type: none"> pricing strategies – skimming, penetration, loss leaders, price points 	Snowman Inc and Flowers 2U (hypothetical case studies)
72-73	Explain the impacts of globalisation on marketing management	Complete a PEXEL paragraph to explain one impact of globalisation	Students learn to: <ul style="list-style-type: none"> Explain how globalisation has affected marketing management 	Campify (online platform for campervan hire)
74-75	Customising marketing for diverse markets	Write a PEXEL paragraph to explain another impact of globalisation		Tourism Australia (tourism)
76-77	Increased competition in the local market	Write a third PEXEL paragraph to explain		Telstra (telecommunications)
78-79	Plan a business report	Interpret three instructions for a business report, lead a case study and plan a business report for Snowman Inc.	Students learn to: <ul style="list-style-type: none"> Explain how globalisation has affected marketing management 	Snowman Inc (retail - hypothetical case study)
80-81	Business report – Executive Summary, Introduction	Write an Executive Summary and Introduction	Students learn to: <ul style="list-style-type: none"> Assess why a mix of promotional strategies is important in the marketing of goods and services 	
82-83	Opportunities and challenges of globalisation	Write two paragraphs about an opportunity and challenge for Snowman Inc	Students learn to: <ul style="list-style-type: none"> Evaluate the marketing strategies for a good or service 	
84-85	The importance of a promotion mix	Write a mini-Exposition about the importance of a promotion mix for Snowman Inc		
86-87	Recommend promotion strategies	Write two recommendations in REEL paragraphs		
88-89	Business report - conclusion	Write a conclusion for the Business Report		

Business Studies Book 2 Contents

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Module 3: Finance				
90	Cause and effect loops	Use cause and effect loops to explain impacts of focusing on only short term or only long term objectives	This module meets Outcome H9: The student communicates business information, issues and concepts in appropriate formats	
92-93	Financial objectives	Learn business terminology; revise cause and effect language for explaining how: 'by ...ing'	Students learn to: <ul style="list-style-type: none"> Explain potential conflict between short and long term financial objectives 	
94-95	Explaining conflicts between short and long term business objectives	Use cause and effect chains to explain impacts of focusing on only short term or only long term objectives		
96-97	Explaining conflicts using if/then statements	Use if/then statements to explain conflicts between business objectives		
98-99	Explaining conflicts between short and long term financial objectives	Write a short response to explain conflicts between short and long term objectives		
100-101	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.		Students learn to: <ul style="list-style-type: none"> Analyse the influence of government and the global market on financial management Students learn about:
102-103	Explain global market influences: availability of funds	Students complete a PEXEL explanation paragraph	<i>Influences on financial management</i> <ul style="list-style-type: none"> global market influences – economic outlook, availability of funds, interest rates 	Qantas (aviation)
104-105	Explain global market influences: interest rates	Students write a PEXEL paragraph; Students can also create an extended response.		Rio Tinto (mining and resources)
106-107	Compare external sources of debt finance	Compare and contrast report; Identify language for comparing and contrasting	Students learn about: <ul style="list-style-type: none"> influences on financial management external sources of finance <ul style="list-style-type: none"> debt short-term borrowing (overdraft, commercial bills, factoring) long-term borrowing (mortgage, debentures, unsecured notes, leasing) 	
108-109	Compare short term sources of debt finance	Students read advantages and disadvantages of overdrafts and mortgages and complete a paragraph comparing and contrasting them		
110-111	Compare long term sources of debt finance	Students read advantages and disadvantages of mortgages and leasing and write a paragraph comparing and contrasting them		

Business Studies Book 2 Contents

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Module 3: Finance				
112-113	Recommend external sources of debt finance	Annotate a model paragraph for recommending.	Students learn to: <ul style="list-style-type: none"> Recommend strategies to improve financial performance 	Cabinetex (kitchen manufacturer - hypothetical)
114-115	Recommend external sources of debt finance	Write a recommendation paragraph.		Santa's Treasures (retailer - hypothetical)
116-117	Recommend external sources of debt finance	Write a recommendation paragraph.		You Beaut (cosmetics manufacturer and retailer - hypothetical)
118-119	Evaluate financial management strategies	Evaluate the most effective financial management strategies for achieving financial objectives	Outcome H2: The student evaluates management strategies in response to changes in internal and external influences	Qantas (aviation)
120-121	How effective?	Evaluate using adverbials to make a sophisticated evaluation. Give reasons to support an evaluation.	Outcome 8 The student organises and evaluates information for actual and hypothetical business situations.	
122-123	Qantas financial management case study	Identify how Qantas activities relate to different financial management strategies	Students learn <ul style="list-style-type: none"> Recommend strategies to improve financial performance 	
124-125	Evaluate the effectiveness of financial management strategies	Plan an evaluation and write the General Statement; Complete an evaluation paragraph	<ul style="list-style-type: none"> Students learn about <i>financial management strategies</i>. Cash flow management Working capital management Profitability management Global financial management 	
126-127	Evaluate effective strategies for efficiency and profitability	Write two evaluation paragraphs		
128-129	Overall evaluation	Complete the Overall evaluation paragraph		

Business Studies Book 2 Contents

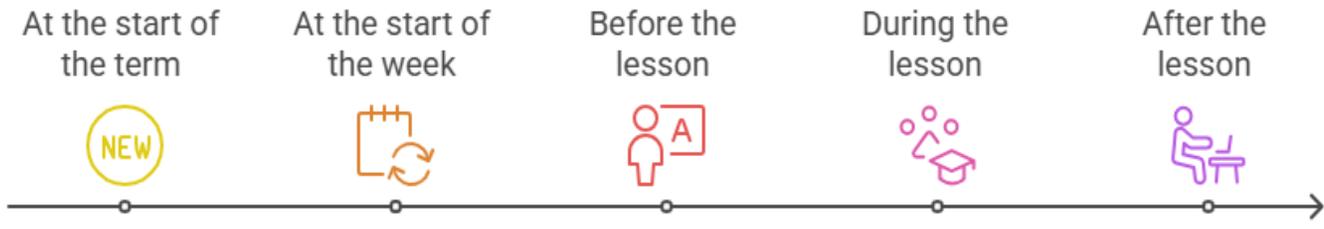
Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
Module 4: Human Resources				
131			This module meets Outcome H9: The student communicates business information, issues and concepts in appropriate formats	
132-133	Stakeholder discussion of a workplace dispute	Understanding different perspectives on an issue. Speaking like a business expert by using terminology.	Students learn about: key influences <ul style="list-style-type: none"> stakeholders – employers, employees, unions Students learn to: <ul style="list-style-type: none"> analyse causes of two workplace disputes and strategies used to resolve them 	Hypothetical case study of a warehouse dispute
134-135	The costs and benefits of human resource management	Learning about the overarching goal of human resource management and its indirect link to profitability.	Students learn to: <i>Examine contemporary business issues to:</i> <ul style="list-style-type: none"> explain how businesses exhibit corporate social responsibility in the management of human resources 	
136-137	How do we know when to explain?	Interpreting instructions and questions for Explanations		
138-139	Economic influences on human resources management	Identify positive and negative impacts of economic influences; identify a range of cause and effect language in an explanation paragraph	Students learn about: <i>key influences</i> <ul style="list-style-type: none"> economic technological social – changing work patterns/living standards 	
140-141	Technological influences on human resources management	Write a PEEL paragraph explaining technological influences		
142-143	Social influences on human resources management	Write a paragraph explaining social influences.		
144-145	Advantages of a diverse, culturally competent workforce	Identify positive evaluative language; write about the benefits of diversity and cultural competency for a global business	Students learn to: <i>examine the advantages of a diverse,</i> <ul style="list-style-type: none"> culturally competent workforce for a global business 	
146-147	Plan an Exposition	Complete a planner with arguments that support the Thesis that diversity and culturally competency are important		
148-149	Argument 1: Innovation, creativity and problem-solving	Read a model argument paragraph and annotate the features		Atlassian (software)
150-151	Argument 2: Improved market reach	Read a case study and complete an argument paragraph		Davies Collison Cave (lawyers)
152-153	Argument 3: Employee engagement and retention	Read a case study and complete an argument paragraph; Restate Thesis		Telstra (telecommunications)

Business Studies Book 2 Contents

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies				
Module 4: Human Resources								
154-155	Evaluate and recommend	Learn how to write an Evaluation and Recommendation that are linked. Read a case study.	Students learn to: <ul style="list-style-type: none"> evaluate the effectiveness of human resource management for one business and recommend appropriate alternative strategies Students learn about: <i>effectiveness of human resource management</i>	Ezydata (financial services - hypothetical)				
156-157	Evaluate and Recommend: EzyData	Annotate model paragraphs for Evaluation and Recommendation		<ul style="list-style-type: none"> indicators strategies in human resource management 	Healthmate (health services - hypothetical)			
158-159	Evaluate: HealthMate	Read a case study then complete an Evaluation paragraph.			Students learn to: <ul style="list-style-type: none"> evaluate the effectiveness of human resource management for one business and recommend appropriate alternative strategies Students learn about: <i>effectiveness of human resource management</i>	Autorep (automotive repairs - hypothetical)		
160-161	Recommend: HealthMate	Complete a Recommendation paragraph				Students learn to: <ul style="list-style-type: none"> evaluate the effectiveness of human resource management for one business and recommend appropriate alternative strategies Students learn about: <i>effectiveness of human resource management</i>	Health Wave and Metrik (health technology-hypothetical)	
162-163	Evaluate and Recommend: AutoRep	Read a case study and write an Evaluation and Recommendation					Students learn to: <ul style="list-style-type: none"> evaluate the effectiveness of human resource management for one business and recommend appropriate alternative strategies Students learn about: <i>effectiveness of human resource management</i>	Health Wave and Metrik (health technology-hypothetical)
164-165	Analysing assignment questions and instructions	Identify the genre (text type) of assignment questions and instructions in human resources	Students learn to: <ul style="list-style-type: none"> evaluate the effectiveness of human resource management for one business and recommend appropriate alternative strategies Students learn about: <i>effectiveness of human resource management</i>	Health Wave and Metrik (health technology-hypothetical)				
166-167	Plan a business report	Read a case study and plan a business report		Students learn to: <ul style="list-style-type: none"> evaluate the effectiveness of human resource management for one business and recommend appropriate alternative strategies Students learn about: <i>effectiveness of human resource management</i>	Health Wave and Metrik (health technology-hypothetical)			
168-169	Business Report: Executive Summary, Introduction	Write the Executive Summary and Introduction			Students learn to: <ul style="list-style-type: none"> evaluate the effectiveness of human resource management for one business and recommend appropriate alternative strategies Students learn about: <i>effectiveness of human resource management</i>	Health Wave and Metrik (health technology-hypothetical)		
170-171	Compare corporate cultures	Compare the corporate culture in two businesses				Students learn to: <ul style="list-style-type: none"> evaluate the effectiveness of human resource management for one business and recommend appropriate alternative strategies Students learn about: <i>effectiveness of human resource management</i>		Health Wave and Metrik (health technology-hypothetical)
172-173	The importance of benchmarking key variables	Write an Exposition on the importance of benchmarking key variables as indicators of effective human resource management					Students learn to: <ul style="list-style-type: none"> evaluate the effectiveness of human resource management for one business and recommend appropriate alternative strategies Students learn about: <i>effectiveness of human resource management</i>	Health Wave and Metrik (health technology-hypothetical)
174-175	Recommend human resource management strategies	Write two recommendation paragraphs						Students learn to: <ul style="list-style-type: none"> evaluate the effectiveness of human resource management for one business and recommend appropriate alternative strategies Students learn about: <i>effectiveness of human resource management</i>
176-177	Conclusion	Write a conclusion for the business report	Students learn to: <ul style="list-style-type: none"> evaluate the effectiveness of human resource management for one business and recommend appropriate alternative strategies Students learn about: <i>effectiveness of human resource management</i>					
178	Fact sheet 1: Cause and effect language							
179	Fact sheet 2: Modal language							
180	Fact sheet 3: Language for comparing and contrasting							
181	Fact sheet 4: Interpreting the question or instruction							
182	Fact sheet 5: Evaluative language in Business Studies							

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 relevant pages to meet student needs.

Book layout

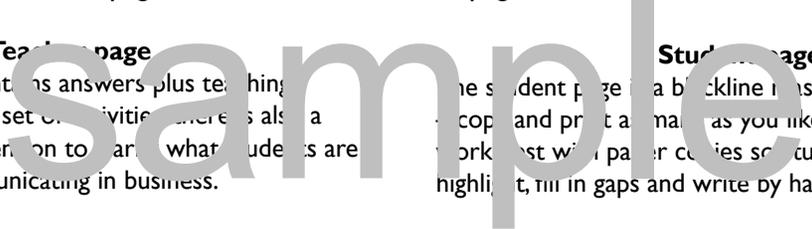
For each activity, there is a teacher page on the left and a student page on the right.

Teacher page

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

Student page

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



Explaining the pros and cons of outsourcing Teacher Page

Teaching Suggestions

These activities continue from the previous page. Read the paragraph to students then ask them to highlight the cause and effect language. Have a class discussion about outsourcing labour and discuss pros and cons. Ask students to fill in the cause and effect chains. Then ask students to rewrite the cause and effect chains using a range of cause and effect language.

Answers

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.

Note: 'However' is a text connective for contrasting information. Ask students to circle it. See Fact Sheet 1 for a master list of Cause and Effect Language and Fact Sheet 3 for Language for Comparing and Contrasting.

Suggested Answers

Pro: outsourcing labour

The business can outsource labour **so** workforce costs are lower **so** operations costs are lower **so** profits increase

Con: businesses may have less control over a contract workforce

Businesses may have less control over contract workers **so** quality and customer service can decline **so** customers may be less satisfied **so** the business loses the loyalty of consumers, corporate social sales decline and profits are reduced

Suggested answers with cause and effect language highlighted. Contrast language in bold.

As a result of globalisation, businesses can outsource labour which **results in** a lower cost workforce **As a consequence**, operations costs are lower and profits increase. **On the other hand**, businesses may lose control over a contract workers **Thus**, quality and customer service may decline **so** customers may be less satisfied. **The implication** may be that the business loses the loyalty of consumers, corporate social sales decline and profits are reduced.

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	since consequently	so therefore
Preposition	due to		
Verbs	caused influences	resulted in affects	leads to enable
Nouns	reason cause	impact influence	result outcome implication

Task: 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.

Task: 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

The business outsources labour **so** _____ **so** _____ **so** _____

Con: businesses may have less control over contract workers

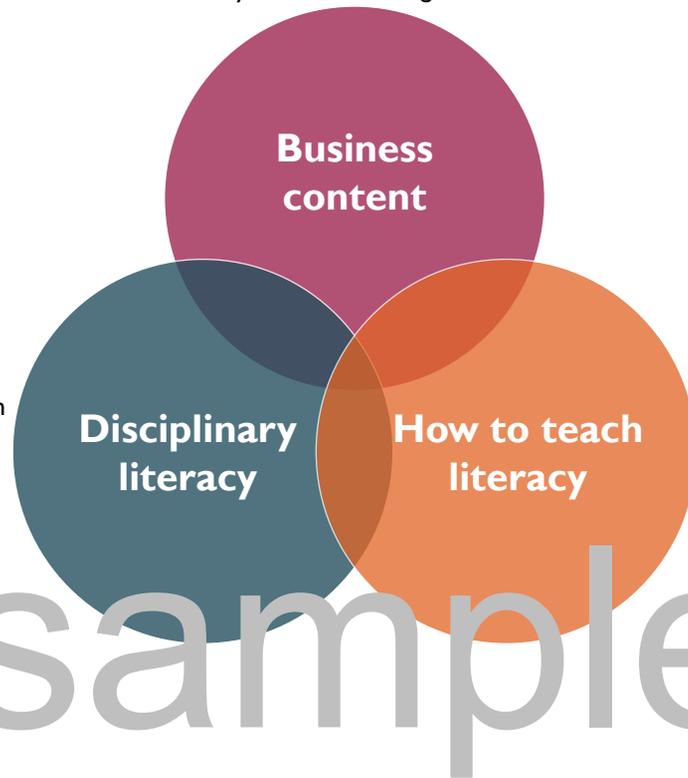
The business outsources labour **so** _____ **so** _____ **so** _____

Teach literacy AND business content

Many teachers of Business Studies 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 Studies 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 Studies 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 Studies 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.



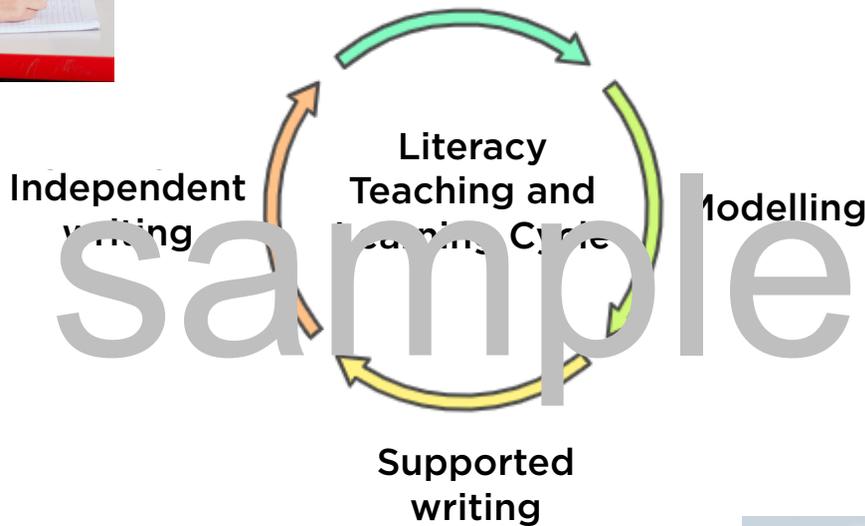
4.

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

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.

Operations



Literacy Learning Intention

Students learn about how to evaluate or assess business activities using evaluative language. Experts in business writing know how to use a range of positive and negative evaluative language, which makes them more authoritative and objective. For each topic, there is a range of language we use instead of 'good' and 'bad.' Evaluative language includes:

- adjectives (describers) e.g. sustainable and efficient
- nouns (things) e.g. sustainability, efficiency
- verbs (processes, happenings) e.g. streamline

See Fact Sheet 5 for a master list of evaluative language in Business Studies.



Answers

Positive	Negative
efficient	inefficient
effective	ineffective
environmentally friendly	wasteful
automated	costly
innovative	unsustainable
low cost	outdated
efficiency	expensive
sustainable	disorganised
sustainability	low quality
effectiveness	unreliable
high quality	flexible
rapid	poor
reliable	slow
flexibility	problem
dependable	criticism
advanced	delay
sophisticated	waste
streamline	decline
optimise	limitation
streamlined	unethical
continuous improvement	rubbish
	pollution
	neglect



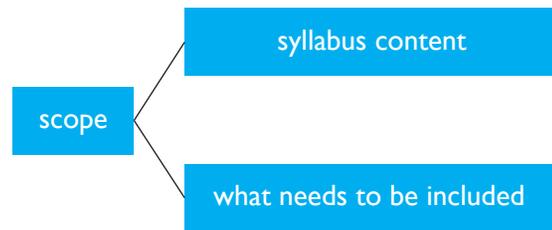
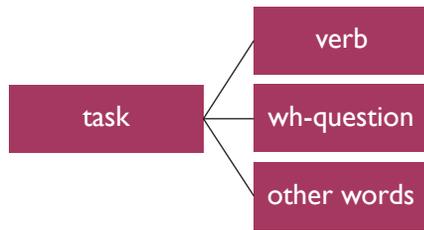
positive

negative

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 problems 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.

Analysing the question and planning an extended response

There are two parts to a question or prompt:



When you analyse a question or instruction, you need to look at the entire question. Don't just look at the verb alone.



Analyse these two assignment prompts by following the instructions in the boxes.

What is the task or genre? Is there a **verb** or a **wh-question** (e.g. why? how?) Circle the task word or verb. It tells you about the purpose of your answer (e.g. describing, explaining, evaluating, recommending).

Are there any other words in the question that help you know the purpose of the answer?

1. Explain how operations strategies can help a case study business meet challenges and improve business performance.

Scope: what business function?
Draw an arrow to it

Scope: what other content do you have to cover?
Draw arrows to it

sample

What is the task or genre? Is there a **verb** or a **wh-question** (e.g. why? how?) Circle the task word or verb. It tells you about the purpose of your answer (e.g. describing, explaining, evaluating, recommending).

Are there any other words in the question that help you know the purpose of the answer?

2. Evaluate three operations strategies in the case study business.

Scope: what business function?

Scope: what other content do you have to cover?
Draw arrows to the scope

Write an explanation

Explain how operations strategies can help a case study business meet challenges and improve business performance. In your response, refer to two challenges and two operations strategies at Kmart.

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 Kmart as a case study.
PHENOMENON TO BE EXPLAINED	What will be explained? Identify two challenges and two operations strategies at Kmart and the impact on the business.
EXPLANATION	<p>Explain Challenge 1 and impact</p> <p>Explain Challenge 2 and impact</p> <p>Explain Strategy 1 and impact</p> <p>Explain Strategy 2 and impact</p>
GENERAL STATEMENT	Generalise about how Kmart is an example of how operations strategies can help a case study meet challenges and improve business performance.



Complete the General Statement below using information from the case study.

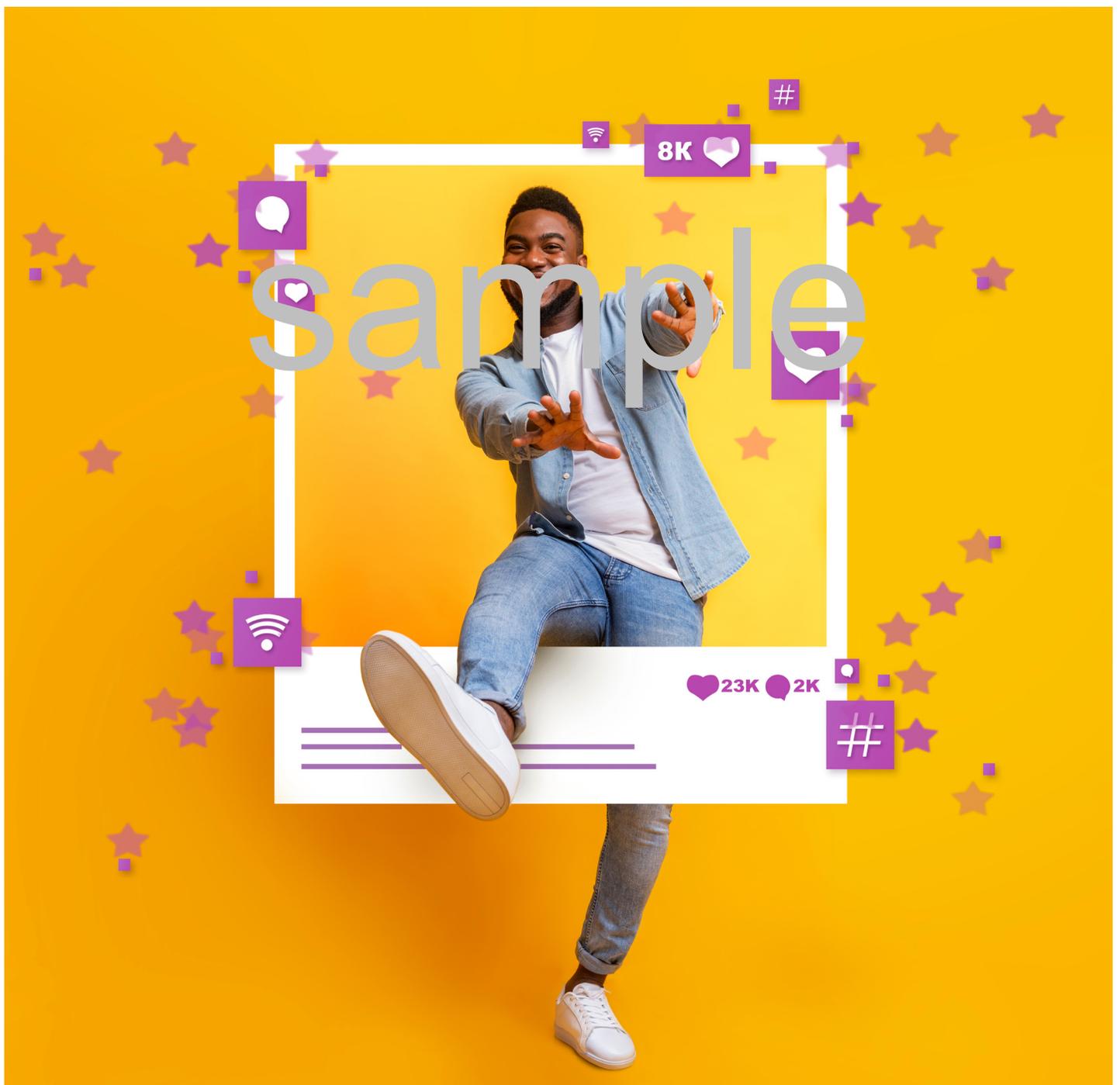
PHENOMENON TO BE EXPLAINED	Operations strategies can help a business meet challenges and improve business performance. Kmart is _____	Restate the assignment question as a fact.
	_____	Identify the case study
EXPLANATION	Five years ago, Kmart was facing challenges of _____	Identify two challenges Kmart was facing 5 years ago.
	_____	Identify two operations strategies Kmart implemented and the impact on the business



Complete the first Explanation paragraph about Challenge 1 and its impact on the business. The paragraph structure uses PEEL not PEXEL. The entire response is about Kmart so we do not need the extra eXample phase.

P	POINT Identify the first challenge for Kmart	One challenge that Kmart Australia faced was _____
E	ELABORATE Define. Explain the impacts	Inventory management is _____ Inefficient inventory management leads to _____
E	EXPLAIN Explain what Kmart did and the impact on the business	Five years ago, Kmart _____
L	LINK Link to Kmart business results and the ultimate goal	As a result, _____

Marketing



Explain the interdependence of marketing with other business functions

'Inter' means between. 'Dependence' means needing support.

Business functions are **interdependent** which means that each business function needs support from the others. An action or decision in one function has an impact or effect on other functions. Any topic related to **interdependence of business functions** involves explaining the cause and effect connections and relationships between the functions.



Read this paragraph and highlight the cause and effect language.

Explain the interdependence of Marketing and Operations

Marketing and operations are interdependent because marketing identifies customer needs and market opportunities while operations produces and delivers the products or services that meet that demand. Marketing uses market research in order to determine the level of demand so that the operations function knows how much to produce. Marketing and operations work together on demand forecasting so they can avoid overstocking which leads to price clearances that can damage the brand. If there are stock shortages, then consumers can become frustrated and the business loses sales and loyalty. The operations function helps to determine the price by choosing raw materials and suppliers and marketing sells the product at the best price possible to result in maximum profits.



Complete this paragraph using cause and effect language

Explain the interdependence of Marketing and Human Resources

Marketing and human resources (HR) are interdependent. An effective marketing relies on skilled and motivated employees. What kind of people are needed to work in marketing? How can HR help?

sample

_____ How can HR help marketing's customer focus? _____

How can this help achieve the ultimate goal? _____



Write a paragraph about the interdependence of Marketing and Finance. You may like to consider funds needed for marketing campaigns and evaluating the success of marketing campaigns.

Explain the interdependence of Marketing and Finance.



Sociocultural factors influencing consumer choice

McDonalds BTS collaboration

BTS is a Korean K-Pop boy band which is very popular, especially with Asian consumers. In 2021, McDonalds launched a BTS Meal promotion supported by BTS fans known as BTS ARMY. It was very successful, earning \$98 million worldwide



Complete this paragraph about sociocultural factors influencing customer choice.

P	POINT Identify influence on business	<p>_____</p> <p>_____</p>
E	EXPLAIN Define terms Explain the impacts on business	<p>People identify with different social groups, based on education, income or occupation. For example, _____</p> <p>_____</p> <p>Cultural groups _____</p> <p>_____</p> <p>Family and roles influence buying behaviours. For instance, _____</p> <p>_____</p> <p>_____</p> <p>_____</p>
X	eXample Introduce the case study and relate to the point	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
E	EXPLAIN Explain what happened to the case study	<p>_____</p> <p>_____</p> <p>_____</p>
L	LINK Link to the ultimate goal	<p>Understanding social and cultural influences on consumers helps brands _____</p> <p>_____</p> <p>_____</p>

Building customer loyalty and trust

Here is an instruction for an Exposition.

Examine why ethical behaviour and government regulation are important in marketing



Read this example of the first argument paragraph using the PEXEL structure. Follow instructions from your teacher to annotate the paragraph.

P	POINT State the argument	Following ethical practices and government regulations builds consumer trust and loyalty.
E	EXPLAIN Explain how ethical practices build loyalty and help businesses. Use cause and effect language.	An ethical business has good reputation which leads to positive consumer perceptions about the product and services they sell. Positive consumers become loyal customers who purchase regularly and give word of mouth referrals and positive online reviews that build sales. As a result, marketing messages can reinforce the brand's positive reputation and this creates sustainable market share and growth. Consequently, ethical businesses can build successful and profitable brands for the long term.
X	eXample Introduce the case study	Businesses that engage in unethical practices or break the law suffer from damage to their reputation, such as Qantas, a brand that positions itself as trustworthy and reliable.
E	EXPLAIN Explain what happened to the case study business Explain impacts on the business	In 2024, Qantas admitted that it misled consumers by advertising tickets for thousands of flights it had already decided to cancel. The business was fined \$100 million by the ACCC for breaching Australian Consumer Law and it had to pay \$20 million more to 86,000 customers who had bought tickets on cancelled flights. This led to damage to the Qantas brand image and a negative backlash from consumers. In addition, the business was penalised \$120 million which had a negative impact on the profits.
L	LINK Restate the argument Link to the ultimate goal	By following ethical practices and government regulations, businesses can gain customer loyalty and avoid damage to brand image which ensures profitability.

Source: ACCC. (2024). Qantas agrees to \$20m payments to customers and, subject to court approval, a \$100m penalty for misleading consumers. <https://www.accc.gov.au/media-release/qantas-agrees-to-20m-payments-to-customers-and-subject-to-court-approval-a-100m-penalty-for-misleading-consumers>

Recommend pricing strategies

The language for recommending is strong but not too strong.

Strong recommendations are used if there is strong evidence or reasons or if there is a sense of urgency or for government regulations.

e.g. Businesses **must** pay tax.

Weaker or medium recommendations are used if there are many options to choose from or if the outcome is uncertain

e.g. The business **could** use a mix of pricing strategies.

Business experts sound more balanced and persuasive if they use a mix of medium and low modality for recommendations and support them with reasons and evidence.



weaker		stronger
low modality	medium modality	high modality
might, could, may	can, should, will	must, needs to, has to, are required to
possibly, perhaps, maybe, potentially	probably, usually, generally, likely	certainly, definitely, without doubt, completely
possibility, suggestion	probability, likelihood	certainty, necessity, requirement



The statements below use high modality. Make them weaker.

Stronger modality

Weaker modality (to medium or low modality)

e.g. The business **has to** use a cost plus margin pricing method.

The business **could** use a cost plus margin pricing method.

1. It is essential for the business to use competition-based pricing.

2. Without doubt, the business must use price penetration.

What pricing strategy is shown in the image below? _____



The statements below use low modality. Make them stronger but not too strong.

Weaker modality

Medium modality

3. The business may use a market pricing method.

4. Competition based pricing might possibly be effective.

5. Maybe the business could use a loss leader as a pricing strategy.

Finance



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

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

Explain global market influences: interest rates

Case study: Rio Tinto

- Rio Tinto is an Australian mining company
- Rio Tinto obtained international finance at lower interest rates than domestic interest rates.
- In 2023, Rio Tinto raised US\$1.75 billion in fixed rate notes in the US market, taking advantage of the relatively low interest rates of 5% compared with Australian rates of around 5.71%
- This allowed Rio Tinto to refinance existing debt and fund capital expenditures, helping it to remain competitive.



Sources

Rio Tinto. (2023). *Rio Tinto Finance (USA) plc prices US\$1.75 billion of fixed rate notes*. riotinto.com/en/news

Reserve Bank of Australia. (2024). *Business Rates*. <https://www.rba.gov.au/statistics/interest-rates/#business-rates>



Use the case study information above to write a PEXEL paragraph explaining the influence of interest rates on business.

sample



You have completed the body of the Explanation. Now finish it by adding the first and last paragraph using the hints below.

PHENOMENON TO BE EXPLAINED

What will be explained?
Preview the three influences

EXPLANATION (completed paragraphs)

Influence of economic outlook
Influence of availability of funds
Influence of interest rates

GENERAL STATEMENT

Generalise about the factors
Refer to the case studies and impacts.

Link to the ultimate goal

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

Human Resources



The costs and benefits of human resource management

The ultimate goal of business is profitability. Human resource management supports the ultimate goal less directly than other business functions.

The objective of human resource management is to optimise human resources and individual performance to meet business objectives, in coordination with other business functions. When we write about human resource management, we do not refer to profitability. Instead, refer to benefits of effective human resource management below.



What does human resource management do? List some activities of HR below.

attracting and retaining talent _____



Read the items in the boxes below. They are either costs of human resource management or benefits of effective human resource management. Colour in red the costs related to human resource management. Colour in blue the benefits of effective human resource management.

Better collaboration and teamwork	Employee engagement and productivity	Cost of recruiting staff
Greater adaptability to change	Cost of training staff	Lower absenteeism
Labour costs – salaries, benefits etc	Lower workplace accidents	Cost of legal compliance and administration
Resistance to change	Costs of new HR technology and compliance software	Corporate social responsibility
Better customer service which leads to higher customer satisfaction	Improved employee retention and reduced turnover	Costs of workplace injuries and lost productivity



Write three sentences explaining the some of the impacts of effective human resource management.

<i>Activity of human resource management</i>	<i>Cause and effect verb e.g. leads to</i>	<i>Impact of effective human resource management</i>
e.g. Minimising staff turnover	results in	improved employee engagement and productivity
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____

Explain technological influences on human resource management



Technological changes, such as innovation in machinery, computers, digital tools, devices and software changes, can also have positive and negative impacts on human resource management.



Think of some positive and negative impacts of technology on human resource management and write them in the table below.

<i>Positive impacts of technology</i>	<i>Negative impacts of technology</i>
<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>



Write a paragraph to explain positive and negative impacts of technology on human resource management. Use cause and effect language to explain and language for contrasting.

<p>P</p>	<p>POINT Identify influence and define</p>	<hr/> <hr/> <hr/>
<p>E</p>	<p>EXPLAIN Explain the positive impacts of technology</p>	<hr/> <hr/> <hr/> <hr/> <hr/>
<p>E</p>	<p>EXPLAIN Explain the negative impacts of technology</p>	<hr/> <hr/> <hr/> <hr/> <hr/>
<p>L</p>	<p>LINK Link to the goal: benefits of human resource management</p>	<hr/> <hr/> <hr/> <hr/>

Evaluate and recommend

As a business expert, you have been asked to evaluate the effectiveness of human resource management for three businesses and recommend appropriate strategies to improve human resources management.

In order to do your analysis and write your report, you need two genres:

Evaluate



Recommend

Evaluate the effectiveness of human resource management according to criteria.

The criteria for evaluation are indicators such as:

- corporate culture
- benchmarking key variables
- changes in staff turnover
- absenteeism
- accidents
- levels of disputation
- worker satisfaction

Recommend two human resources strategies that will fix the problems identified in the evaluation.

Strategies may include:

- leadership style
- job design
- recruitment
- training and development
- performance management
- rewards

sample



Below you can read about the first business, Ezydata. Then complete the paragraphs to evaluate and recommend the next page.



Case study: Ezydata

Ezydata is a financial services business. The CEO has an authoritative leadership style. Staff surveys have found that employees report high levels of stress as they are not consulted on key decisions. They are too busy, with too many weekly meetings and unreasonable deadlines. Worker dissatisfaction is at an all time high. The business is experiencing high staff turnover, increased levels of absenteeism and poor customer service.

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