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# Business Studies

BOOK 2

Sample pages

HSC COURSE

Operations

Marketing

Finance

Human Resources

Quality literacy  
resources for  
subject areas

Trish Weekes PhD

[literacyworks.com.au](http://literacyworks.com.au)



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## About the author, Dr Trish Weekes

Dr Trish Weekes is Australia’s leading expert in literacy in Business 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
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## Module 1: Operations

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
			This module meets Outcome H9: The student communicates business information, issues and concepts in appropriate formats	
2-3	<b>Writing definitions</b>	Identify parts of a definition sentence and learn how to define	Students learn to:	
4-5	<b>Writing more definitions</b>		<ul style="list-style-type: none"> <li>examine the impact of globalisation on operations strategy</li> </ul>	
6-7	<b>Explaining the pros and cons of globalisation</b>	Understand pros and cons and create cause and effect chains to explain	Students learn to:	
8-9	<b>Explaining the pros and cons of outsourcing</b>	Explain using a range of cause and effect language	Students learn about: Operations strategies: <ul style="list-style-type: none"> <li>supply chain management – global sourcing</li> <li>outsourcing</li> </ul>	
10-11	<b>Explain the pros and cons of global sourcing for operations</b>	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	<b>Write explanation paragraphs</b>	Write two PEXEL paragraphs about pros and cons of outsourcing	<ul style="list-style-type: none"> <li>supply chain management – global sourcing</li> <li>outsourcing</li> </ul>	
14-15	<b>Evaluating operations management</b>	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
<b>Module 1: Operations</b>				
16-17	<b>Evaluating operations at Q Plus Printing</b>	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	<b>Evaluate operations strategies</b>	Write two EVEEL evaluation paragraphs	<ul style="list-style-type: none"> <li>describe the features of operations management for businesses in a tertiary industry</li> <li>explain how operations strategy can help a business sustain its competitive advantage</li> <li>recommend possible operations strategies for one hypothetical business</li> </ul>	
20-21	<b>Recommend operations strategies</b>	Work out recommendations and write a REEL recommendation paragraph		
22-23	<b>Recommend operations strategies for Q Plus Printing</b>	Write three REEL recommendation paragraphs		
24-25	<b>Analysing the question and planning an extended response</b>	Identify the parts of a question and instruction: task and scope		
26-27	<b>Just answer the question</b>	Identify the purpose or genre of questions and instructions related to operations		
28-29	<b>Kmart operations case study</b>	Read case study about Kmart operations	Students learn to:	Kmart (retail)
30-31	<b>Write an explanation</b>	Write the first paragraph: Phenomenon to be explained, and complete a PEEL Explanation paragraph	Students learn about:	
32-33	<b>Explain challenges and operations strategies</b>	Write two PEEL paragraphs to explain challenges	Operations strategies:	
34-35	<b>Explain operations strategies</b>	Write a PEEL paragraph; Write the General Statement	<ul style="list-style-type: none"> <li>supply chain management</li> <li>inventory management</li> <li>quality management</li> </ul>	



# Business Studies Book 2 Contents

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

# Business Studies Book 2 Contents

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

# Business Studies Book 2 Contents

Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
<b>Module 3: Finance</b>				
90	<b>Cause and effect loops</b>	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	<b>Financial objectives</b>	Learn business terminology; revise cause and effect language for explaining how: 'by ...ing'	Students learn to: <ul style="list-style-type: none"> <li>Explain potential conflict between short and long term financial objectives</li> </ul>	
94-95	<b>Explaining conflicts between short and long term business objectives</b>	Use cause and effect chains to explain impacts of focusing on only short term or only long term objectives		
96-97	<b>Explaining conflicts using if/then statements</b>	Use if/then statements to explain conflicts between business objectives		
98-99	<b>Explaining conflicts between short and long term financial objectives</b>	Write a short response to explain conflicts between short and long term objectives		
100-101	<b>Analyse the influence of the global market on financial management</b>	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"> <li>Analyse the influence of government and the global market on financial management</li> </ul> Students learn about:
102-103	<b>Explain global market influences: availability of funds</b>	Students complete a PEXEL explanation paragraph	<i>Influences on financial management</i> <ul style="list-style-type: none"> <li>global market influences – economic outlook, availability of funds, interest rates</li> </ul>	Qantas (aviation)
104-105	<b>Explain global market influences: interest rates</b>	Students write a PEXEL paragraph; Students can also create an extended response.		Rio Tinto (mining and resources)
106-107	<b>Compare external sources of debt finance</b>	Compare and contrast report; Identify language for comparing and contrasting	Students learn about: <ul style="list-style-type: none"> <li>influences on financial management</li> <li>external sources of finance               <ul style="list-style-type: none"> <li>debt</li> <li>short-term borrowing (overdraft, commercial bills, factoring)</li> <li>long-term borrowing (mortgage, debentures, unsecured notes, leasing)</li> </ul> </li> </ul>	
108-109	<b>Compare short term sources of debt finance</b>	Students read advantages and disadvantages of overdrafts and mortgages and complete a paragraph comparing and contrasting them		
110-111	<b>Compare long term sources of debt finance</b>	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
<b>Module 3: Finance</b>				
112-113	<b>Recommend external sources of debt finance</b>	Annotate a model paragraph for recommending.	Students learn to: <ul style="list-style-type: none"> <li>Recommend strategies to improve financial performance</li> </ul>	Cabinetex (kitchen manufacturer - hypothetical)
114-115	<b>Recommend external sources of debt finance</b>	Write a recommendation paragraph.		Santa's Treasures (retailer - hypothetical)
116-117	<b>Recommend external sources of debt finance</b>	Write a recommendation paragraph.		You Beaut (cosmetics manufacturer and retailer - hypothetical)
118-119	<b>Evaluate financial management strategies</b>	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	<b>How effective?</b>	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	<b>Qantas financial management case study</b>	Identify how Qantas activities relate to different financial management strategies	Students learn <ul style="list-style-type: none"> <li>Recommend strategies to improve financial performance</li> </ul>	
124-125	<b>Evaluate the effectiveness of financial management strategies</b>	Plan an evaluation and write the General Statement; Complete an evaluation paragraph	<ul style="list-style-type: none"> <li>Students learn about <i>financial management strategies</i>. Cash flow management Working capital management Profitability management Global financial management</li> </ul>	
126-127	<b>Evaluate effective strategies for efficiency and profitability</b>	Write two evaluation paragraphs		
128-129	<b>Overall evaluation</b>	Complete the Overall evaluation paragraph		

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Pages	Heading	Literacy Skill	Syllabus Links	Case Studies
<b>Module 4: Human Resources</b>				
131			This module meets Outcome H9: The student communicates business information, issues and concepts in appropriate formats	
132-133	<b>Stakeholder discussion of a workplace dispute</b>	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"> <li>stakeholders – employers, employees, unions</li> </ul> Students learn to: <ul style="list-style-type: none"> <li>analyse causes of two workplace disputes and strategies used to resolve them</li> </ul>	Hypothetical case study of a warehouse dispute
134-135	<b>The costs and benefits of human resource management</b>	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"> <li>explain how businesses exhibit corporate social responsibility in the management of human resources</li> </ul>	
136-137	<b>How do we know when to explain?</b>	Interpreting instructions and questions for Explanations		
138-139	<b>Economic influences on human resources management</b>	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"> <li>economic</li> <li>technological</li> <li>social – changing work patterns/living standards</li> </ul>	
140-141	<b>Technological influences on human resources management</b>	Write a PEEL paragraph explaining technological influences		
142-143	<b>Social influences on human resources management</b>	Write a paragraph explaining social influences.		
144-145	<b>Advantages of a diverse, culturally competent workforce</b>	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"> <li>culturally competent workforce for a global business</li> </ul>	
146-147	<b>Plan an Exposition</b>	Complete a planner with arguments that support the Thesis that diversity and culturally competency are important		
148-149	<b>Argument 1: Innovation, creativity and problem-solving</b>	Read a model argument paragraph and annotate the features		Atlassian (software)
150-151	<b>Argument 2: Improved market reach</b>	Read a case study and complete an argument paragraph		Davies Collison Cave (lawyers)
152-153	<b>Argument 3: Employee engagement and retention</b>	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
<b>Module 4: Human Resources</b>				
154-155	<b>Evaluate and recommend</b>	Learn how to write an Evaluation and Recommendation that are linked. Read a case study.	Students learn to: <ul style="list-style-type: none"> <li>evaluate the effectiveness of human resource management for one business and recommend appropriate alternative strategies</li> </ul> Students learn about: <i>effectiveness of human resource management</i> <ul style="list-style-type: none"> <li>indicators</li> <li>strategies in human resource management</li> </ul>	Ezydata (financial services - hypothetical)
156-157	<b>Evaluate and Recommend: EzyData</b>	Annotate model paragraphs for Evaluation and Recommendation		Healthmate (health services - hypothetical)
158-159	<b>Evaluate: HealthMate</b>	Read a case study then complete an Evaluation paragraph.		Autorep (automotive repairs - hypothetical)
160-161	<b>Recommend: HealthMate</b>	Complete a Recommendation paragraph		
162-163	<b>Evaluate and Recommend: AutoRep</b>	Read a case study and write an Evaluation and Recommendation		
164-165	<b>Analysing assignment questions and instructions</b>	Identify the genre (text type) of assignment questions and instructions in human resources		
166-167	<b>Plan a business report</b>	Read a case study and plan a business report	Students learn to: <ul style="list-style-type: none"> <li>evaluate the effectiveness of human resource management for one business and recommend appropriate alternative strategies</li> </ul> Students learn about: <ul style="list-style-type: none"> <li>effectiveness of human resource management</li> <li>indicators</li> <li>strategies in human resource management</li> </ul>	Health Wave and Metrik (health technology-hypothetical)
168-169	<b>Business Report: Executive Summary, Introduction</b>	Write the Executive Summary and Introduction		
170-171	<b>Compare corporate cultures</b>	Compare the corporate culture in two businesses		
172-173	<b>The importance of benchmarking key variables</b>	Write an Exposition on the importance of benchmarking key variables as indicators of effective human resource management		
174-175	<b>Recommend human resource management strategies</b>	Write two recommendation paragraphs		
176-177	<b>Conclusion</b>	Write a conclusion for the business report		

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

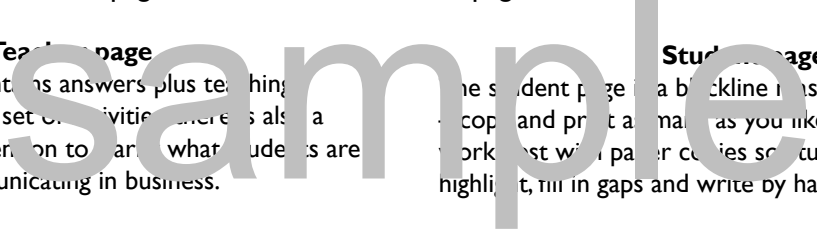
For each activity, there is a teacher page on the left and a student page on the right.

### Teacher page

The teacher page contains answers plus teaching suggestions. For each set of activities there is 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 photocopy 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 1:** 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 2:** 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*

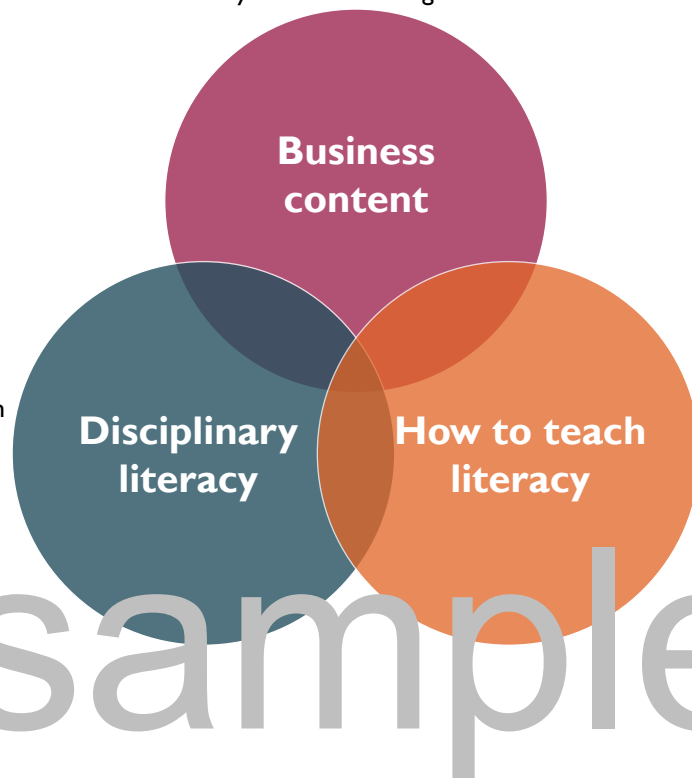
The business outsources labour **so** \_\_\_\_\_ **so** \_\_\_\_\_ **so** \_\_\_\_\_

# 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.



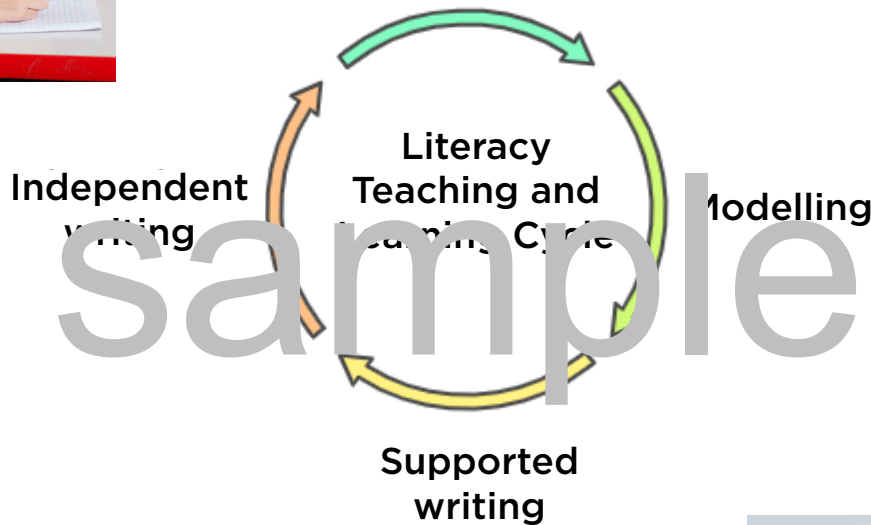
4.

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.

# Evaluating operations management

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

Evaluate means ‘judge according to criteria.’

Assess means ‘make a judgement of value, quality, results or size.’

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



*Positive*

*Negative*

efficient

inefficient

Positive	Negative
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
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_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

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

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

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

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



# 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.
<b>PHENOMENON TO BE EXPLAINED</b>	What will be explained? Identify two challenges and two operations strategies at Kmart and the impact on the business.
<b>EXPLANATION</b>	<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>
<b>GENERAL STATEMENT</b>	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*

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

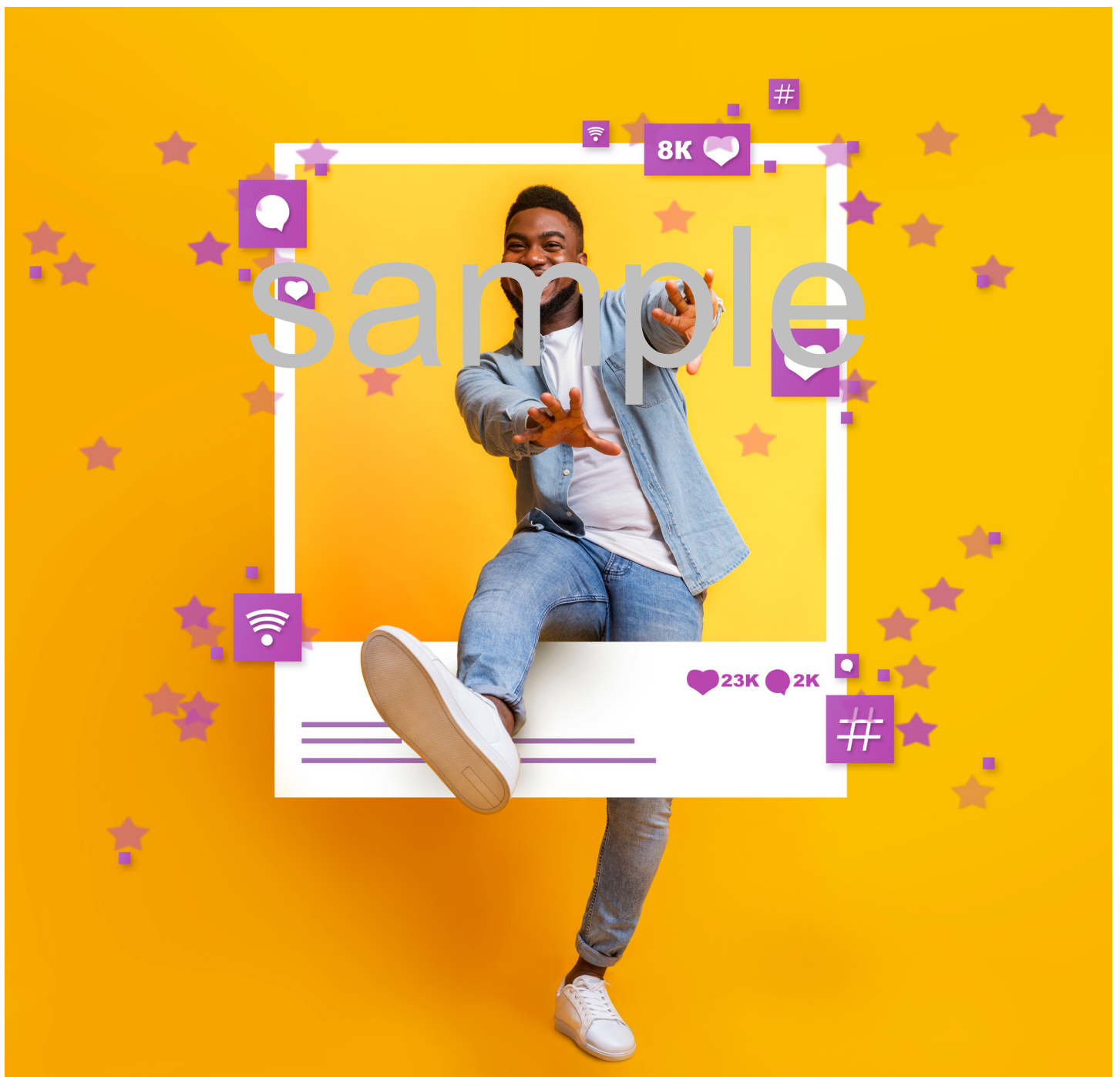
Five years ago, Kmart \_\_\_\_\_

**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. \_\_\_\_\_ effective marketing relies on skilled and motivated employees. What kind of people are needed to work in marketing? How can HR help?

\_\_\_\_\_

\_\_\_\_\_ 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.

<b>P</b>	<b>POINT</b> Identify influence on business	<p>_____</p> <p>_____</p>
<b>E</b>	<b>EXPLAIN</b> 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>
<b>X</b>	<b>eXample</b> Introduce the case study and relate to the point	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<b>E</b>	<b>EXPLAIN</b> Explain what happened to the case study	<p>_____</p> <p>_____</p> <p>_____</p>
<b>L</b>	<b>LINK</b> 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.**

<b>P</b>	<p><b>POINT</b> State the argument</p>	Following ethical practices and government regulations builds consumer trust and loyalty.
<b>E</b>	<p><b>EXPLAIN</b> Explain how ethical practices build loyalty and help businesses.  Use cause and effect language.</p>	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.
<b>X</b>	<p><b>eXample</b> Introduce the case study</p>	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.
<b>E</b>	<p><b>EXPLAIN</b> Explain what happened to the case study business Explain impacts on the business</p>	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.
<b>L</b>	<p><b>LINK</b> Restate the argument Link to the ultimate goal</p>	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.



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)

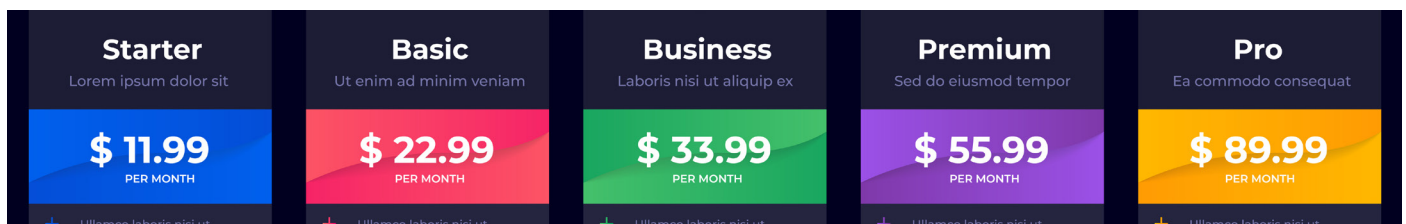
e.g. The business **has to** use a cost plus margin pricing method.

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?
<b>Profitability</b>	the ability of a business to meet its short term financial commitments; having enough cashflow		Businesses can achieve profitability _____ costs and _____ prices and _____ revenue
<b>Growth</b>	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
<b>Efficiency</b>	the ability of a business to maximise its profits		Businesses can achieve efficiency _____ levels of inventories and assets and _____ waste
<b>Liquidity</b>	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
<b>Solvency</b>	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

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### 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

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# Compare long term sources of debt finance



Read about two long term sources of debt finance in the table below.

source of finance	definition	advantages	disadvantages
<b>mortgage</b>	loan used to fund the purchase of property (e.g. a factory) usually for a 25 year term; the property itself is collateral for the loan until it is paid off; interest rates can be fixed or variable	<ul style="list-style-type: none"> <li>at the end of the mortgage term, the business owns the asset so it offers future equity</li> <li>relatively low cost</li> <li>provides access to large amounts of capital</li> <li>long repayment term spreads the financial burden</li> <li>monthly payments are relatively low</li> </ul>	<ul style="list-style-type: none"> <li>interest rates can increase over the term, raising costs</li> <li>more expensive than purchasing the property outright with cash</li> <li>failure to meet repayments can lead to foreclosure (the bank taking back the property)</li> </ul>
<b>leasing</b>	leasing is similar to renting; the business leases rather than buys assets (eg. a company car, office space; payments can be fixed or variable	<ul style="list-style-type: none"> <li>no upfront payment improving cashflow</li> <li>business can use the asset immediately</li> <li>costs are spread over time, making it more affordable in the short term</li> <li>lease payments are tax deductible</li> </ul>	<ul style="list-style-type: none"> <li>for some types of lease, businesses do not own the asset at the end of the lease term</li> <li>leasing is more expensive than purchasing the asset outright</li> <li>higher interest rates may apply</li> <li>no tax benefits from asset depreciation</li> </ul>



Compare and contrast mortgage and leasing. Write a few sentences of similarities then add several differences. Evaluate what kinds of businesses might suit each form of finance.

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# 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.	_____

<b>R</b>	<b>RECOMMEND</b> Recommend what the business should do	_____
<b>E</b>	<b>ELABORATE</b> Define the business concepts	_____
<b>E</b>	<b>EXPLAIN</b> Explain why the business should do your recommendation; Give reasons	_____
<b>C</b>	<b>CRITIQUE</b> Show disadvantages of other options	_____
<b>L</b>	<b>LINK</b> 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><b>P</b></p>	<p><b>POINT</b> Identify influence and define</p>	<hr/> <hr/> <hr/>
<p><b>E</b></p>	<p><b>EXPLAIN</b> Explain the positive impacts of technology</p>	<hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>E</b></p>	<p><b>EXPLAIN</b> Explain the negative impacts of technology</p>	<hr/> <hr/> <hr/> <hr/> <hr/>
<p><b>L</b></p>	<p><b>LINK</b> 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.

What format suits you for unlimited literacy resources?

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