



THE TIMES 100

Edition 14

Tarmac: How roles and functions contribute to organisational performance Lesson plan

Content area

- Organisational roles
- Operations
- Financial functions
- Human resources

Method

This resource can be used for general classwork, homework or learning skills for investigation.

It is a good simple exercise in bringing the various terminologies together in understanding what it means, and how it can be used in context. This allows the pupils to bring out more in discussion and understand that the topics covered in Business Studies are not insular. The outcome will be by differentiation.

First Activity:

Using the case study and any other resources, define the following words:

Patent; centralised; decentralised; subsidiary; core belief; motivation; goods; SMART objectives; DREAM; targets; landfill; lean production; sustainability; organisational structure; communication; ethical; profit centre; cost centre; matrix structure; project manager; quality circles; repeat business; quality assurance; super visors; subordinates; best practice; benchmarking; operators; product; service; primary sector; secondary sector; tertiary sector; legal compliance; forecasting; financial performance; operations; HRM; workforce planning; budgets; variance analysis; marketing; brand; acquisition; procurement; logistics; business community; corporate social responsibility; biodiversity; hierarchical structure; competitive advantage; continuous improvement; private costs; private benefits; social costs; social benefits; financial management; credit control; apprenticeship schemes; graduate schemes; employee relations; culture; vision; staff retention; human capital; on the job training; off the job training; emerging markets; autocratic; democratic; paternalistic; coaching; mentoring; multinational.

Second Activity

Once you have completed the definitions link the following words together to form a paragraph. The words do not necessarily have to be in any order but must be in context of Tarmac.



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Questions

1. How was Tarmac discovered?
2. What does DREAM stand for?
3. What is the difference between an objective and a strategy?
4. Why does a business have an organisational structure?
5. What is the difference between being a centralised and decentralised business?
6. What are the different departments that can be found at Head Office?
7. What is the difference between a profit centre and a cost centre?
8. If Tarmac wanted to increase sales by 50% in one year, what would the knock-on effect be between the different departments?
9. Using the case study, draw the hierarchical structure of Tarmac. Include the words subordinate, span of control and chain of command.
10. Using the case study, give an outline of the Operations function.
11. Using the case study, give an outline of the Finance function.
12. Using the case study, give an outline of the Human Resources function.
13. Why is it important for Tarmac to embrace continuous improvement?

Activities

- Produce a classroom display on Tarmac, using the case study and Tarmac website.
- Tarmac uses the mnemonic / acronym DREAM as its underlying principle in function. Come up with your own mnemonic / acronym that you want to live by.
- Research the different types of jobs that are needed to run Tarmac.

Other resources

- MP3 download of the full case study
- Summary of the case study . 500 words
- Brief of the case study. for lower ability pupils
- Interactive online quizzes
- Revision theory:
 - <http://www.thetimes100.co.uk/theory/theory--roles-departments--387.php>
 - <http://www.thetimes100.co.uk/theory/theory--organisation-management-structures--313.php>
 - <http://www.thetimes100.co.uk/theory/theory--organisational-functions--337.php>
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