

Leaving Certificate

Business Studies

Managing 2

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> and <i>Less Stress More Success Business Revision for Leaving Certificate</i> by John F. O'Sullivan; and <i>Shortcuts to Success Business for Leaving Certificate</i> by Pdraig Fitzpatrick.	
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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 2* 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

Business

expansion
target
venture
director
franchise
merger
acquisition
contract
strategy
enterprise
premises

Finance

accounts
balance
debt
profit
asset
creditors
debtors
liquidity
cash
costs
credit
accrued
earnings
borrowings
loss
profitability
margin
spreadsheet
capital
equity
invoices
forecast
purchase
liability
deficits
security

Household

income
expenditure
mortgage
payment
personal
bills
current
expenses
investment
tax
instalments

Banking

term
fixed
loan
overdraft
overdrawn
interest
repay
to lend
repayment
account
rate
savings

Insurance

to insure
premium
compensation
policy
indemnity

Taxation

PRSI
PAYE
VAT
taxpayer
Revenue
Commissioners

Employees

recruitment
wages
gross
net
pay
bonus
redundancy
training
supervisor
performance
empowerment

Shareholders

risk
shares
dividend
investors

Sales and marketing

research
promotion
product
market

advertising
discounts
retailer
wholesaler
competitive
competitors
price / pricing
customer
consumer
brand
stock

Manufacturing

quality assurance
control
goods
process
output
productivity
production
batch
supplier
manufacturer
TQM

Adjectives

unpaid
prompt
internal
external
variable
deductible
payable

Verbs

to increase
to decrease
to buy
to lease
to hire
to sell
to deliver
to identify
to achieve
to expand
to reduce
to deduct
to ensure
to balance
to specify

NAME: _____ DATE: _____
Leaving Certificate BUSINESS: Managing 2

Vocabulary file for the topic
Managing 2

Word	Meaning	Page(s) in my textbook	Note
expenditure			
income			
forecast			
irregular			
discretionary			
shortage			
surplus			
insurance			
contribution			
assurance			



NAME: _____ DATE: _____
Leaving Certificate BUSINESS: Managing 2

Word	Meaning	Page(s) in my textbook	Note
sources			
interest			
creditors			
taxation			
to hire			
to lease			
mortgage			
current account			
loan			
receipts			
recruitment			



NAME: _____ DATE: _____
Leaving Certificate BUSINESS: Managing 2

Word	Meaning	Page(s) in my textbook	Note
job specification			
promotion			
appraisal			
facilitator			
Total quality management			
empowerment			
technology			
accounts			
assets			
Revenue Commissioners			
Human Resources			



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 household finances
spending and borrowing money
insurance
managing people

- 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.

NAME: _____ DATE: _____
Leaving Certificate BUSINESS: Managing 2

Level: B1 Individual / pair

Focus on vocabulary

1. Word building (Managing money)

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	Company / Person	Adjective	Verb(s) 1) verb form of the noun 2) verb typically used with this noun
mortgage			
insurance			
loan			
(bank) overdraft			
savings			

2. Identifying vocabulary

Managing money is very important for a household and a business. Circle the words in the box below that relate to the management of money. Look through *Managing 2* in your textbook if you are not sure.

employees	payments	celebration
cash flow	income	tax
expenditure	furniture	garden
loan		deficits
insurance	factory	surpluses
television	salary	party
		mortgage

What do these mean?

insurance _____

mortgage _____



3. Matching

The expressions below are all related to managing a **household budget**. 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
financial commitments	Making the amount of money that you spend smaller.
reducing expenditure	An amount of money that a bank agrees to allow you to owe.
hire purchase	The total money that a person earns before anything is taken from it (e.g. tax, pension).
bank overdraft	Bills that you must pay.
gross pay	Money that you spend because you choose to do that.
discretionary expenditure	Paying part of the cost of something immediately, then making small regular payments until the debt is completely paid.

4. Completing sentences

The sentences below relate to the **household budget**. Choose the best word or phrase to complete each sentence. Put a), b) or c) in the space.



- 1) It is necessary to control _____.
 a) your car b) the household c) cash flow
- 2) If expenditure is very high, there may be a _____.
 a) surplus b) shortage c) interest
- 3) You must pay _____ on your salary or wage.
 a) a bonus b) income tax c) expenses
- 4) _____ protects you against risks like accidents or fires.
 a) insurance b) assurance c) interest
- 5) If you need more money you can ask the bank for _____.
 a) a deposit b) a letter c) an overdraft
- 6) What is the difference between **insurance** and **assurance**?

NAME: _____ DATE: _____
 Leaving Certificate BUSINESS: Managing 2

5. Word building (Human Resource Management)

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	Company / Person	Adjective	Verb(s) 1) verb form of the noun 2) verb typically used with this noun
recruitment			
selection			
promotion			
advertisement			
appraisal			

6. Identifying vocabulary

Human Resource Management (HRM) is the management of people in a company. Circle the terms in the box below that relate to HRM. Look through *Managing 2* in your textbook if you are not sure.

leisure	manpower	recruitment	family
skills	chatting	job description	interview
	headhunting	shopping	bonus
trade union	travelling		redundancy
	fashion	induction	training
exams			

What do these mean?

trade union _____

headhunting _____



7. Matching

The expressions below are all related to **Human Resource Management**. 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
industrial relations	defining the details of a particular job
on-the-job training	a company that specialises in advertising and selecting people to go for interview in a company
job analysis	cooperation between employers and employees (workers) in a company
promotion prospects	identifying the number and type of employees needed in a company
manpower planning	the possibilities for promotion in a company
recruitment agency	training employees in a company through working with more experienced people



8. Completing sentences

The sentences below relate to **Human Resource Management**. Choose the best word or phrase to complete each sentence. Put a), b) or c) in the space.

- _____ is often used to recruit new employees.
a) reading **b) writing letters** **c) advertising**
- The _____ describes the duties and responsibilities of the job.
a) job description **b) magazine** **c) radio**
- You must fill in the _____ very carefully.
a) competition **b) page** **c) application form**
- The employer will check _____ before offering a job.
a) references **b) the time** **c) the address**
- If you work hard and perform well you might get a _____ .
a) loan **b) promotion** **c) present**
- What does **redundancy** mean?

Level: B1 Individual / pair

Focus on grammar

9. Sentence order

Put the words in the correct order to form sentences.

1) flow the flow of is in household and out money of a or business cash

2) you credit allows to and goods a buy services up to card a limit

3) can you money save a deposit earn account in and interest

4) you use current have if a you ATM account can an machine

5) you laser your when is card through pay a swiped terminal

10. Active and passive forms.

If we do not know who does something, or it is not important, then we can use the passive form of a verb.

The passive is formed by using the verb 'to be' with the past participle of the main verb.

For example:

The door is **(to be)** + locked. **(past participle)**

You will find many examples of the passive form in your textbooks.

Write these verbs in the passive form. Be very careful with irregular verbs!

	Active	Passive
a)	people know	it
b)	he controls	it
c)	they confirm	it
d)	he makes	it
e)	she sells	it
f)	the company employs	people
g)	they create	it

11. Using passive verbs

Use verbs from the box below to complete this extract from your textbook. Many of the verbs in this text are in the **passive** form. The lines in the gaps will show you how many parts the verbs should have.

A spreadsheet is a grid made up of rows and columns in which calculations _____
 _____. When a change _____ to a cell that is
 connected by means of a formula to another cell, the number in that cell _____
 _____ automatically. A spreadsheet programme on a computer _____
 _____ to create spreadsheets for financial calculations, including accounts,
 budgets, stock records, payroll, business planning, and break-even analysis.

Spreadsheets _____ in business for forecasting because they will re
 calculate the outcome for each set of values that is entered. They _____ the
 user to ask 'what if' questions and immediately _____ the result: for example, if
 sales might rise by 10 per cent, the company could see at a glance what the
 implications were for income, costs, and profit. Final accounts can be stored,
 accessed, edited and printed quickly. Projections can be made on budgeted figures.

to make	to use	to change
to carry out	to use	to allow
	to see	

12. Opposites

The following nouns and adjectives appear in this unit. Complete the grid by writing the opposite for each one and noting whether the word is a noun or adjective.

paid		
internal		
income		
profit		
formal		
motivated		
upward		
accurate		
impartiality		
short-term		

Level: B1 / B2 Individual / pair

Focus on reading



13. Expenditure

Expenditure is estimated by taking into account any changes expected. Allow for increased costs and for possible future expenditure, e.g. holidays.

Expenditure can be grouped into three main types: fixed, irregular and discretionary.

Fixed – a fixed amount must be paid on a fixed date, e.g. mortgage or rent.

Irregular – the amount spent and/or the date of payment varies, e.g. telephone, electricity.

Discretionary – the consumer has a choice after fixed and irregular expenditure has been paid. It is non-essential expenditure, e.g. holidays, entertainment.

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

	True	False
You must plan finances for the future.		
You can pay fixed expenditure at any time.		
Telephone bills are discretionary.		
You must pay a mortgage or rent on the same day every month.		
Going to the cinema is irregular expenditure.		

14. Insurance

Insurance is a protection against a possible loss which we hope will not happen, e.g. a house going on fire or a car accident. It is a contract whereby a person called the insured pays a fee called the premium to an insurance company (the insurer) which in return promises to compensate the person for any loss suffered. It is based on the idea of pooling risk: many people pay premiums into an insurance company fund and any person who suffers a loss can claim compensation.

Read the text carefully and find the correct statement below. There is one correct answer for each question. Circle the correct answer

- 1) Insurance is protection against
 - a) something that will happen.
 - b) something that might happen.
- 2) The insured pays
 - a) a premium.
 - b) compensation.
- 3) When the risk is pooled
 - a) everybody gets compensation.
 - b) people who suffered a loss get compensation.

15. Making notes from text

Read the four extracts quickly.

Complete the grid below. In Column A note the main fact in each extract. In Column B note additional facts.

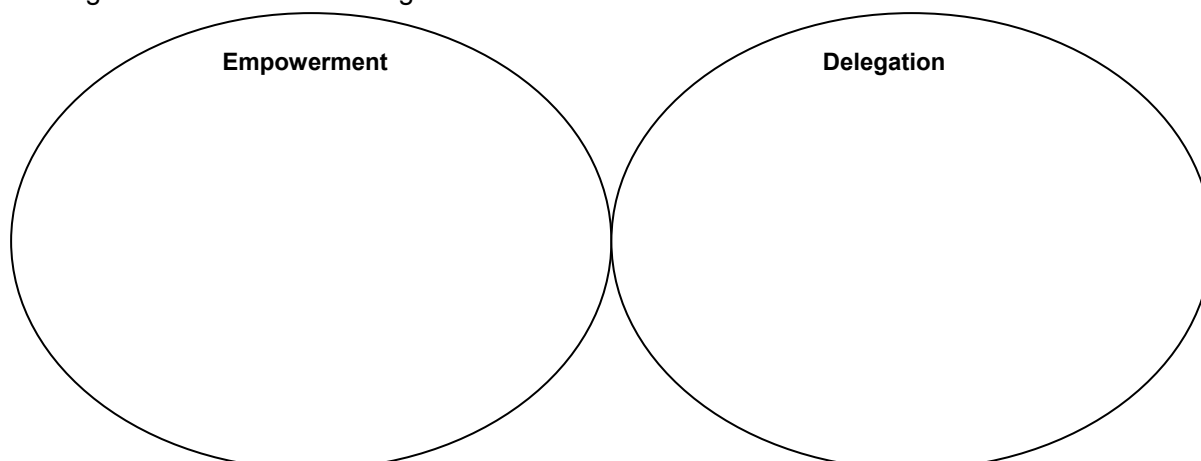
- 1) Human Resource Management is concerned with the management of people in a company: the process of evaluating the personnel needs of the company and finding suitable people to fill those needs.
- 2) Manpower planning involves making sure the right staff with the right skills are employed in the firm, both now and in the future.
- 3) The responsibility of the Human Resources Manager is to ensure that good working relationships are established and maintained within the company.
- 4) Induction training is the introductory training that the worker gets when first starting the job. The aim is to make the employee familiar with the firm and to introduce him/her to colleagues.

	Column A – main fact	Column B – additional facts
1)		
2)		
3)		
4)		

16. Making notes from text

Read the extract below quickly, and make brief notes in the circles about empowerment and delegation.

Empowerment means placing real power and responsibility in the hands of the workers. Workers are allowed to make their own decisions and use their initiative in carrying out their duties. Empowerment is more than delegation, since delegation sets limits on the responsibility passed to the employees. With empowerment, workers are responsible for making decisions and exercising control.



17. Reading to find the main points

Read the statements below:

- a) A cash flow statement is the money you keep in a cash box **Yes** **No**
- b) It informs you about the past and present. **Yes** **No**
- c) It shows you where money will come from. **Yes** **No**
- d) It does not help with making plans for the future. **Yes** **No**
- e) It shows you possible shortages in the future. **Yes** **No**
- f) It is too late to make plans for cash flow in the future. **Yes** **No**

Now read this extract quickly then go back and tick **Yes** if the statement is correct or **No** if it is incorrect.

A cash flow forecast is a bookkeeping statement predicting the movement of money in and out of a business. It shows the future cash inflows and outflows of the business and their sources and timing. This assists with business decision-making, that is, it shows where cash will be spent.

It draws attention to possible shortages in the future. Negotiations on meeting the cash needs of the business can begin in good time.

18. Expressions

Decide which expressions, from the box below, should be used to complete each of the following sentences. Put the letter into the space.

1. He has no money now because he has been _____ .
2. The company has a _____ because invoices have not been paid.
3. She filled out a _____ last week to buy a car.
4. They are short of money at the moment and have got an _____ from the bank.
5. I'm going away for a week for some _____ training.
6. She's a good manager with excellent _____ skills.

- a) off-the-job
 - b) loan application
 - c) living beyond his means
 - d) decision-making
 - e) overdraft facility
 - f) cash flow problem

NAME: _____ DATE: _____
Leaving Certificate BUSINESS: Managing 2

Level: B1 / B2
Pair

Focus on writing

19. Work with a partner. Read the following information.

You are the managers of a fast-food outlet. You need more staff for the counter. They will have to work different shifts. The shifts are 9 a.m.-5 p.m. or 5 p.m.-1 a.m. There is also some part-time work available 8 p.m.- 1 a.m. Employees will be paid the minimum wage. The jobs are available in three different places in the city centre. Employees will be responsible for interacting with customers, preparing orders and taking money or processing credit or debit cards. All employees are responsible for keeping their work areas clean. New employees will receive a probationary contract for one month. After that they will receive a permanent contract. There are excellent promotional opportunities. Employees will report to the supervisor of their area. A uniform is provided.

Now prepare a clear, detailed job description for the positions. You should include the following information:

- job title
- details of work
- place of work
- conditions of employment: pay, hours of work
- duties and responsibilities
- promotion prospects
- benefits of undertaking the job
- who to report to

You can include any other information that you think might be useful.

NAME: _____ DATE: _____
Leaving Certificate BUSINESS: Managing 2

Level: B1 / B2 Individual

20. Writing paragraphs

Read the following information about paragraphs:

- A paragraph is a **unit of information** unified by a central controlling idea.
- A paragraph should focus on **one piece of information**.
- The main idea in a paragraph is often expressed in **one particular sentence** (called the topic sentence). This sentence is usually at the beginning of a paragraph, but can come at the end or even in the middle.
- A good paragraph is written in order. We can use words like **first, second, then** etc.

Write paragraphs on two of the following topics. Use your textbook for information.

The purpose of a performance appraisal

Working as a team

Ideas for reducing household expenditure for one week

Services provided by a bank

Answer Key

Focus on vocabulary

1.

Noun – object / action /situation	Company / Person	Adjective	Verb(s) 1) verb form of the noun 2) verb typically used with this noun
mortgage	mortgagee (the bank or organisation)	mortgaged	to mortgage to take out a mortgage on
insurance	insurer (the company) insured (the person)	insured	to insure to take out insurance
loan	lender (the company)		to lend to take out a loan
(bank) overdraft		overdrawn	to request an overdraft
savings	saver	saved	to save

2. Identifying vocabulary

cash flow	employees	payments	celebration
expenditure	loan	income	tax
insurance	factory	bills	surpluses
television	salary	party	mortgage
	furniture	garden	deficits

insurance = an agreement in which you pay a company money and they pay your costs if you have an accident, injury, fire, burglary. .

mortgage = an agreement which allows you to borrow money from a bank or similar organization, especially in order to buy a house or apartment. .

3. Matching

Column A	Column B
financial commitments	bills that you must pay
reducing expenditure	making the amount of money that you spend smaller
hire purchase	paying part of the cost of something immediately, then making small regular payments until the debt is completely paid
bank overdraft	an amount of money that a bank agrees to allow you to owe
gross pay	The total money that a person earns before anything is taken from it (e.g. tax, pension).
discretionary expenditure	money that you spend because you choose to do that

4. Completing sentences

1. c) .
2. b)
3. b)
4. a)
5. c)
6. **insurance** = protection against something that **might** happen (fire)

assurance = protection against a risk that **will** happen in the future (death)

5. Word building (Human Resource Management)

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	Company / Person	Adjective	Verb(s) 1) verb form of the noun 2) verb typically used with this noun
recruitment	a (new) recruit		to recruit
selection		selected	to select
promotion			to promote
advertisement	advertiser	advertised	to advertise
appraisal	appraiser (person doing the appraisal) appraisee (person being appraised)		to appraise

6. Identifying vocabulary (Human Resource Management)

leisure	manpower	recruitment	family
skills	chatting	job description	interview
	headhunting	shopping	bonus
trade union	travelling	redundancy	
	fashion	induction	training
exams			

trade union = an organization that represents the people who work in a particular industry, protects their rights, and discusses their pay and working conditions with employers

headhunting = trying to persuade someone to leave their job by offering them another job with more pay and a higher position

7. Matching

Column A	Column B
industrial relations	cooperation between employers and employees (workers) in a company
on-the-job training	training employees in a company through working with more experienced people
job analysis	defining the details of a particular job
promotion prospects	the possibilities for promotion in a company
manpower planning	identifying the number and type of employees needed in a company
recruitment agency	a company that specialises in advertising and selecting people to go for interview in a company

8. Completing sentences

1. c)
2. a)
3. c)
4. a)
5. b)

6. **redundancy** = losing a job because the employer does not need you any longer and the position no longer exists in the company

Focus on grammar

9. Sentence order

- 1) Cash flow is the flow of money in and out of a household or business.
- 2) A credit card allows you to buy goods and services up to a limit.
- 3) You can save money in a deposit account and earn interest.
- 4) If you have a current account you can use an ATM machine.
- 5) When you pay your laser card is swiped through a terminal.
- 6) The performance, contribution and progress of employees is evaluated.

10. Active and passive forms.

- a) it is known
- b) it is controlled
- c) it is confirmed
- d) it is made
- e) it is sold
- f) people are employed
- g) it is created

11. Using passive verbs

A spreadsheet is a grid made up of rows and columns in which calculations **are carried out**. When a change **is made** to a cell that is connected by means of a formula to another cell, the number in that cell **is changed** automatically. A spreadsheet programme on a computer **is used** to create spreadsheets for financial calculations, including accounts, budgets, stock records, payroll, business planning, and break-even analysis.

Spreadsheets **are used** in business for forecasting because they will re calculate the outcome for each set of values that is entered. They **allow** the user to ask 'what if' questions and immediately **see** the result: for example, if sales might rise by 10 per cent, the company could see at a glance what the implications were for income, costs, and profit. Final accounts can be stored, accessed, edited and printed quickly. Projections can be made on budgeted figures.

12. Opposites

paid	unpaid	adjective
internal	external	adjective
income	expenditure	noun
profit	loss	noun
formal	informal	adjective
motivated	unmotivated	adjective
upward	downward	adjective
accurate	inaccurate	adjective
impartiality	partiality	noun
short-term	long-term	adjective

Focus on reading

13.

	True	False
You must plan finances for the future.	√	
You can pay fixed expenditure at any time.		√
Telephone bills are discretionary.		√
You must pay a mortgage or rent on the same day every month.	√	
Going to the cinema is irregular expenditure.		√

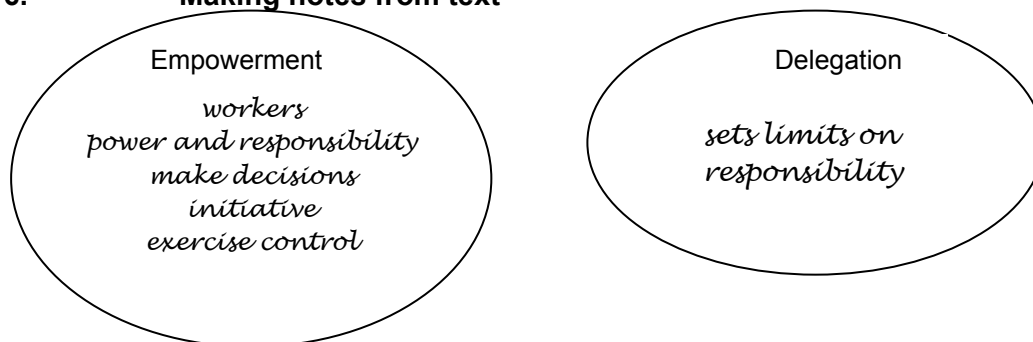
14.

- 1 b)
- 2 a)
- 3 b)

15. **Making notes from text**

	Column A – main fact	Column B – additional facts
1)	HRM is management of people	evaluating personnel needs finding people
2)	Manpower planning	right staff right skills now and future
3)	HRM manager	good working relationships
4)	Induction training	introductory make employee familiar introduce to colleagues

16. **Making notes from text**



- 17.
- a) No
 - b) No
 - c) Yes
 - d) No
 - e) Yes
 - f) No

- 18.
- 1. c
 - 2. f
 - 3. b
 - 4. e
 - 5. a
 - 6. d