BUSINESS CASE STUDY



The extended responses

Covering

- ✓ **Operations**
- ✓ **Marketing**
- ✓ **Finance**
- ✓ **Human Resources**

✓ **Edition 1**

A.J. Stanshall

Resource Factory

Structure of extended responses

This publication aims to model extended responses for Section IV of the NSW Business Studies HSC exam. Students who have practised a writing "formula" will spend less time under exam conditions concentrating on HOW to write — leaving the focus on WHAT to write.

Being able to quickly draw out the relevant syllabus points and draft them into a plan is a skill that develops with repeated practice. The extended response formula used in this book is certainly not the only structure a student can use. Extended responses can take many different formats (students can even do a second business report if they wish). The formula used in this book is based on analysis of the writing of previous high-scoring responses. It favours the use of a case study to explain syllabus dot points and demonstrate knowledge.

There are three specific items required for a successful extended response:

1. First and foremost is a detailed memory and understanding of the syllabus. This is crucial and there is no way of getting around it. The Business Studies syllabus uses Role, Influences, Processes and Strategies (RIPS) and also Effectiveness in HR. Students must know what is contained under each of these headings and be able to explain the business theory.
2. Secondly, a detailed knowledge of a case study and how it relates to each component of the syllabus. Most successful extended responses utilise at least TWO case studies. The model extended responses in this book only use the McDonald's Case Study.
3. The ability to express this information using business terminology under the pressure of a timed exam. This will be enhanced through practice.

This book contains 20 extended responses.

The first extended response for operations gives detailed information about what is included in the plan and also a second, much more realistic abbreviated plan that could be used in the exam. The remaining extended responses for all topics use these abbreviated plans only.

The extended responses in this publication may be slightly shorter than what is expected in the HSC. Part of the reason for this is that HSC markers positively mark — meaning that points are not deducted for incorrect information. As the extended responses in this publication have been prepared with the benefit of unlimited time and research, they are more "to-the point" than a response written under exam pressures. Additionally, they have been written primarily with the intention of giving students both a structure to use and a model of how the McDonald's Case Study can be integrated into a response.

Although there are several directive terms that can be used in the extended response, the underlying structure of each question is the same. It requires a student to link one part of the syllabus for a particular topic (e.g., finance — influences) to either another part of the syllabus (e.g., finance — strategies) OR a general business goal like competitive advantage. Sometimes explicit syllabus dot points are mentioned — other times, it is student choice. Whether the directive verb says analyse, explain, assess, evaluate, to what extent or how, the basic elements of the response remain the same.

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Operations - 2

Question – Evaluate the impact of technology, task design and process layout on achieving competitive advantage.

Plan.

- **Key directive term** — Evaluate.
    - Make a judgment based on criteria, determining the value or merit of something.
- **Intro**
    - Define and answer — *impact of named processes = significant. Criteria = competitive advantage.*
    - Introduce specific syllabus points *(see body pars below for detail — given in question).*
    - Maccas.
- **BP 1 – Technology**
    - Define technology.
    - Impact of technology on competitive advantage *(kiosks/mobile app/self filling machine/meTime).*
    - Conclusion.
- **BP 2 – Task design**
    - Define task design.
    - Impact of task design on competitive advantage *(strict task design/ speed/consistency/minimise waste/training).*
    - Conclusion.
- **BP 3 – Process layout**
    - Define process layout.
    - Impact of process layout on competitive advantage *(test kitchen/ maximum efficiency/speed).*
    - Conclusion.
- **Conclusion**
    - Link to introduction.
    - Link to Maccas.

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Question – Evaluate the impact of technology, task design and process layout on achieving competitive advantage.

Define and answer.

Technology, task design, and process layout play a crucial role in a business' ability to achieve and sustain a competitive advantage, being the unique edge a business has over its competitors that allows it to generate greater sales, customer loyalty, or profitability.

Introduce syllabus.

(1) Technology refers to the use of tools, machines, and digital systems to help businesses improve how they operate and serve customers more efficiently. (2) Task design breaks down a job into smaller, specific steps to make work easier and faster, while (3) process layout arranges equipment and materials in the best order to keep things moving smoothly and quickly.

Maccas.

The impact of technology, task design and process layout on competitive advantage will be examined using McDonald's, a global business with over 43,500 stores worldwide, operating in the highly competitive fast-food industry. McDonald's has been an industry leader in innovations related to technology, task design and process layout, enabling it to deliver fast, consistent, high-quality service that meets customer expectations while controlling costs.

1. Technology

Define.

Technology is the use of advanced operations systems used to improve business efficiency and customer service efficiency.

Link and evaluate using case study. Define where necessary.

At McDonald's, technology plays a vital role in driving operational efficiency and reducing long-term costs, which directly contributes to its competitive advantage in the fast-food industry. For example, McDonald's has implemented self-service kiosks and a mobile ordering app, allowing customers to place orders without needing to interact directly with employees. This technology not only speeds up the ordering process but also reduces labour demands, which is especially important given the staff shortages McDonald's faces in many developed countries.

Another key technological advancement at McDonald's is the introduction of self-filling drink machines that take customer orders directly from the computer system. This automation improves order accuracy and speeds up service, leading to higher customer satisfaction and increased sales.

Additionally, McDonald's uses *Metime,* an online platform for rostering, pay, and training, which helps maintain effective communication with employees and helps with efficient rostering — ensuring that the right number of staff are available during peak times, enhancing operational efficiency and therefore competetive advantage.

Overall, technology enhances speed, accuracy, and labour efficiency. This is evident at McDonald's as these are critical factors in the fast-food sector. By reducing operational costs and improving the customer experience, McDonald's maintains competitive advantage in a highly competitive market.

Concluding sentences — linked to para intro.

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Marketing - 4

Question – To what extent has globalisation affected marketing management?

Plan.

- **Key directive term** — To what extent (same as assess).
    - Make a judgement of value, quality, outcomes, results or size.
- **Intro**
    - Define and answer — *globalisation has affected marketing management to a significant extent.*
    - Introduce specific syllabus points *(see body pars below for detail).*
    - Maccas.
- **BP 1 – Customised and standardised products**
    - Define products, customisation and standardisation.
    - Impact of standardisation + customisation on products *(Core menu — available worldwide/customised for different tastes/One Mcdonald's Way).*
    - Conclusion.
- **BP 2 – Customised and standardised promotion**
    - Define promotion, customisation and standardisation.
    - Impact of standardisation + customisation on promotion *(Different products in different places. One McDonald's Way — advert and campaign roll out).*
    - Conclusion.
- **BP 3 – Global pricing**
    - Define pricing/global pricing.
    - Impact of global pricing on pricing *(different prices in different countries — reasons).*
    - Conclusion.
- **Conclusion**
    - Link to introduction.
    - Link to Maccas.

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Question – To what extent has globalisation affected marketing management?

Define and answer.

Globalisation has significantly affected marketing management. By enabling businesses to operate and compete on an international scale, the result has been an increase in market opportunities and, with it, the need for more advanced marketing strategies. Globalisation refers to the process of businesses expanding their operations beyond domestic borders to access new markets, resources, and customers worldwide. Marketing management refers to the product, price, place and promotion strategies implemented by a business.

Introduce syllabus.

Specifically, the impact of globalisation can be seen through:

•(1) the products global businesses offer in different locations and whether they are standardised or customised,

•(2) the promotion strategies global businesses utilise in different locations and, again, whether they are standardised or customised, and

•(3) the pricing methods and strategies global businesses utilise to ensure competitiveness in the markets in which they operate.

Maccas.

The impact of globalisation on marketing management will be seen through the case study of McDonald's. By operating over 43,500 stores in more than 100 countries and serving more than 70 million customers per day, McDonald's is a leader in global marketing strategy.

1. Customised and standardised products

Define.

The process of globalisation has significantly impacted marketing management, encouraging businesses to balance the strategies of standardisation and customisation in relation to products and services to meet the diverse needs of different markets. Standardisation refers to offering the same core products in different countries, allowing businesses to benefit from economies of scale and streamlined operations. Customisation, on the other hand, involves adapting products and services to suit local tastes and preferences.

McDonald's uses mixed strategy of product standardisation and customisation.

Link and assess using case study. Define where necessary.

McDonald's has around 15 core menu items, such as the *Big Mac*, *French Fries*, and *Chicken McNuggets* that are available in nearly every McDonald's store worldwide. This standardisation approach allows McDonald's to maintain a consistent brand image and customer experience globally. The company reports that it sells over 1 billion *Big Macs* a year globally, leveraging economies of scale and highlighting the results of this standardisation strategy.

The company also has a standardisation strategy called *"One McDonald's Way"*. Under this program, McDonald's perfects a business process in one market — and then rolls it out globally. An example of this in action is a program called *"Best Burger"*. McDonald's trialled and tested a range of changes to the method of cooking a burger in one market. When this testing was completed, the "Best Burger" program was implemented in over 80% of the markets in which it operates, thus standardising an element (burgers) of the core menu. This strong focus on standardisation has helped make McDonald's one of the most recognised brands globally, contributing to annual sales of US$130 billion.

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