Business studies HSC course

Operations – role of operations using a business case study

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This resource has been designed to support teachers by providing a range of tasks based on syllabus content. Tasks can be incorporated into context driven teaching and learning programs in full or can be used to supplement existing programs. All content is textbook non-specific to ensure equity.

# Aim

The Business studies course aims to develop knowledge, understanding, skills and values which enable students to make judgements about the performance of businesses in a dynamic business environment.

# Objectives

Through business studies, students will develop:

* knowledge and understanding about
* the nature, role and structure of business
* internal and external influences on business
* the functions and processes of business activity
* management strategies and their effectiveness
* skills to
* investigate, synthesise and evaluate contemporary business issues and hypothetical and actual business situations
* communicate business information and issues using appropriate formats
* apply mathematical concepts appropriate to business situations
* values and attitudes about
* responsible participation in business activity
* ethical business behaviour
* corporate social responsibility.

# Outcomes

The student:

* **H1** critically analyses the role of business in Australia and globally
* **H2** evaluates management strategies in response to changes in internal and external influences
* **H3** discusses the social and ethical responsibilities of management
* **H4** analyses business functions and processes in large and global businesses
* **H5** explains management strategies and their impact on businesses
* **H6** evaluates the effectiveness of management in the performance of businesses
* **H7** plans and conducts investigations into contemporary business issues
* **H8** organises and evaluates information for actual and hypothetical business situations
* **H9** communicates business information, issues and concepts in appropriate formats

[Business Studies Stage 6 Syllabus](https://educationstandards.nsw.edu.au/wps/portal/nesa/11-12/stage-6-learning-areas/hsie/business-studies) © NSW Education Standards Authority (NESA) for and on behalf of the Crown in right of the State of New South Wales, 2010.

## Content

**Students learn to:**

*investigate aspects of business using hypothetical situations and actual business case studies to:*

* assess the relationship between operations and the other key business functions in two actual businesses

**Students learn about:**

*role of operations management:*

* strategic role of operations management – cost leadership, good/service differentiation
* goods and/or services in different industries
* interdependence with other key business function

# The business case study

A business studies syllabus objective states students will develop skills to:

* investigate, synthesise and evaluate contemporary business issues and hypothetical and actual business situations.

In preparation for the HSC, locate case studies of global businesses such as Qantas, Apple, Ikea, McDonalds. A global business from a school-based learning partnership, excursion or incursion is also suitable.

Business case studies should be included in learning and study notes throughout the HSC course and linked to syllabus theory.

Examples of business case studies include:

* [Secret Life of the Long Haul Flight: A Qantas Experience | Aviation Station (1:07:16)](https://youtu.be/zAjBo6OdQ4Q)
* [Jelly Beans – How It’s Made (5:09)](https://youtu.be/CCvVEszRiDI) or other titles in the ‘How It’s Made’series
* [How M&Ms Are Made (3:34)](https://youtu.be/FMojC4-xilA) or other titles in the ‘Unwrapped’ series. The parent company for M&Ms is Mars.
* [How LEGO Blocks Are Made (9:19)](https://youtu.be/UtBHUAsIBNI)

**Note**: a business case study must be selected to complete the learning sequence below. Tools such as a [Frayer diagram](https://app.education.nsw.gov.au/digital-learning-selector/LearningActivity/Card/553#.ZEXWlzsIdYw.link) or [Cornell notes](https://thinkinsights.net/consulting/cornell-method-great-notes/) may be useful when developing business case study notes.

When selecting [Secret Life of the Long Haul Flight: A Qantas Experience | Aviation Station (1:07:16)](https://youtu.be/zAjBo6OdQ4Q) as a case study, useful time stamps for responding to the questions are:

* describe operations management in a selected business:  
  0:00 to 18:50  
  30:00 to 31:00
* outline the strategic role of operations management in a selected business:  
  27:50 to 28:40  
  37:20 to 38:30
* explain the interdependence of operations with other key business functions (KBF’s):  
  04:19 to 04:57  
  22:40 to 53:20.

# Learning sequence 1 – role of operations management

Describe operations management in a selected business.

The response should:

* name the business case study
* define operations
* provide features/characteristics of the business case study using note making methods.

Outline the strategic role of operations management in a selected business.

The response should:

* define what is meant by strategic role
* define cost leadership and provide an example from the selected business case study
* define good/service differentiation and provide an example from the business case study.

Explain the interdependence of operations with other key business functions.

The response should:

* define interdependence
* clearly state links between operations and each of the other 3 key business functions
* show the mutual flows and interdependence to and from each of the 4 key business functions for the selected business case study. The use of a diagram may assist in doing this. Use sentence starters such as:
* This can lead to ...
* As a result of ...
* Consequently, …
* This results in ...

**Note:** the links between each of the 4 key business functions (operations, marketing, finance and human resources) flow both ways. The 4 key business functions have a mutual interdependence on each other as required by the [business studies syllabus for the HSC course](https://educationstandards.nsw.edu.au/wps/portal/nesa/11-12/stage-6-learning-areas/hsie/business-studies).

For example, finance allocates and makes funds available to operations to produce goods and services. In return, operations work to achieve efficiencies so that planned profit can be achieved. Additionally, operations identify inputs needed such as resources and tasks required to be performed across the operations process to meet business objectives. In return human resources focus on hiring qualified, skilled and experienced employees to meet the identified needs of operations.

Select a business case study video or read a case study. Make summarised notes on the selected business by completing Table 1.

Table 1 – key terms and their application in a selected business for the role of operations

|  |  |  |
| --- | --- | --- |
| Key term | Definition | Describe what the term looks like in a selected global business |
| cost leadership |  |  |
| customer focused |  |  |
| economies of scale |  |  |
| global sourcing |  |  |
| inputs |  |  |
| intangible |  |  |
| lean production |  |  |
| manufacturing |  |  |
| non-perishable |  |  |
| outputs |  |  |
| production |  |  |
| profit maximisation |  |  |
| quality management |  |  |
| standardisation |  |  |
| Supply Chain Management (SCM) |  |  |
| tangible |  |  |
| transformation |  |  |
| value added |  |  |

# Learning sequence 2 – operations interdependence with the other key business functions (marketing, human resources and finance)

Students learn to:

* assess the relationship between operations and the other key business functions in two actual businesses.

**Note:** HSC questions are drawn from the ‘learn to’ section of the business studies syllabus. A plan to address the key terms and requirements of the questions should be developed in preparing a response to the extended response question (section 4 in the HSC examination). Specific inclusion of a business case study is required in this section of the HSC. An example of planning using the key terms of the question can be seen in Table 2.

Table 2 – key terms and definitions for learning sequence 2

|  |  |
| --- | --- |
| Key term | Definition |
| Assess | Make a judgment as to the value, quality, outcomes, results or size.  Judgment statements should be supported by theory, as well as ‘why’ or ‘how’ statements. Reference to 2 businesses as required. |
| Relationship | The connections, reliance and impact that exist between the 4 KBF’s.  The term interdependence should be stated and defined or explained with examples between the KBF’s provided with reference to 2 businesses as required. |
| Operations | The business processes that involve transforming or changing inputs into outputs through value adding in the creation of a product or service.  Reference to 2 businesses as required. |
| Other key business functions | Identify the other KBF’s of marketing, finance and human resources.  Briefly describe each.  Make clear the mutual interdependence and 2-way flows between each KBF and operations using 2 business case studies. |
| Two business case studies | Identity 2 global businesses.  Refer to the operations of each identified global business, specifically outlining the relationship between operations and the other KBF’s for both identified global businesses.  These need to be incorporated cohesively, logically and in a sustained way. |

# Learning activities

Create a response to the question:

* Assess the relationship between operations and the other key business functions using 2 business case studies.

## **Marking guidelines**

Table 3 – marking guidelines

|  |  |
| --- | --- |
| Grade | Criteria |
| A | * Provides comprehensive knowledge and understanding of the relationship between operations and other key business functions * Critically analyses operations and other key business functions to make a judgement * Applies relevant case study/studies and contemporary business issues * Presents a sustained, logical and cohesive response and communicates clearly using relevant business terminology and concepts |
| B | * Provides thorough knowledge and understanding of the relationship between operations and other key business functions * Analyses operations and other key business functions to make a judgement * Uses relevant case study/studies and contemporary business issues * Presents a logical and cohesive response using relevant business terminology and concepts |
| C | * Demonstrates knowledge and some understanding of the relationship between operations and other key business function(s) * Gives characteristics and features of operations and other key business functions * May make reference to case study/studies and contemporary business issues * Communicates using business terminology and concepts |
| D | * Sketches in general terms operations and other key business functions * May make reference to case study/studies and/or contemporary business issues * Communicates using some business terminology and concepts |
| E | * Makes limited reference to operations and other key business functions * May identify case study/studies * Uses basic business terminology |

# References

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Aviation Station (4 January 2018) ‘[Secret Life of the Long Haul Flight: A Qantas Experience’ [video], *Aviation Station*, YouTube,](https://www.youtube.com/watch?v=zAjBo6OdQ4Q) accessed 19 December 2022.

Discovery UK (7 September 2017) [‘Jelly Beans – How It’s Made’ [video]](https://www.youtube.com/watch?v=CCvVEszRiDI), *Discovery UK*, YouTube, accessed 19 December 2022.

Food Network (17 December 2019) ‘[How M&Ms Are Made’ [video],](https://www.youtube.com/watch?v=FMojC4-xilA) *Food Network*, YouTube, accessed 19 December 2022.

Luke Davidson (13 February 2023) ‘[How LEGO Blocks Are Made!’ [video]](https://youtu.be/UtBHUAsIBNI), *Luke Davidson*, YouTube, accessed 03 April 2023.

Think Insights (2020) [*Cornell Note Taking Method*,](https://thinkinsights.net/consulting/cornell-method-great-notes/) Think Insights website, accessed 31 March 2023.

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