

Leaving Certificate

Business Studies

Managing 1

Please see *Teachers' Notes* for explanations, additional activities, and tips and suggestions.

Levels	Students' English-language skills should be developed to Level B1 during funded Language Support. Mainstream subject learning will require the development of skills at Level B2 if students are to cope with public examinations.	
Language focus	Key vocabulary, word identification, sentence structure, extracting information from text, writing text, grammar.	
Learning focus	Using Business textbooks and accessing curriculum content and learning activities.	
Acknowledgement	The <i>English Language Support Programme</i> gratefully acknowledges the permission of Gill and Macmillan to reproduce excerpts from <i>The Business Leaving Certificate</i> by John F. O'Sullivan.	
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Using this unit

Language support and mainstream subject class

The sections *Activating students' knowledge*, *Focus on vocabulary*, and *Focus on grammar* have been designed, in particular, for Language Support classes.

Focus on reading and *Focus on writing* are suitable for use in either Language Support or subject classes.

Answer Key

Answers are provided at the end of the unit for all activities except those based on free writing.

Textbooks

This unit focuses on the section *Managing 1* of the Leaving Certificate Business curriculum. Students will need to use their textbooks if they are to gain the most benefit from the activities.

Learning Record

The Learning Record is intended to help students monitor their progress. This can be downloaded or printed from the website in the section *Advising Students and Record of Learning for the Leaving Certificate*. A copy of the Learning Record should be distributed to each student for each unit studied.

Students should:

1. Write the subject and topic on the record.
2. Tick off/date the different statements as they complete activities.
3. Keep the record in their files along with the work produced for this unit.
4. Use this material to support mainstream subject learning.

Symbols

Symbols are used throughout the unit to encourage students to develop their own learning and support materials.



prompts students to file the sheet when they have completed the activity. This is used for activities which can be used as a reference in the future e.g. for subject classroom, revision, homework etc.



prompts students to add vocabulary, definitions, or examples of vocabulary in use to their own personal glossary for the topic. A personal glossary makes study and revision more efficient.

Keywords

People

employees
manager
management
customers
chairperson
staff
director
secretary
team
controller

Activities

meeting (to meet)
planning (to plan)
controlling (to control)
directing (to direct)
managing (to manage)
delegating (to delegate)
motivating (to motivate)
communicating (to communicate)
organising (to organise)
ensuring (to ensure)
setting (to set)
sending (to send)
purchasing (to purchase)
consultation (to consult)
marketing
tasks
work
AGM

Finance

revenue
financial
shareholders
expenditure
cash
credit
treasurer
budgets
auditor

costs
finances

Communication

internet
report
message
memo
chart
draft
decisions
questionnaire
files
web
broadband
written
information
agenda
telephone
mail
fax
ISDN
computer
visual
to send
minutes
electronic
recipient
feedback

The organisation

goals
targets
objectives
company
firm
enterprise
business
department
structure
leadership
responsibility
authority
resources
internal
skills
opportunities

efficiency
performance
network
vision

Production

sales
stock
quality
to achieve
to control
standards

Adjectives

efficient
motivated
effective
tactical
external
answerable
leading

Verbs

to understand
to ensure
to progress
to involve
to allow

Other terms

outset
delegation
ability
project
lack
theory
self
needs
hierarchy
desire
projector
data
interchange
matters

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Vocabulary file for the topic
Managing 1

Word	Meaning	Page(s) in my textbook	Note
leading			
motivating			
communication			
planning			
organising			
controlling			
objective			
goal or target			
leadership			



NAME: _____ DATE: _____
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Word	Meaning	Page(s) in my textbook	Note
authority			
responsibility			
delegation			
consultation			
accountability			
motivation			
decision-making			
feedback			
agenda			
minutes			



NAME: _____ DATE: _____
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Word	Meaning	Page(s) in my textbook	Note
chairperson			
standing orders			
secretary			
memo			
report			
shareholders			
finances			
budget			
costs			
expenditure			



Introduction

Activating students' existing knowledge

Use a spidergram to activate students' ideas and knowledge on the key points in this chapter. See **Teachers' Notes** for suggestions.

Possible key terms for the spidergram:

managing a business

skills and characteristics of a manager

- Invite students to provide key words in their own languages.
- Encourage dictionary use.
- Encourage students to organise their vocabulary into relevant categories (e.g. meaning, nouns, keywords, verbs etc.).



Students should record vocabulary and terms from the spidergram in their personal dictionaries.

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Level: B1 Individual / pair

Focus on vocabulary

1. Word building

Complete as much of the grid as possible. There may not be words for every space. Use your dictionary or textbook if necessary.

Noun – object / action /situation	Person / people	Adjective	Verb(s) 1) verb form of the noun 2) verb typically used with this noun
management			
motivation			
delegation			
consultation			
communication			

2. Identifying vocabulary

Communication is a very important part of management. Circle the words in the box below that relate to communication in a business.

customer	computer	message	
	purchasing	finances	fax
ISDN	report	performance	
meeting	objectives	broadband	department
products	AGM	memo	mail
telephone	cash	consultation	

What do these mean?

ISDN _____

AGM _____



3. Matching

Match each expression in Column A with a definition in Column B. Draw a line between the matching expressions. Look at your text book if you need help.

Column A	Column B
convening a meeting	To be able to give a job, task or duty to another person so that they do it for you.
the ability to delegate	The rules for running a meeting that have been agreed.
standing orders	A system for exchanging business forms and transactions between companies using computers.
visual communication	planning and organising a meeting – the date, time, place and agenda
Electronic Data Interchange	A diagram which shows the structure of a company or organisation.
an organisation chart	Using charts, graphs, diagrams or tables to communicate information at a meeting or in a document.



4. Completing sentences

Choose the best word or phrase to complete the sentences below. Put a), b) or c) in the space.

- It is important for a manager to _____.
 a) punish people b) set a good example c) sit in an office
- Delegation means _____.
 a) passing on responsibility b) doing the job yourself c) not doing anything
- Motivated workers _____ their work.
 a) don't like b) can't do c) take pride in
- Effective communication is important for _____.
 a) having a holiday b) decision-making c) causing problems
- A report should be as _____ as possible.
 a) brief b) difficult c) long

Level: B1 Individual / pair

Focus on grammar

5. Nouns

The nouns below are used to describe effective communication. Write the meaning of each noun and the adjective form.

Noun	Meaning	Adjective
accuracy		
clarity		
brevity		
security		
confidentiality		

Put each noun into a sentence which shows the meaning clearly. If you are not sure, check your text book or dictionary.

accuracy _____

clarity _____

brevity _____

security _____

confidentiality _____

6. Verbs with prepositions

The verbs in the sentences below are followed by a preposition. Write the correct preposition in the space. Check your text-book or dictionary if you are not sure.

- a) Delegation means passing _____ authority.
- b) Managers must concentrate _____ major issues.
- c) The employee must carry _____ the work.
- d) The supervisor is accountable _____ the manager.
- e) Staff are consulted _____ setting objectives.
- f) The manager insists _____ good behaviour.
- g) Good communication leads _____ better decision-making.
- h) Managers are involved _____ planning for the future.
- i) Managers spend a lot of time dealing _____ people.
- j) People must put _____ effort and hard work to achieve success.



7. Adverbs expressing frequency

The adverbs in the box below tell you **how often** something happens.

always	never	rarely
sometimes	often	usually
seldom	frequently	occasionally

These words are placed

- a) after the verb *to be*. Example: He is **never** late.
 b) between an auxiliary and verb. Example: I have **often** seen her.
 c) in front of all main verbs. Example: He **always** plays tennis on Saturday

Sometimes and *occasionally* can also go before a sentence.

Example: **Sometimes** she walks in the park.

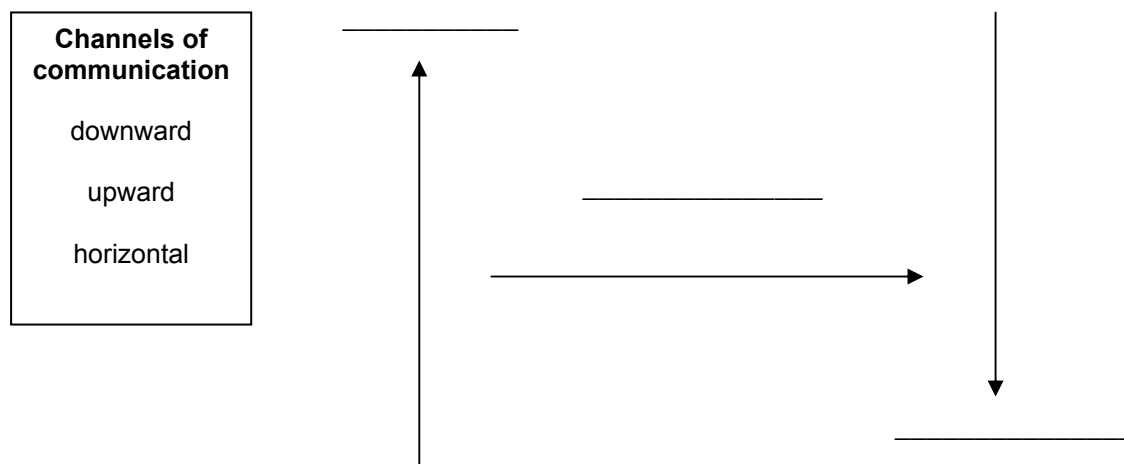
Indicate where the adverb of frequency goes in the sentences below:

- 1) The manager calls a meeting. (often)
- 2) He goes to the bank. (seldom)
- 3) She was late for work. (never)
- 4) He has missed the staff meeting. (occasionally)
- 5) They have used the website. (frequently)
- 6) I have seen the chairperson. (rarely)
- 7) The company wins the competition. (sometimes)

Note: There is one exception to these rules. An adverb of frequency goes between *has, have, had* and the past participle *been*.

Example: She has **often** been the employee of the month.

8. There are three ways in which information may be communicated in a company. We can show these with arrows. Label the arrows to show the channels of communication.



Level: B1 / B2 Individual / pair

Focus on reading

9. Active Leadership

Managers must be effective leaders. They must be very much involved and visible in the organisation, always at hand to impart and demonstrate their thorough knowledge of the business to their employees.

They must be able to get the employees to work together as a team to achieve the objectives of the organisation. They must lead by example and set high standards of behaviour to be achieved by others in the organisation. They must be willing to take responsibility and to be accountable for the work of others as well as their own work.

Read the text quickly and underline the words and phrases that describe the characteristics necessary to be a good manager.

10. Management

Management is concerned with the day-to-day operation of the business. It involves the daily management of people, resources, products or services, machinery and time.

It is concerned with planning and organising finance and people, and controlling the various aspects involved in running the business.

It consists of implementing ideas, leading and motivating employees, organising and controlling resources, communicating and delegating tasks. Management must ensure that this is done well so that the objectives of the business are achieved.

Management involves setting short-term targets and long-term goals, checking to see if they are reached and making changes where necessary.

Read the following statements and indicate with a tick (✓) whether they are True or False.

	True	False
Management is not concerned with activities and problems every day.		
Managers do not know anything about the financial aspects of the company.		
Managers are responsible for motivating other people.		
Managers must know if the company is reaching the targets and goals.		
Managers must not make changes.		
Managers are not responsible for communication in the company.		



11. Meetings

The Annual General Meeting (AGM) is the meeting of directors and shareholders of a company or organisation which is held once a year. The chairperson gives an annual address and reviews progress during the past year. The annual accounts are presented. Reports are received from officers. Shareholders elect members to the board of directors and appoint auditors.

An Extraordinary General Meeting (EGM) is a meeting of shareholders to discuss an important matter or emergency that cannot wait until the next AGM. The only topic on the agenda is the issue that has given rise to the meeting.

A Board Meeting is a regular meeting of the board of directors of a company. This is usually held monthly to review progress and plan ahead.

An Ad Hoc meeting is a meeting called to discuss and solve an immediate problem that has arisen.

Read the following statements and put a tick (✓) in the correct column(s) to show which type of meeting(s) the statement refers to.

	AGM	EGM	Board Meeting	Ad Hoc meeting
This meeting is held regularly during the year.				
Shareholders attend this meeting.				
This meeting is to discuss an emergency or problem.				
The chairperson speaks at this meeting.				
This meeting is used to plan the next month.				
There is an election at this meeting.				
The accounts for the company are presented at this meeting.				
There is only one topic on the agenda for this meeting.				
Auditors are appointed at this meeting.				



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12. Read the Notice and Agenda in box A. Read the minutes in box B which are not in the correct order. Draw a line between the points on the Agenda in box A and the record of the different points in the Minutes of the meeting in box B.

Box A

Notice and Agenda

Notice is hereby given that the 5th Annual General Meeting of the City Golf Club will take place at the Clubhouse on 22nd November 2010 at 7.00 p.m. for the following purposes.

1. Minutes of the 2009 AGM
2. Matters arising from the minutes.
3. Chairperson's Report.
4. Secretary's Report.
5. Treasurer's Report.
6. Change to subscriptions.
7. Election of officers for next year.
8. Any other business.

Mary Kelly
Hon. Secretary
25th October 2010

Box B

Minutes of AGM

The 5th Annual General Meeting of the City Golf Club took place at the Clubhouse on 22nd November 2010 at 7.00 p.m. The chairperson was Mr James Smith. The attendance included club officers and sixty-seven members.

It was agreed by 43 votes to 24 that the subscription for 2011 will be increased by 5%.

The Chairperson's Report was given by Mr James Smith who reported that the Club had a very successful year.

As there was no other business the meeting ended at 8.15 p.m.

The Secretary's Report outlined the many activities of the club during the year.

There were no matters arising from the minutes.

The minutes of the 2009 AGM were read. Adoption was proposed by Joe Daly and seconded by Charlie Simpson.

The Treasurer's Report showed that the club had a surplus of income over expenditure of €6,750.

The Chairperson, Secretary and Treasurer were re-elected for the coming year.



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Level: B1 / B2
Individual / pair

Focus on writing

14. Write a memo to the staff in an organisation informing them that the time of a staff meeting has been changed.
If you are not sure about the format for a memo, look this up in your text book.

Memorandum



Answer Key

Focus on vocabulary

1. Word building

Noun – object / action /situation	Person / people	Adjective	Verb(s) 1) verb form of the noun 2) verb typically used with this noun
management	manager	managing	to manage
motivation	motivator	motivating	to motivate
delegation	delegate		to delegate
consultation	consultant	consulting consultative	to consult
communication	communicator	communicative	to communicate

2. Identifying vocabulary

canteen	computer	message
ISDN	purchasing	finances
	report	performance
meeting	objectives	broadband
products	AGM	department
telephone	cash	memo
		mail
		consultation

ISDN Integrated Services Digital Network AGM Annual General Meeting

3. Matching

Column A	Column B
convening a meeting	planning and organising a meeting – the date, time, place and agenda
the ability to delegate	To be able to give a job, task or duty to another person so that they do it for you.
standing orders	The rules for running a meeting that have been agreed.
visual communication	Using charts, graphs, diagrams or tables to communicate information at a meeting or in a document.
Electronic Data Interchange	A system for exchanging business forms and transactions between companies using computers.
an organisation chart	A diagram which shows the structure of a company or organisation.

4. Completing sentences

1b 2a 3c 4b 5a

Focus on grammar

5. Nouns

Noun	Meaning	Adjective
accuracy	being correct and exact, without mistakes	accurate
clarity	being clear and easy to understand	clear
brevity	using as few words as possible	brief
security	protection of information, communication	secure
confidentiality	when something is private	confidential

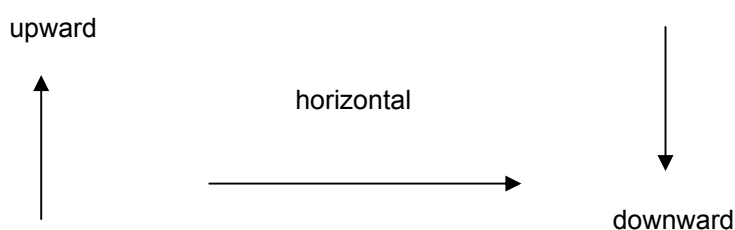
6. Verbs with prepositions

- a) Delegation means passing on authority.
- b) Managers must concentrate on major issues.
- c) The employee must carry out the work.
- d) The supervisor is accountable to the manager.
- e) Staff are consulted in setting objectives.
- f) The manager insists on good behaviour
- g) Good communication leads to better decision-making.
- h) Managers are involved in planning for the future.
- i) Managers spend a lot of time dealing with people.
- j) People must put in effort and hard work to achieve success.

7. Adverbs expressing frequency

- 1) The manager (often) calls a meeting.
- 2) He (seldom) goes to the bank.
- 3) She was (never) late for work.
- 4) He has (occasionally) missed the staff meeting.
(Occasionally) he has missed the staff meeting.
- 5) They have (frequently) used the website.
- 6) I have (rarely) seen the chairperson.
- 7) The company (sometimes) wins the competition.
(Sometimes) the company wins the competition.

8.



Focus on reading

9. Managers must be effective leaders. They must be very much involved and visible in the organisation, always at hand to impart and demonstrate their thorough knowledge of the business to their employees.

They must be able to get the employees to work together as a team to achieve the objectives of the organisation. They must lead by example and set high standards of behaviour to be achieved by others in the organisation. They must be willing to take responsibility and to be accountable for the work of others as well as their own work.

10.

	True	False
Management is not concerned with activities and problems every day.		√
Managers do not know anything about the financial aspects of the company.		√
Managers are responsible for motivating other people.	√	
Managers must know if the company is reaching the targets and goals.	√	
Managers must not make changes.		√
Managers are not responsible for communication in the company.		√

11.

	AGM	EGM	Board Meeting	Ad Hoc meeting
This meeting is held regularly during the year.			√	
Shareholders attend this meeting.	√	√		
This meeting is to discuss an emergency or problem.		√		√
The chairperson speaks at this meeting.	√			
This meeting is used to plan the next month.			√	
There is an election at this meeting.	√			
The accounts for the company are presented at this meeting.	√			
There is only one topic on the agenda for this meeting.		√		
Auditors are appointed at this meeting.	√			

12.

1. Minutes of the 2009 AGM	The minutes of the 2009 AGM were read. Adoption was proposed by Joe Daly and seconded by Charlie Simpson.
2. Matters arising from the minutes.	There were no matters arising from the minutes.
3. Chairperson's Report.	The Chairperson's Report was given by Mr James Smith who reported that the Club had a very successful year.
4. Secretary's Report.	The Secretary's Report outlined the many activities of the club during the year.
5. Treasurer's Report.	The Treasurer's Report showed that the club had a surplus of income over expenditure of €6,750.
6. Change to subscriptions.	It was agreed by 43 votes to 24 that the subscription for 2011 will be increased by 5%.
7. Election of officers for next year.	The Chairperson, Secretary and Treasurer were re-elected for the coming year.
8. Any other business.	As there was no other business the meeting ended at 8.15 p.m.

Focus on writing

13. Example of minutes

The AGM of the Three Counties Tennis Club was held in the Roadside Hotel at 8.00 p.m. on 12th September. All officers and 34 members were present.

1 The minutes of the previous AGM were read. Adoption was proposed by Mary O'Keeffe and seconded by Sean Lawlor.

2 There were no matters arising.

3 The chairperson reported on a very successful year with many sporting and social events. The Secretary reported that the club has been invited to host a national tennis tournament in July next year. The Treasurer reported a deficit of of €1,700 from last year.

4 The officers were returned for another year without the need for an election.

5 There being no other business the meeting ended at 9.15 p.m.

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14. Format for a memo

Memorandum	
To:	_____
From:	_____
Date:	_____
Subject:	_____

Signed:	_____
