



How to use this pack

This resource pack has been developed by ACCA to assist you when explaining careers in accountancy to young people. Materials include facts sheets (in red), case studies (in yellow) and an interactive CD Rom with activities. This resource pack has been designed to fill gaps in knowledge around accountancy and finance, and you can photocopy appropriate sheets for distribution.

On our **red fact sheets** you can find out everything you need to know about accountancy as an industry and where accountants work. There is also information about the different roles accountants perform and what skills they need to get there.

From football clubs to high street banks, accountants work in a vast range of organisations, and on our **yellow case study sheets** you can see profiles of ACCA students and members that will inspire young people.

On the **CD Rom** in this resource pack you will find all the fact sheets and case studies in PDF format, and our 'Big Handz Business Game', an interactive business finance game you can use to engage 16-18 year old students. This game has been designed to meet the needs of the KS3 programme of study for the PSHE curriculum, support your work related learning requirements and can also be used as a cross curricular activity, supporting maths, economics, business studies and art.



Discover ACCA

ACCA (the Association of Chartered Certified Accountants) is the global body for professional accountants. We make sure that all of our students become excellent accountants, and support them through their careers as they grow and develop.

We offer:

- globally recognised qualifications
- support and guidance for our students, employers and colleges
- world-class accountancy expertise to the public
- the highest standards of practice and ethical conduct.

WHAT IS A PROFESSIONAL BODY?

A professional body is an organisation that has been set up to represent individuals of a particular occupation. We call these individuals members, and they pay a membership fee to be part of ACCA. ACCA is a professional body for accountants, and we do a number of things, including:

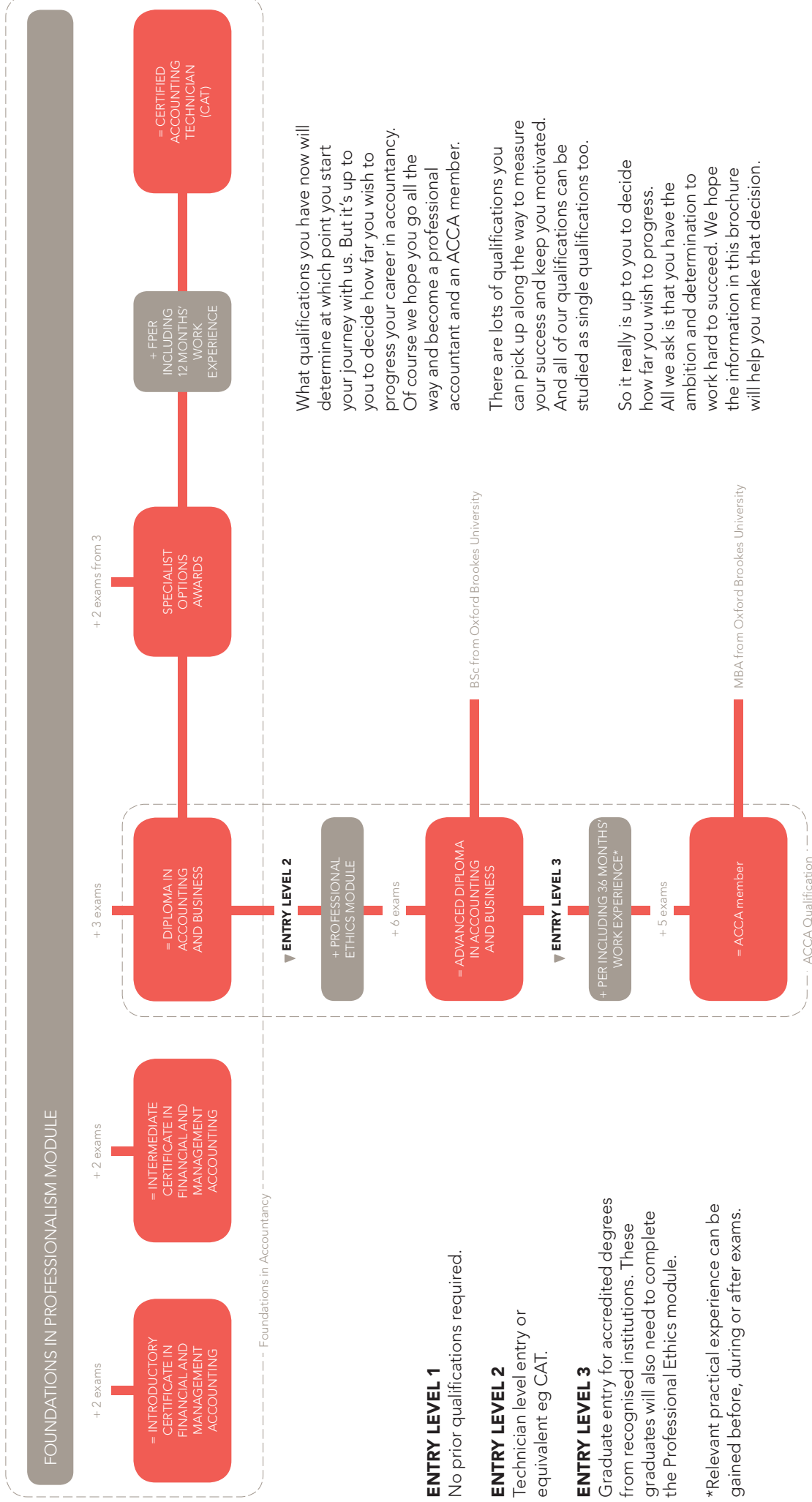
- **protecting the public** by making sure our accountants work to the highest standards around the world
- **providing education and training** for our members
- **representing the accounting profession** to the public, business world and the government.

WHY DO PEOPLE JOIN A PROFESSIONAL BODY?

If you want a career in a certain profession such as accountancy, you need to become professionally qualified. ACCA sets the syllabus for the exams students must complete in order to qualify as an accountant. We also ensure that students gain work experience and are being trained to the right level. By becoming qualified through ACCA, you will learn the accountancy skills you need to work in any industry, anywhere in the world. And potential employers will know that you have the skills and knowledge to do the job. As your career develops, ACCA will be there every step of the way, supporting you with our global network.

▼ ENTRY LEVEL 1

MATHS AND ENGLISH SELF-CHECK MODULES (optional)



What qualifications you have now will determine at which point you start your journey with us. But it's up to you to decide how far you wish to progress your career in accountancy. Of course we hope you go all the way and become a professional accountant and an ACCA member.

There are lots of qualifications you can pick up along the way to measure your success and keep you motivated. And all of our qualifications can be studied as single qualifications too.

So it really is up to you to decide how far you wish to progress. All we ask is that you have the ambition and determination to work hard to succeed. We hope the information in this brochure will help you make that decision.

Enjoy your journey

Foundations in Accountancy

ACCA's Foundations in Accountancy is the perfect stepping stone towards a successful career in finance. It allows you to progress through a range of qualifications that build up your knowledge and skills in accountancy and finance. Not only does this boost your CV, but it can also impress future employers. You can even go onto train and qualify as a professional accountant, all without the time and costs of a university degree.

The Foundations in Accountancy suite of awards are ideal for entry-level students, perfect if you are a school leaver, have no formal qualifications or experience of working in accountancy and finance.

Introductory Certificate in Financial and Management Accounting

By completing this qualification you could work in a range of accounts-support roles, such as a junior accounts clerk, junior administrator or as a junior bookkeeper.

Intermediate Certificate in Financial and Management Accounting

You could work in a bookkeeping or cost clerk role in a small to medium organisation, or as an administrator within an accounting department of a larger organisation.

Diploma in Accounting and Business

To achieve this award you need to complete three exams. Alternatively, if you meet the minimum requirements you can begin the ACCA Qualification.

Certificates in Auditing, Taxation and Financial Management

Want to specialise? These certificates allow you to do that, concentrating on individual accounting topics, giving you the freedom to work in any of these areas.

The Foundations in Professionalism Exam

This is the ACCA ethics module, and no matter which Foundations in Accountancy qualification you choose to do, we ask you to take this exam as well.

Certified Accounting Technician (CAT) Qualification

If you want a solid foundation of knowledge in finance and accounting, this qualification will give you the skills you need. You will also need to complete a year of relevant practical experience in any accounting environment to show you can use your knowledge in the workplace.

The ACCA Qualification

This is the qualification you will need to be a fully qualified accountant. The ACCA Qualification develops accounting knowledge and skills as well as professional values.

The minimum entry requirement is two A Levels and three GCSEs or their equivalent. These need to be in five separate subjects including English and maths. If you have a relevant degree from a university accredited by ACCA, then you may not need to take all of the ACCA Qualification exams. Nine exams at the Fundamentals level of the ACCA Qualification are eligible for exemption.

The qualification is made up of exams, ethics and experience.

EXAMS

There are 14 exams in total, but don't panic. These exams are broken down into two sections: Fundamentals and Professional. The Fundamentals gives you the opportunity to learn all the important things that you need to know as an accountant.

Once the Fundamentals stage is completed, you will move on to the Professional stage. This is where you'll start learning more advanced skills, techniques and values. You also get the chance to develop specialist skills relevant for the areas of accountancy that you're most interested in through the Options papers, from which you have to choose at least two.

ETHICS

ACCA doesn't just want good accountants, but accountants that are good. The financial scandals of the past only serve to illustrate just how important it is to have ethical standards in business, and ACCA put ethics at the heart of our qualification. You will have to complete an online interactive Professional Ethics module, to reflect on your own ethical behaviours and values.

EXPERIENCE

Experience is vital to qualifying as an accountant. The people you work for need to be confident that you have the right experience to do the job properly. That's why completing three years' practical work experience is the only way to become a qualified ACCA accountant.

So, to qualify as an ACCA member, you will need to complete:

- a minimum of five of 14 exams (nine are eligible for exemption)
- the practical experience requirement
- the Professional Ethics module.

BSc (Hons) in Applied Accounting

Earn a degree while you work. ACCA and Oxford Brookes University have worked together to develop a BSc in Applied Accounting, which is available exclusively to ACCA students who wish to obtain a degree while studying towards the ACCA Qualification.

There are numerous benefits to completing the degree. Not least because a degree and a professional accounting qualification are a powerful combination of qualifications to have, putting you in demand with employers and increasing your career prospects.

The degree must be completed within 10 years of your initial registration onto ACCA's professional qualification otherwise your eligibility will be withdrawn.

Further information and resources for the BSc (Hons) in Applied Accounting can be found at www.accaglobal.com/students/bsc

By gaining the BSc (Hons) in Applied Accounting, awarded by Oxford Brookes University, you will not only demonstrate to potential or existing employers that you possess all the relevant graduate skills to equip you for a brilliant career in accounting and finance, but that it is from a university that has a reputation for excellence.

The ACCA logo consists of the letters 'ACCA' in a bold, white, sans-serif font, centered within a white square border. This square is part of a larger grid of semi-transparent red squares that forms a decorative pattern in the upper right corner of the page.

'The best of both worlds...the modules were both for practice and industry.'

Beverley Ford ACCA,
finance director,
Rota Val Ltd.

'Many people I've spoken I've spoken to wish they had been given this opportunity instead of going to university.'

Gemma Hazeldon,
audit associate at
Grant Thornton UK LLP

What can accountants do?

Accountants are at the heart of a business, advising it and guiding it towards success. That's what makes accountancy an exciting industry with a variety of roles available.

AUDIT

Auditors work for an accountancy firm and go out to external clients to **evaluate their financial statements and business procedures** and produce an independent report. They ensure that these statements comply with accounting rules and the law. Internal auditors work within a company. Their role is to evaluate the internal controls and procedures of the business and report their findings to the Board of Directors.

FINANCIAL ACCOUNTING

Financial accountants **record, classify, summarise, interpret and communicate the financial information of the business.** They look back at the company's financial performance and produce reconciliations and reports required by the Government. They also advise senior managers on the current financial status of the organisation by monitoring income and expenses, preparing financial statements and overseeing payroll.

MANAGEMENT ACCOUNTING

Management accountants **analyse financial information and produce forecasts to help plan for the future.** They review business performance and advise senior managers to help with key business decisions. Information gathered by management accountants is usually confidential as it helps businesses to stay ahead of the competition.

TAX

Tax accountants **prepare corporate and personal income tax statements.** This type of work requires a good understanding of economics and the ability to understand tax laws. Tax accountants have a huge responsibility as they need to ensure that the clients they work for are complying with legal tax requirements.

Maybe you would like to be a forensic accountant? Or do you see yourself as a business leader in the fashion industry? With the ACCA Qualification, you can choose to specialise in any area of accountancy you wish, giving you the flexibility to decide your own career path.

Where do accountants work?

Being an accountant is not all about numbers.

Accountants can work in any business or industry, anywhere in the world. The place they work often determines what role they undertake.

PUBLIC PRACTICE SECTOR

Public Practice accountants work for accountancy or professional services firms **providing advice to individuals, businesses and governments**. The services they offer include audit, tax, insolvency, forensic accountancy and business support. Firms range in size from international firms like the 'Big Four' – PricewaterhouseCoopers (PwC), Deloitte, KPMG and Ernst & Young – to midsize practices, or small practices you find on your high street.

CORPORATE SECTOR

Financial and management accountants work in a company **to increase effectiveness, to maximise profits for shareholders and to meet government and legislative financial requirements**. They produce and analyse financial reports for other departments, advising them of their **current and future financial positions**. This sector includes industries such as building and construction, energy and utilities, retail, manufacturing, IT and communications and the leisure industry. Companies you could work for include Sainsbury's, Centrica, IBM and Shell.

PUBLIC SECTOR

Public Sector accountants formulate and administer budgets, track costs and oversee projects in public sector organisations. This sector is funded through people's taxes and needs to **be accountable and provide value for money**. Their aim is not to make a profit but to find the most effective and efficient ways of spending **public funds**. It can involve big numbers, large workforces and huge budgets. Organisations you could work for include the police, central and local government, NHS and charities.

FINANCIAL SERVICES SECTOR

This industry is focused on **saving, protecting and generating income**. Virtually every adult in the UK has a financial product like a bank account. This industry covers personal and private banking, insurance, pensions and investments. The sector is dominated by big names that can be found on the high street and in the City including HSBC, Santander, Barclays and Admiral.

What skills do accountants need?

Over the years, accountants have become key players in the business world. To be a successful accountant, you require a range of skills.

Good with Numbers

You don't need to be a maths genius, but you do need to be comfortable with numbers to become an accountant.

Communication Skills

Knowing how to communicate well with people at all levels of the business is essential. You need to be able to communicate technical information to others who might have no accounting knowledge.

Team Player

Accountants often work in teams, and you need to work well with others, to give and receive information effectively.

Interpersonal Skills

Building relationships with people in the business is important so you can carry out your role. Having strong relationships makes it easier to get things done.

Problem Solving

In accounting you will often need to determine the best way to solve a task. You may encounter challenges so it is important you develop the skills to overcome obstacles.

Commitment and Motivation

Accountancy training is not easy, but it is worth it. Your employer may be investing time and money in you if you study while working, so you need to demonstrate that you are committed to learning and show that you are motivated to succeed.

Reporting Skills

Accountants need to prepare statistical and written reports. Report writing is a skill you will develop as your career progresses.

Attention to Detail

You have to notice the small details in accountancy, and learn how to pay attention to information, as miscalculations lead to misinterpretation. Your training will teach you to take a methodical approach.

Being a Business Advisor

More and more, accountants are giving business advice about finance and strategy to organisations. You need to be confident giving advice, and helping people to find solutions to their problems.

ACCA FAST FACTS

About ACCA

- We support 147,000 members and 424,000 students in 170 countries
- We have a network of 83 offices and centres across the world
- We have a global total of 8,500 Approved Employers in 112 countries
- 86% of employers are likely to recommend us.

Who are our students and members?

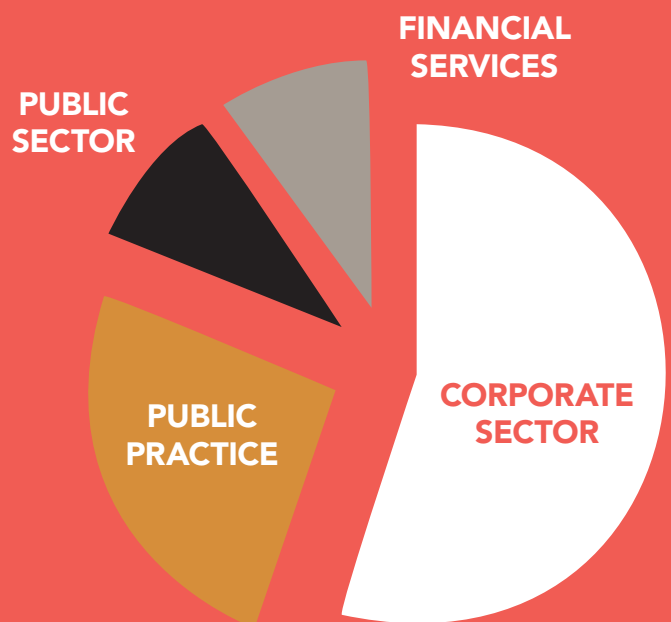
- 44% of our students are female
- 41% of our students are under 26
- The average age of our members is 42.

Where do they work?

- 55% of our members work in the corporate sector
- 26% of our members work in public practice sector
- 9% of our members work in public sector
- 10% of our members work in financial services sector.

Daring to be different

- **1909:** ACCA is the first accountancy body to admit women to its membership
- **1991:** ACCA launches environmental reporting awards, the first of their type anywhere in the world
- **1999:** ACCA becomes the first professional accountancy body to introduce computer-based exams.



RITA PURWALL

Rita Purwall joined Wolverhampton Wanderers Football Club in 1994 as the Financial Controller and is now responsible for overseeing the business interests of the club.

'When I joined Wolves I wasn't a football fan – in fact I think this helped me get the job!' says Rita, who despite growing to love the game over the years, always puts the needs of the business first, noting that 'you can't let your professional judgement be affected by your passion for the team.'

Rita worked for a hotel chain before joining the Wolves, and has found that her leisure industry experience has really helped her in managing the club's finances. *'Football clubs are huge commercial businesses.'*

Rita went to Liverpool University and gained a BA (Hons) degree in Accountancy and Finance before working towards the ACCA Qualification. *'It really appealed to me because of its flexibility – when you are working full-time and studying alongside it is really important to find a qualification that fits in with you,'* says Rita, who chose the ACCA Qualification because of its diverse syllabus and the opportunities it would lead to.

Rita knows that with ACCA she can ensure the Wolves are fit for the future, and she can steer them in the right direction no matter what happens. *'Working at Wolves is challenging but exciting...the financial focus of the business can change with every game!'*



**FOOTBALL CLUBS
AREN'T JUST
ABOUT PLAYING
FOOTBALL –
THEY ARE HUGE
COMMERCIAL
BUSINESSES**

DAVID PROSSER

David Prosser is originally from Bournemouth on the south coast of England. He is currently CFO Asia for gym chain Fitness First, based in Malaysia, after leaving school following his A Levels to gain his ACCA Qualification.

Shortly after achieving the ACCA Qualification, David joined Fitness First in 1997 as a Financial Accountant. Initially, he was involved in and responsible for the operational management reporting together with statutory financial reporting.

During this time, Fitness First expanded from 12 UK health clubs to 80 UK clubs and 30 European clubs operating in three countries, as well as the acquisition of a Hong Kong based Asian business. *'Following the Hong Kong acquisition, I was asked to join the Asia regional Head Office; with a view to assisting the Asian expansion strategy and instilling UK best financial best practice,'* says David, who could not turn down such an enticing offer.

David has overseen 70 new clubs opening in 7 territories, and he has learnt to balance his demanding working week and his free time. *'If I choose, I work over the weekend and at night if there are urgent deadlines. But being in an industry you are passionate about justifies the hours,'* he says.

'Having the ACCA qualification – and later becoming a fellow of the Association – has opened many doors and enabled me to move countries and be accepted into professional business circles with credibility,' David notes. Although he did not originally have a career plan, ACCA has given him the freedom to travel any path.



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A CAREER PLAN
TO TRAVEL FROM
BOURNEMOUTH TO
HONG KONG AND
ON TO MALAYSIA,
HOWEVER WHEN THE
OPPORTUNITIES AROSE
I GRABBED THEM WITH
BOTH HANDS**

**CASE
STUDY**

ACCA

DAVID HILTON

David Hilton, Director in the Forensic Advisory Services practice at KPMG LLP, loves working and living in Washington, DC.

David advises clients on serious fraud and corruption issues, from his office in Washington, DC. David is also the ACCA Chapter Head for Maryland Virginia and the District of Columbia – quite a distance from when he gained his degree in Business Studies at the University of Plymouth.

As a Director with KPMG, his role involves much more than just accounting, and has allowed David to live in many places. *'My work tends to be fairly international... in the last couple of months I have travelled to Buenos Aires as well as running projects in Poland, Romania and Russia from DC,'* he says.

David's clients depend on KPMG to assist them in responding to any suggestions of fraud misconduct or corruption. Each day, however, is different. *'I enjoy the variety of forensic work,'* says David, adding *'no two investigations are ever the same... each has its own unique character and challenges.'*

'ACCA has always had a commitment to the global harmonisation of accountancy,' David notes, and he has found the ACCA network of global members a great forum for sharing and support when he arrives in a new country.

'If you want an association with international focus and established networks, then joining ACCA is a great choice to make,' David insists. *'The ACCA Qualification will give you the tools to demonstrate you are serious about your career.'*



**I ENJOY THE
VARIETY OF
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ARE EVER THE
SAME**

GEMMA HAZELDON

Gemma Hazeldon, an Audit Associate at Grant Thornton UK LLP, has been supported throughout her studies as she gains a degree without going to university.

Gemma decided to begin work straight after school, and believes ACCA is *'ideal for school leavers... many people I've spoken to wish they had been given this opportunity instead of going to university.'* The variety of study options, and the choice to complete the qualification in either 4 years or 10 years, means that ACCA is truly flexible.

While studying, Gemma has been able to establish a great support network; *'you meet new people and build up good relationships,'* she says. Gemma is a member of a busy audit team and her job involves a range of tasks from mentoring other team members to auditing financial information, to ensure accounts reflect true and fair views.

Gemma especially enjoys the opportunities that have opened up to her. *'I regularly visit different clients, meet new people, working in different locations...and there are many opportunities offered to develop my career, for example, secondments overseas or to different departments.'*

So, what top tips does Gemma have for anyone thinking of a career as an accountant? *'Ensure you have an interest in business,'* Gemma advises. Also, Gemma knows you will have to work hard and investigate the different sectors you can work in. Above all though, Gemma knows accountancy is anything but boring, and says to anyone considering this journey, *'ignore the stereotypes!'*



**THE CHANCE
TO COMPLETE
THE OXFORD
BROOKES
QUALIFICATION
MEANS I WILL ALSO
HAVE A DEGREE
AT THE END OF
MY STUDIES**

NED WEST

Ned West began as an ACCA trainee within the giant European bank Santander and hasn't looked back since.

Since joining the finance stream of Santander's graduate scheme in 2009, Ned has worked in a variety of roles, and gained a wealth of experience. Participants in the graduate scheme can indicate the types of role and parts of the business they want to work in next; *'For my first six months I worked in regulatory reporting, which reflects Santander's global activity. I was reporting to the Bank of England, the Bank of Spain, and the Securities and Exchange Commission in the US.'*

Ned then undertook a role in group reporting, working on Santander UK's financial accounts, followed by an income reporting role, focusing on the mortgage business.

Ned is now an incentives manager, *'I structure and model the incentives for our sales force – I need to maximise their value for our sales people and for the company. This isn't a pure accounting role, but the skills I have learnt through my ACCA studies are proving really useful.'*

Santander (which has platinum employer status with the ACCA – meaning its work experience and student support is of the highest standard) gives its ACCA students five days' study leave per exam, usually enough for a revision course and the exam itself. *'A lot of the managers have been through it themselves and they know how hard it is,'* Ned says.

'The ACCA Qualification opens so many doors. It's not limited to finance... whatever I want to do, the ACCA will stand me in good stead. And it's globally recognised, so I have even more choice about my future.'



**A LOT OF THE
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**CASE
STUDY**

ACCA

EWELINA SWITKA

After studying in Poland, Ewelina Switka decided to come to England to put her degree in Management and Marketing in Hotel, Catering and Tourism to good use. However, a chance job in an accounts department of a retail corporation soon gave Ewelina a passion for finance.

'It was all a bit of a coincidence really,' says Ewelina now, who is a Management Accountant for Marks & Spencer Jersey. As part of the Sandpiper CI Group, Ewelina is working for one of the largest retailers in the Channel Islands, but with her employer's support she has been able to combine her studies with work; 'I have always been lucky to have very helpful and understanding supervisors.'

Ewelina chose the ACCA Qualification as it allowed her to work in the sector she enjoyed; *'working in a commercial sector I chose ACCA as it is not finance industry or other sector specific.'* Ewelina also wanted a qualification that would take her places in the future, and notes *'I think it's very important that I can progress professionally and personally.'*

With ACCA, Ewelina can achieve her dreams, and know that she can turn to her company if she needs help along the way, remarking that *'after all, your manager was in your shoes once!'* Ewelina has worked hard, and hopes to aim higher, saying *'I'd like to think I will be in a senior management position in 10 years time.'*



**JUST THINK OF
THE SENSE OF
ACHIEVEMENT AT
THE END OF IT, AND
THE POSSIBILITIES
THE QUALIFICATION
IS GOING TO
PRESENT YOU WITH**



The Big Handz Business Game

**ASK STUDENTS TO CONSIDER THEIR OWN LIVES...
DO THEY LIKE TO TAKE RISKS? OR DO THEY DO
EVERYTHING TO AVOID RISK AND PLAY IT SAFE?**

The aim of this game is for a class of up to 30 students to run BigHands.Biz, a company that makes and sells Fantastic Foam Hands for the Olympics. Students will form a board of directors, source finance, identify strategies and trade for a year with the objective of making the most profit!

ACCA has developed this interactive business finance game for 16-18 year olds interested in a career in finance and accountancy. In BigHands.Biz, the goal is to make the highest percentage return on investment. To do this, students will need to decide whether to play risky or safe, and how much of their money they want to invest or save in each quarter during the trading game.

This game has been designed to meet the needs of the KS3 programme of study for the PSHE curriculum, support work related learning requirements and can also be used as a cross curricular activity, supporting maths, economics, business studies and art.

PLAYING RISKY IS ADVENTUROUS AND CAN LEAD TO BIG WINS. HOWEVER, IT CAN ALSO LEAD TO DISASTER! PLAYING SAFE CAN OFTEN BE SEEN AS BORING BUT IT CAN BE THE BEST STRATEGY IN UNCERTAIN TIMES.

There's also another factor which affects a business' success and that is 'luck'. This is the influence of all the things which students cannot control such as external factors, a financial crisis or unpredictable event. The key here is to encourage students to take this into consideration when choosing their strategy, so they can limit any negative affects luck could have on their business.

You can find everything you need for BigHands.Biz on the CD Rom.



Teacher

Lesson Pack

Years 11 to 13





Welcome to BigHands.Biz!

This is a business finance game for Years 11 to 13 / S4 to S6. It has been designed to meet the needs of the KS3 programme of study for the PSHE curriculum, support your work related learning requirements and can also be used as a cross curricular activity, supporting Maths, Economics, Business Studies and Art. In Scotland, it meets the needs of Enterprise in Education and the Curriculum for Excellence. There is also a Years 9 to 10 / S2 to S3 version available. Please visit www.bighands.biz and register your school to download the packs.

Curriculum links

PSHE – Economic Wellbeing and Financial Capability
GCSE – Business studies, Economics, Accountancy

OCR 1951 5.1.3(c), 5.2.1 (d)
OCR 1952 5.2.3
AQA 3132 11.3
Edexcel 1503 3.4

A detailed breakdown of the programmes of study this business finance game addresses can be found at the back of this Lesson Pack (pp. 27-30).

Aim of this scheme of work

The aim of this scheme of work is for teams of students to run BigHands.Biz, a hypothetical company that makes and sells Fantastic Foam Hands for the Olympics. Students will form a board, source finance, identify strategies and trade for a year with the objective of making the most profit!

The Key learning outcomes are:

- Understand the key roles and responsibilities within a business
- Identify their personal strengths and match these to roles within a business context
- Identify and understand a range of sources of finance
- Understand the positive and negative aspects of debt
- Formulate a basic strategy
- Evaluate and improve leadership, organisation, planning and collaboration skills
- Explain key financial terms and carry out basic business finance
- Understand the nature of risk and reward
- Work collectively as a team towards a common goal



Lesson formats

- 1) 2 x 1hr lessons to one class of c.30 students
- 2) 1 x 2hr lesson to one class of c.30 students
- 3) A full day version to a whole year group delivered by the Inspiring Futures InterActives team that includes additional modules, activities, and multi-media elements.

Each format can be lengthened if necessary by adding longer feedback and review sessions. Suggested discussion topics can be found on pp. 31-32.

Class organisation and resources that you will need

Ideally, students should be split into teams of 5. If class sizes mean that there are more than 5 in a team, one or more can double up with any director. There should be no team with less than 5 students.

You will need to use a black or whiteboard to write up any learning outcomes during the lesson.

You will also need the following:

- Stopwatch and two dice
- Two sheets of flipchart paper per team (for their posters)
- Two sheets of A4 paper per team (to make notes)
- One pen per student
- One calculator per student



Preparation

Take a look at the 'Alan's Boardroom Tips' pages (p. 25). Are there any financial terms that your students will not know or understand? If 'yes', then consider discussing some of these terms in lessons leading up to the game.

Find out the current rate of corporation tax. At the time of writing this pack it is 28%.

We also suggest that you direct students to the website to learn all about business financial terms, what a board of directors does and strategy, prior to playing the game.

Finally, please print out one Student Pack for each team and one for you. Also, cut out enough name plates for each team of 5 (after p.26)

Overview of activities

LESSON ONE

Round 1	Introduction and how to play	10 mins
Round 2	Form the board	10 mins
Round 3	Raising capital	25 mins
Round 4	Strategy	15 mins

LESSON TWO

Round 5	Trading game	40 mins
Round 6	End game	10 mins
Round 7	Review	10 mins

The Trading game can be played again and again as there is a great deal of learning to be had by the students in trying out different strategies to make bigger profits.

Your role

Your primary role is to pace the game to the needs of your students as you read aloud the text in this lesson pack. *All text in italics should be read aloud.*

You will also need to hold discussions on various subjects such as sources of finance and strategy. Guidance on how to do this is included in the appropriate section.

Finally, you will play the role of the economy and roll the dice during the trading game.

Need more help?

Please read through both game guides to get a feel for the game. If you need further help, please visit www.bighands.biz and go to the 'Contact us' section.



LESSON ONE

LESSON ONE

Round 1	Introduction and how to play	10 mins
Round 2	Form the board	
Round 3	Raising capital	

LESSON TWO

Round 4	Strategy
Round 5	Trading game
Round 6	End game

Aim

To introduce the game, how it is played and why you are playing it

Learning outcomes

- Students understand what they will be doing
- Understand the business context for the game
- Learn what profit is and why businesses cannot exist for long if they do not make profits

Please read the following text aloud once all students are settled.
This section should take 10 minutes.

Congratulations!

The major shareholders of BigHands.Biz have invited your team to be the new board of directors for their new company called BigHands.Biz. BigHands.Biz will produce and sell Fantastic Foam Hands and other novelty products for the Olympic Games.

They have heard that your team is just what they are looking for as you have the right blend of talent and enthusiasm that they need to build a successful company.

Hold a brief discussion on the topic 'What is the purpose of business?' Then continue to read the following text.

Over the next 2 lessons / hours you will need to work together as a team to do the following things:



- *Assess your own skills as individuals and as a team and organise yourselves into a board of directors*
- *Raise money for your business from a variety of different sources*
- *Develop a strategy for how you will trade based on an assessment of risk and reward*
- *Trade your business for one year, through 4 quarters in the trading game*
- *Calculate your total profit or loss in the end game*

At this point, stop and discuss what 'profit' means.

Profit is made when you sell a product or service for more than it costs to make the product or service. Key discussion points could be:

- *What costs go into making things?* (e.g. sports shoes, fizzy drinks, mobile phones etc.) Bring out the fact that companies need to include overhead costs such as salaries, rent, heating, and especially environmental costs such as pollution.
- *Why do companies need to know how much something costs before they sell it?* So that they know how much to sell it for. Many companies do not include all their costs when working out how much to sell things for and this means that they often make a loss. You could ask them how they would work out what to charge for a meal in a restaurant.
- *Why must companies be careful not to charge too much for their product?* For example, why is Coke not £5 a bottle? If it is too expensive, no one will buy it. Therefore, companies invest a lot of money in keeping track of how much they are selling each month and on what their competitors are charging. Financial Directors are responsible for keeping track of this kind of information.

Now read the following text aloud



How to play

The game is played in two lessons of 7 rounds in total:

Lesson One

- 1) Introduction and how to play*
- 2) Form the Board*
- 3) Raising capital*
- 4) Strategy*

Lesson Two

- 5) Trading game*
- 6) End game*
- 7) Review*

There will be a quick quiz after each round and at the end of each lesson we will review your progress. Today we will be playing (now say Lesson One or Two or both depending on the amount of time you have).

I will be guiding you through the game. (Now hand out one Student Pack per team). This is your game pack. Please wait for me to tell you what pages to read.

Ok, that's the end of the introduction. Are there any questions?

Answer any questions students may have then continue to the quick quiz

Quick quiz

- 1. What is profit?*
- 2. What is a business?*
- 3. Why do businesses exist?*

Now let's move on to Round 2, where your first task will be to form a board of directors.

However, before we do this, let's take a look at the different types of director you normally find in a company and what their role and responsibilities are.

END OF ROUND 1



LESSON ONE

Round 1	Introduction and how to play	
Round 2	Form the board	10 mins
Round 3	Raising capital	
Round 4	Strategy	

LESSON TWO

Round 5	Trading game
Round 6	End game
Round 7	Review

Aims

To provide students with a basic understanding of how businesses organise departments and areas of work

To introduce students to the key roles and responsibilities of directors

To give the students the opportunity to identify and assess their business skills

Learning outcomes

- What a 'board of directors' is
- What the main roles and responsibilities are for each director
- The importance of teamwork, organisation and good leadership
- A first appraisal of their own strengths and skills in a business context
- A sense of which director most suits their personality, strengths and skillset

Please read the following text aloud once all students are settled.
This whole section should take 10 minutes.

Every business needs a good board of directors. It is their responsibility to make strategic decisions and help the company achieve its goals.

Now open your packs to find the five Director CVs. (Hold up the five CVs from your own pack to show them). You will notice that there is a 'Trading Card' on the back of each CV. I will tell you about this later.

So, you now have 10 minutes to do the following:



1) Take a look at the CVs and select a member of your team to play one of each of the following roles:

Managing Director

Finance Director

Sales & Marketing Director

Manufacturing Director

Environment Director

2) Put the name plates in front of the appropriate director

3) Come up with a name for your team

And remember, how you organise yourselves will have a big impact on how well you work together. And how well you work together will have a big impact on how much profit you make!

You can also look at the first handout on page 2 of your student pack if you need to remind yourselves what to do. Hold up the first page of the student pack to show them.

Start stopwatch. After 10 minutes, ask them their team names and write these on your scoresheet. This can be found on page 23.

Quick quiz

1. *What is a board of directors?*
2. *Why does a business have a board?*
3. *Name the key board members?*
4. *What does each of them do?*
5. *What skills and strengths are required for each role?*

END OF ROUND 2



LESSON ONE

Round 1	Introduction and how to play	
Round 2	Form the board	
Round 3	Raising capital	25 mins
Round 4	Strategy	

LESSON TWO

Round 5	Trading game
Round 6	End game
Round 7	Review

Aims

To introduce students to the key sources of finance to start-up a business
For students to raise money for the trading game and end game rounds

Learning outcomes

- Why businesses need to raise money
- How businesses raise money
- Different sources of finance and what they mean

Please read the following text aloud once all students are settled.
This section should take 25 minutes. This round completes Lesson One
of the game

Now let's move on to Round 3.

Hold a brief discussion on what the students think a business needs before it can start trading. Once you have drawn out the following, continue to the next section:

- Money
- Staff
- Office space, equipment, vehicles, materials and tools to do the job
- A plan or strategy

The main thing any business needs before it can trade is money. This is called capital. Without money, they cannot buy raw materials or pay staff and pay for overheads such as office rent, phone lines, internet, heating and lighting and so on. In this game there are four ways in which you can raise capital:



- 1) *Investment from the Dragons*
- 2) *Personal savings*
- 3) *Government grant*
- 4) *Bank Loan*

Write these terms on the board and have a brief discussion about each one. The key points to cover for each are:

Dragons' investment

- They will want to own part of the business or take a % of your profits in return for their investment
- They mostly invest in the quality of the board and their business experience
- Investors want directors to be passionate about what they do
- They always take a percentage of any profit the business makes

Personal savings

- Most people who start-up businesses put a lot of their own money into the business
- They do this to show the bank that they are committed to what they are doing
- People can raise this money from their friends and family too
- Your savings can make a big difference to how much money you start with but you are not guaranteed to get the money back

Government grant

- It is in any government's interest to encourage people to start up businesses and generate revenue
- Governments normally give out grants to businesses that are tackling the biggest problems at the time
- Businesses have to apply for a grant and may not receive it
- Businesses do not have to pay grants back but have to give good reasons why they should get one

Bank loan

- They provide businesses with most of their starting capital
- Why? Because the more money they lend a business, the more interest they will receive back from that business
- Banks are cautious about lending money and will only lend large amounts to people that have enough capital and a good strategy
- You have to pay back bank loans
- If you do not pay your loans bank, you risk becoming bankrupt and you will find it much more difficult to get a loan in the future!

Now ask them to look at their Financial Summary sheets (on p. 15 and 16 of their student packs)



In the next round, you are going to run your business for four quarters in one trading year. To keep a track of your progress, you will need to record your results on this Financial Summary sheet. It is the Finance Director's responsibility to keep this sheet up to date but you all need to know how to use it, so listen carefully...

You will see that it is made up of three sections:

- *Starting capital*
This is where you will record the amounts of money you manage to raise in the next session
- *Trading*
This is where you will record the amounts you invest and save each quarter as well as your trading balance from each quarter
- *End game*
After you have played all four quarters, you will play the end game, in which you work out your percentage return on investment

At this stage we only want to focus on the first section of the Financial Summary Sheet – Starting Capital

So let's help you get your hands on some money.

First stop...the Dragons!



Investment from the Dragons

You've seen the TV show, now it's your turn!

You now have 5 minutes to make a poster and give a one minute presentation to sell your Fantastic Foam Hands idea to the Dragons.

You will be marked out of 10 on the quality of your poster and presentation, to give you a final score out of 20. We will then rank the presentations and posters in order and award you a Dragons Den investment amount depending on your ranking.

Decide whether you or the class will score the posters.

Here are the amounts you could win:

- 1st place £250,000
- 2nd place £200,000
- 3rd place £150,000
- 4th place £125,000
- 5th place £100,000
- 6th place £75,000
- 7th place £50,000

Of course, Dragons do not give away their money. They will want 20% of any profit you make!

Again, if you get stuck, you can refer to page 3 of your student game pack. Hold up p.3 of the student pack to show them.

Are you ready? Your 5 minutes starts now...

Start stopwatch and after 5 minutes, ask each team to show their poster and give their presentation. On p. 29 of the pack you have a Scoresheet on which you can make a note of the scores. If the students are marking them, ask them to mark them out of 10 on the quality of each poster and presentation. Then, at the end take in the scores out of 20 and rank the teams.

We are the Dragons, so now we are going to award the following amounts of money to each team.

Call out teams and amounts, lowest ranking to highest.

If there are more than 7 teams, then 8th place will get £25,000, 9th £24,000 and so on.

Financial directors... write the amount of investment you won in box 1 of your Financial Summary sheet.



Personal savings

The next way of raising capital is to use your personal savings. Your personal savings is the amount of your own money that you saved up before you started the company.

Remember, in the world of business you can invest as much of your own money as you like but there's no guarantee of getting it back!

Let's see how hard you've been saving shall we?

I am about to roll the dice. However, before I do, you need to guess what the dice roll will be.

If you guess correctly, then you will receive £150,000! If you are 1 away, you get £100,000, 2 away £75,000 and so on.

Give them this tip: Think about the numbers on a dice. What's the most likely number or numbers to come up?

Now ask each team to write their guess on one of their A4 sheets and hold it up for you to see. Mark their guess on your score sheet.

Roll the dice.

Spot on = £150,000
1 away = £100,000
2 away = £75,000
3 away = £50,000
4 away = £30,000
5 away = £20,000
6 away = £10,000

Financial directors... write this personal savings amount in box 2 of your Financial Summary Sheet.



Government Grants

Lord Crow is offering large grants to big businesses to help make the Olympics a huge success. The amounts are the same as in the previous personal savings round.

Now it's time for you to guess the dice roll again.

(Ask each team for their guess and mark this down on the score sheet. Then roll the dice).

Financial directors... write this amount on the Financial Summary Sheet in box 3. Now total up your capital in box 4 to see how much you've just raised.

Do you think you have enough money to start?

If not, then there is one more way in which you can raise starting capital.

Bank Loan

If you think you need more money, there is one extra way to get it in this game and that is to borrow from the bank. However, whatever you borrow you must repay AND you must pay a fixed INTEREST rate on your loan of 10%.

What luck! The Bank of HSB Barclay Rock Brothers & Sons is offering all startup businesses up to £200,000 as a loan for today only!

Do you want to borrow? If 'yes', how much? Remember, you will need to pay it all back at the end of the year plus interest!

Ask each team if they want a bank loan or not. If 'yes', record how much on your score sheet.

If you are taking a loan, write the amount in box 5. Now add this to the previous capital raised and write the total in box 6. This is your Total Starting Capital for the game.

END OF ROUND 3



LESSON ONE

Round 1	Introduction and how to play	
Round 2	Form the board	
Round 3	Raising capital	
Round 4	Strategy	15 mins

LESSON TWO

Round 5	Trading game
Round 6	End game
Round 7	Review

Aims

- To introduce students to the concept of strategy
- To highlight the importance of strategy in achieving business success

Learning outcomes

- What strategy means
- Why strategy is important
- Who decides on the strategy
- How a strategy is formulated
- The role of luck

Please read the following text aloud once all students are settled.
This whole section should take 10 minutes.

Well done. You have now managed to raise enough capital to start trading. However, before we begin the trading game, we need to talk about strategy.

Now hold a brief discussion about strategy and what they think it means. Suggested questions:

- What is strategy?
- Why is it important?
- What strategies do you use in your life?
- Can you give examples from sport or other areas in your life e.g. exams?

The key point to get across is that strategy is all about long term planning to achieve a specific goal.

Now read out the following text aloud.



In real life Directors make long term decisions and this is called Business Strategy. They look at many factors which could have an effect on their money such as raw material costs, staff costs, competitor activity, the state of the economy and the environment. Then, based on this information, they make an educated guess whether to use their money in a 'safe' or 'risky' way. This is very important as it affects how much profit, or loss, they could make. Usually the greater the risk the greater the profits, or losses!

There's also another factor which affects business success and that is 'luck'. This is the influence of all the things which you cannot control such as external factors, a financial crisis or unpredictable event. Sometimes everything can be going in the right direction and you will be very successful. But other times luck can make the best strategies go totally wrong. The key here is to take as much of this into consideration when choosing your strategy so you can limit any negative affects luck could have on your business.

In our trading game the dice are going to be our external factor as they represent luck and will influence you in different ways. They may cause your business to do really well, or really badly.

You now have five minutes to look through all the sheets in your student game pack. See if you can work out how the game is played.

Pause for 5 minutes.

You will see that you each director has a performance card. It is double sided and is numbered 2 – 12. One side shows the effects of luck on a risky strategy and on the other the effects on a safe strategy. The outcome shows what will happen to your investment when the dice are rolled each quarter. Take some time to look at the outcomes on each side, which do you think is the best strategy to take for your department?

Pause again for a few minutes

But your department does not run by itself. You are a business and a team of departments and you have to work together to get the best outcome. Now, as a team, see if you can see any strategies showing across the performance cards....

Pause again for a few minutes

Keeping a record

To play the trading game you need to keep a track of your finances and decisions. Each director should record the results on the Quarterly Trading Card (on the back of your CV).

At the end of each quarter everyone should check that you have the same results on your cards before you move on.

Quick quiz

- *What is strategy?*
- *Why is it important?*
- *Are you a risky or safe person?*
- *Which do you think is better and why?*

END OF ROUND 4 and LESSON ONE



LESSON TWO

LESSON ONE

Round 1	Introduction and how to play
Round 2	Form the board
Round 3	Raising capital
Round 4	Strategy

LESSON TWO

Round 5	Trading game	40 mins
Round 6	End game	
Round 7	Review	

Aims

To teach the students how to play the game
To play each of the four quarters

Learning outcomes

- The importance of teamwork and supporting one another
- The importance of good leadership and a clear process for making decisions as a team
- When things go wrong e.g. disagreements, confusion or poor results, what is the best way to respond?

Please read the following text aloud once all students are settled.
This section should take 40 minutes.

How to play the game

We are now going to play each quarter in turn. At the end of each quarter, the Managing Directors will stand up and report their profits, or losses, to the group. After we have played all four quarters, we will then move on to the End Game where you will work out your final profit or loss to see who has won the game.

Does everyone understand?

Students may be concerned about how to play the game but tell them that all will be revealed when they play Quarter 1. Perhaps remind them that all new games seem strange when first played.



Quarter 1

Spring is in the air, it's a sunny April day, and the start of the new financial year at BigHands.Biz. Prospects look great, the Olympics are getting nearer and people are crying out for your Fantastic Foam Hands.

Your first job as directors is to decide how much of your starting capital you want to invest into trading in Quarter 1 and how much to save for Quarters 2, 3 and 4.

It's up to you but so you don't go bankrupt straight away, maybe it would be best not to invest it all in trading until you get the hang of what you are doing?

- 1) *Look at your Starting Capital amount in box 6. How much of this do you want to invest in Quarter 1 and how much do you want to save for the remaining quarters?*
- 2) *Write your investment amount in box 7.*
- 3) *Work out the remainder (savings) and put this in box 8*
- 4) *Everyone now transfer the investment in trading amount (7) to your own Trading Card and write it into box 9 of Quarter 1.*
- 5) *Now everyone decide Risky or Safe and write 'R' or 'S' in the Strategies boxes on the right hand side of your Trading cards*

Are you ready for the Economy dice roll?

Roll the dice

- 6) *Write the dice outcome in the 'Dice outcome' box*
- 7) *Based on the number rolled on the dice your investment will be used in the following way:*
 - a. *The performance card for the manufacturing department will give you the raw materials cost per unit. Insert this in box 10*
 - b. *This will then be influenced by environmental impact shown on the Environment Director's performance card, which will either make your units cheaper or more expensive to make. Insert this percentage amount in box 11*
 - c. *Then look at your Managing Director's result, which tells you how much your overheads will be. Insert this percentage in box 12.*
 - c. *Now work out the final production cost by multiplying box 10 x 11 x 12. Round up any percentages and put this figure in box 13.*
 - d. *Now divide your investment by this number to give you the total number of units you have made this quarter, rounded down to the nearest whole number (14)*
 - e. *Looking at the number rolled on the Finance Directors Performance Card, this will show you the Recommended Retail Price (RRP) for your hands. Insert this in box 15*
 - f. *Now look at your Sales and Marketing Director's card to find out the % of hands sold and write this in box 16.*
 - g. *Work out your total hands sold by multiplying box 14 by box 16 and write the total in box 17.*
 - h. *Now multiply your total hands sold from box 17 by the selling price. This is your Revenue for the quarter.*



Did you make a profit or a loss?

- i) Finally, subtract your revenue (box 18) from your investment (box 9) to find out if you have made a profit or loss and write this amount in box 19.. If your revenue is more than your investment you have made a profit. If it is less, then you have made a loss!

Financial Directors...

- j) Now transfer your Revenue figure (box 18) to box 20 on your Financial Summary Sheet
k) Then add any savings from box 8 to this balance to get your closing balance for Quarter 1 (21)

Now ask the Managing Directors to stand up and report whether they made a profit or loss. Write their figures down on your score sheet. NB You want to find out their Profit or Loss from box 19 of their trading cards and not the Revenue from box 18.

Quarter 2 and 3

Again, repeat as Q1....choose which strategy to play: safe or risky.

Roll the dice

MD's report to the group after each quarter

Quarter 4

- 1) OK, last round. Will you go for broke? Will you play it sensibly and protect your profit?
2) Do as you did in all other quarters...play safe or risky

Roll the dice

- 4) Now work out your calculations as you did before to find out the profit for Quarter 4.

Have you made an overall profit?

How about after you've made your repayments? That's right, you're not finished yet.
You owe people money!

END OF ROUND 5



LESSON ONE

Round 1	Introduction and how to play
Round 2	Form the board
Round 3	Raising capital
Round 4	Strategy

LESSON TWO

Round 5	Trading game
Round 6	End game
Round 7	Review

Aims

To teach students that they have to pay their debts
To play the End Game and work out who has made the highest percentage return on investment

Learning outcomes

- Paying back investors can turn a profit into an overall loss
- Understand why businesses have to pay Tax
- Calculate total profit after repayments and tax

The End Game

- 1) *Take your final closing balance for Q4 and put this into box 26 on the Financial Summary Sheet. This is your final closing balance before repayments.*

The Bank

- 2) *Remember the bank loan? If you took one out you now need to pay it back.*

Hold a brief discussion about why you need to repay debts

- 3) *Write your bank loan amount (box 5) into box 27.*
- 3) *Work out 10% of your loan amount and put this into box 28.*
- 4) *Now add the two up to give you your total bank repayment (29).*
- 5) *Take this total bank repayment off your closing balance (26) and put this in box 30.*
- 6) *Have you any money left after paying the bank back? Take your Total Starting Capital amount from box 4 and write this in box 31. Then subtract this amount from your balance in box 30 to see what overall profit, or loss, you've made?*
- 7) *Write this profit or loss amount in box 32.*



If you made a loss bad luck, the next bit does not apply to you.
If you've made a profit, well done! But you're not finished yet...

The Dragons' Cut

Have you made a profit? Then it's not over yet. Remember your Dragons' investment? If you've made a profit, they want 20% of it but if you made a loss they walk away with nothing and will never invest in you again!

- 8) *Work out how much you owe the Dragons and put this into box 33.*
- 9) *Take this off your figure from box 32 to give you a final profit before tax (34)*

If you made some money the government wants a piece of it to help run the country. This is called Corporation Tax. It is a tax on any profits you make, not on losses.

Ask them how much they think corporation tax is. Then tell them the current rate. At the time of writing - 2009 - it is 28%.

- 10) *The current corporation tax amount is (insert current corporation tax rate)*
- 11) *In box 35 work out the tax on box 34. Now deduct this to find out your final Net Profit Figure and put this in box 36.*

% Return on Investment

- 12) *Now write your total capital amount (from box 4) into box 37.*
- 13) *Then take your final net profit, or loss, amount (Box 36) and divide this by your initial capital from box 37.*
- 13) *Multiply by 100 to find out your final % Return on Investment amount (Box 38).*

All MDs now stand up and tell the group the following:

- 1) *How much Final net profit or loss did you make this year?*
- 2) *What was your % Return on Investment?*

Make a note of the scores and then announce the winner.

Round 7 Review

Depending on time, hold a review of the whole game, their experiences, learnings and how they would play differently next time.

Refer to the programmes of study matrix and the suggested discussions for year groups at the back of this lesson pack.

Teacher Score Sheet

TEAM NAME	DRAGON'S PITCH			SAVINGS Dice guess	GOV/GRANT Dice guess	LOAN? Y / N	Q1 Profit/Loss	Q2 Profit/Loss	Q3 Profit/Loss	Q4 Profit/Loss	END GAME	
	Poster	Presentation	Total								Ranking	Final profit
1												
2												
3												
4												
5												
6												
7												
8												
9												



Alan's Boardroom Tips

Bank loan

Banks give loans to individuals and businesses for amounts ranging from a few hundred pounds to millions. The individual or business would then pay back this loan over a period of months or years. In addition, they would pay interest on the loan.

Board of Directors

A body of elected or appointed persons who jointly oversee the activities of a company or organisation.

Budget

This is the amount of money that you have to spend in any given period. Usually, each department in a business has its own budget to spend on things like salaries, travel, training, research and development, marketing and so on.

Capital

The amount of resources the owner or shareholders invest into the business. The resources are usually cash, which the business will then spend to acquire assets such as equipment, machinery and stock.

Corporation tax

A tax levied by the government on profits made by companies

CV

CV stands for Curriculum Vitae, which literally means 'Course of life'. It is a document that summarises all your work experience, education, skills and interests.

Dragon's Den investment

In the Dragon's Den, wealthy entrepreneurs who have built up their own businesses, ask questions of would-be entrepreneurs to find out if they want to invest their money in them or not. In this game, you will be pitching for money to fund your new company.

Economy

The economy is the system of production, exchange, distribution, and consumption of goods and services of a country.

Expenditure

The value of money that has been used up to produce something

Government grant

Governments throughout the world give out grants to individuals and businesses to help them create wealth for the country. These grants do not need to be paid back.

Interest

Interest is the fee that the banks charge you for the money they lend to you. This is how banks earn most of their money.

Investment

This is the amount of money you choose to risk with the hope of making a gain. For example, in our game, you have to decide how much of your savings you want to invest each quarter to make as much profit as you can.

Loss

In this game, you make a loss when your decisions have a negative impact on the company as a whole and you either reduce profit or increase costs.



Alan's Boardroom Tips

Overheads

Any expense incurred in running a business that does not directly contribute to profit e.g. rent, heating, light, telephone bills etc.

Percentages

To remind you, here is how you work out a percentage:

60% of £2000 = $2000 \times (60 \div 100) = 2000 \times 0.6 = 1200$

Personal savings

When starting a business, banks or investors will want you to put in your own money to not only reduce their risk but also to know that you are committed to your business idea.

Pitch

A pitch is a short speech that you would give to a bank or investor to try and sell them your product, service or idea.

Profit - gross and net

Gross profit is the difference between revenue and the cost of making a product or providing a service, before deducting overhead, payroll, taxation, and interest payments. Net profit is the difference after deductions.

Profit and Loss sheet

This is where you record the amounts of profit or loss you make each quarter.

Quarter

Big businesses normally announce their results every three months during a year.

Revenue

This is the amount of money your company makes before deducting expenses such as salaries, travel costs, rent, electricity, phone bills, web-hosting fees etc.

Risk

Risk normally refers to the potentially negative impact of any event or decision, e.g. it would be very risky to ride a motorbike in the rain without a helmet.

Savings

In business law, a business is a legal entity in its own right and exists separately from you. Once you invest your personal savings into a business, they are then owned by the business and any savings are classed as business savings.

Starting capital

Your starting capital is the money that you start up your business with! It is a useful term to know because investors often want to know how much starting capital you have before they will invest in you.

Strategy

A long term plan of action, designed to achieve a specific goal.

Trading

Trading is the willing exchange of a good or service, or both.



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Environment Director



.....

Finance Director



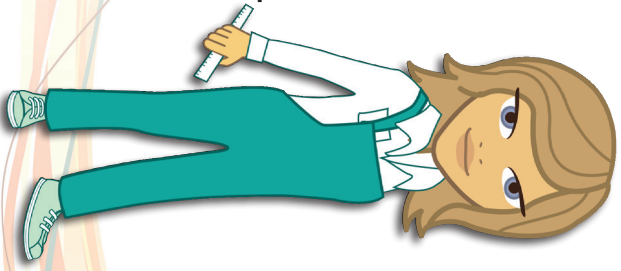
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.....

Manufacturing Director



.....

Managing Director







.....

Sales and Marketing
Director







English curriculum links
Programmes of study matrix

KEY STAGE 3

Key Stage 3	Programme of study	Whole game	Round
1 Key concepts			
1.1 Career	a) understand that everyone has a career c) understanding the qualities, attitudes and skills needed for employability	x x	
1.2 Capability	a) exploring what it means to be enterprising b) learning how to manage money and personal finances c) understanding how to make creative and realistic plans for transition	x	4, 5, 6 4, 5
1.3 Risk	a) understanding risk in both positive and negative terms b) understanding the need to manage risk in the context of financial and career choices c) taking risks and learning from mistakes		4, 5 4, 5 5, 6
1.4 Economic understanding	a) understanding the economic and business environment b) understanding the functions and uses of money	x x	
2 Key processes			
2.1 Self-development	c) assess their needs, interests, values, skills, abilities and attitudes in relation to options in learning, work and enterprise d) review their experiences and achievements	x x	
2.2 Exploration	a) use a variety of information sources to explore options and choices in career and financial contexts		2, 3
2.3 Enterprise	a) identify the main qualities and skills needed to enter and thrive in the working world b) assess, undertake and manage risk d) manage change and transition e) use approaches to working with others, problem-solving and action planning f) understand and apply skills and qualities for enterprise g) demonstrate and apply understanding of economic ideas	x x	2, 3, 5, 6 5 2, 3, 5, 6 5, 6
2.4 Financial capability	a) manage their money b) understand financial risk and reward c) explain financial terms and products d) identify how finance will play an important part in their lives and in achieving their aspirations	x	5, 6 4, 5, 6 2, 3, 4



3 Range and content			
	a) different types of work, including employment, self-employment and voluntary work		2
	b) work roles and identities		2
	d) three personal review and planning process	x	
	e) skills and qualities in relation to employers' needs		2
	f) a range of economic and business terms, including the effect of competition on product and price	x	
	g) personal budgeting, money management and a range of financial products and services		3, 5, 6
	h) risk and reward and how money can make money through savings, investment and trade		5, 6
	i) how businesses use finance		3, 4
4 Curriculum opportunities			
	a) use case studies, simulations, scenarios, role play and drama to explore work and enterprise issues	x	
	b) recognise, develop and apply their skills for enterprise and employability		2
	c) have direct and indirect contact with people from business	x	
	f) engage with ideas, challenges and applications from the business world	x	
	g) explore sources of information and ideas about work and enterprise	x	
	h) discuss contemporary issues at work	x	



KEY STAGE 4

Key Stage 4	Programme of study	Whole game	Round
1 Key concepts			
1.1 Career	a) understand that everyone has a career c) understanding the qualities, attitudes and skills needed for employability	x x	
1.2 Capability	a) exploring what it means to be enterprising b) learning how to manage money and personal finances c) understanding how to make creative and realistic plans for transition	x	4, 5, 6 4, 5,
1.3 Risk	a) understanding risk in both positive and negative terms b) understanding the need to manage risk in the context of financial and career choices c) taking risks and learning from mistakes		4, 5 4, 5 5, 6
1.4 Economic understanding	a) understanding the economic and business environment b) understanding the functions and uses of money	x x	
2 Key processes			
2.1 Self-development	c) assess their needs, interests, values, skills, abilities and attitudes in relation to options in learning, work and enterprise d) assess the importance of their experiences and achievements in relation to their future plans	x x	
2.2 Exploration	a) identify, select and use a range of information sources to research, clarify and review options and choices in career and financial contexts relevant to their needs		2, 3
2.3 Enterprise	a) identify the main qualities and skills needed to enter and thrive in the working world b) assess, undertake and manage risk d) manage change and transition e) show drive and self-reliance when working on work-related tasks f) develop approaches to working with others, problem solving and action planning g) understanding the key attitudes for enterprise, including self-reliance, open-mindedness, respect for evidence, pragmatism and commitment to making a difference	x x x	2, 3, 5, 6 5 2, 3, 5, 6



2. 4 Financial capability	<ul style="list-style-type: none"> a) manage their money b) understand financial risk and reward c) explain financial terms and products d) identify how finance will play an important part in their lives and in achieving their aspirations 	x	<ul style="list-style-type: none"> 5, 6 4, 5, 6 2, 3, 4
3 Range and content			
	<ul style="list-style-type: none"> a) different types of work, including employment, self-employment and voluntary work b) the organisation and structure of different types of businesses and work roles and identities c) rights and responsibilities at work and attitudes and values in relation to work and enterprise e) the personal review and planning process f) skills and qualities in relation to employers' needs g) a range of economic and business terms, including connections between markets, competition, price and profit h) personal budgeting, wages, taxes, money management, credit, debt and a range of financial products and services i) risk and reward, and how money can make money through savings, investment and trade j) how and why businesses use finance 	x	<ul style="list-style-type: none"> 2 2 2, 5, 6 Reviews 2 2, 3, 4, 5 3, 4, 5, 6 3
4 Curriculum opportunities			
	<ul style="list-style-type: none"> a) use case studies, simulations, scenarios, role play and drama to explore work and enterprise issues b) use their experiences of work to extend their understanding of work c) recognise, develop and apply their skills for enterprise and employability d) have direct and indirect contact with people from business g) engage with ideas, challenges and applications from the business world h) explore sources of information and ideas about work and enterprise i) discuss contemporary issues at work 	<ul style="list-style-type: none"> x x x x x x x 	<ul style="list-style-type: none"> 2



SUGGESTED REVIEW TOPICS FOR YEAR GROUPS

YEARS 9, 10 AND 11

Key concepts

- 1) Why do people have careers?
- 2) What skills do you think you will need in work?
- 3) What does enterprising mean and why should we learn to be enterprising?
- 4) When do you think you will need to start making plans for your future after school?
- 5) What is risk?
- 6) What do we need money for?
- 7) Why do we need to learn from our mistakes?

Key processes

- 1) What have you learned about the skills you have, others have and what you can still develop?
- 2) What skills do you need to succeed in the working world?
- 3) Are you a good team player?
- 4) Financial terms are important to know. How will you learn more about them?

Range and content

- 1) What people make good directors?
- 2) What do you think makes a good employee?

Curriculum opportunities

- 1) What are your hopes and fears about the world of business?
- 2) Do you want to set up your own business some time in the future?



YEARS 12 AND 13

Key concepts

- 8) What is the difference between a job, a career, and a vocation?
- 9) What qualities, attitudes and skills do you think you will need in work?
- 10) What does enterprising mean and why should we learn to be enterprising?
- 11) When do you think you will need to start making plans for your future after school?
- 12) Are you good with money?
- 13) What is risk?
- 14) Why do we need to be able to assess and handle risk in our lives and work?
- 15) Why is it important to take risks and learn from our mistakes?
- 16) What do we need money for?
- 17) Where do we get it from and how much does it cost?

Key processes

- 5) What have you learned about the skills you have, others have and what you can still develop?
- 6) Do you spend any time outside of school reviewing your experiences and achievements?
- 7) Why do you think reviewing your progress is essential in business?
- 8) What skills do you need to succeed in the working world?
- 9) How good are you at dealing with change or with failure?
- 10) Are you a good team player? If yes, why? If no, why not?
- 11) Financial terms are important to know. How will you learn more about them?
- 12) What role will money play in your life and what do you think you will need to learn now in preparation for your working life?

Range and content

- 3) What people make good directors?
- 4) What do you think they have to achieve in their lives in order to become a director?
- 5) How good are you at planning and making that plan happen?
- 6) What do you think makes a good employee?
- 7) Put yourself in an employers' shoes. What do they want, not want, like and dislike in an employee?

Curriculum opportunities

- 3) What are your hopes and fears about the world of business?
- 4) What are the challenges in the 21st Century?
- 5) Do you want to go into business for yourself?
- 6) How will you find out more about setting up your own business?
- 7) What do you think are the main changes in the world of work in the past 5, 10, 20 and 50 years?
- 8) What do you think the influence of technology will be on the future of work?



Student

Business Pack

Years 11 to 13





Round 1: Form the Board

Learning outcomes

- What a 'board of directors' is
- What the main roles and responsibilities are for each director
- The importance of teamwork, organisation and good leadership
- Your strengths and skills for business
- Which director role most suits you?

Tasks

- 1) Look at the CVs you have been given. For each director you have to choose which member of your team will play (If there are more than 5 in your team, the extra players should support one or more of the other directors).
- 2) Give the CVs to the appropriate director
- 3) Come up with a new name for your team. If you are proud score today, you can upload your team name and your score on the BigHands.Biz website.





Round 2: Dragons' Den

Learning outcomes

- How to brainstorm effectively
- How to work together to create a product
- How to pitch a product to a group of investors
- An awareness of the level of confidence required to sell an idea successfully

Tasks

- 1) Create a poster that tells the Dragons your team name, your slogan or 'strapline' and the website where they can buy the product
- 2) Create a one minute pitch to sell your Foam Hand to the Dragons (A maximum of 3 people can give this pitch)

Depending on how your presentation is ranked, you will earn the following money from the Dragons:

- 1st place £250,000
- 2nd place £200,000
- 3rd place £150,000
- 4th place £125,000
- 5th place £100,000
- 6th place £75,000
- 7th place £50,000
- 8th, 9th, 10th etc £25,000





Managing Director CV

The role

Managing Directors or CEOs (Chief Executive Officers) lead companies. Ultimately, the buck stops with them and they receive the most publicity when things go well or when things do not go well. They also usually face more pressure than anyone else in the company and have to learn how to manage this. Good Managing Directors are also good with people and know how to empower them to do what they do best. Finally, Managing Directors work with other Directors to set the vision and direction of the company and always keep their strategic goals in mind in whatever they are doing.

Key skills

- Good with numbers and people
- A good leader, able to support and guide fellow directors
- Confident and able to make clear decisions
- Able to stay calm under pressure and remain positive when things are not going well

Things to consider during the game

Will you take the risky option and be entrepreneurial in your play?

Or will you play safe and follow a more traditional management approach?

Game tasks

- 1 Help your colleagues make their strategic decisions
- 2 Remain positive, keep everyone involved and support anyone who is not sure about their role
- 3 Always bear in mind that your aim is to make the highest profit margin at the end of the game



Trading Card

Invest	9	Quarter 1	
Raw Material Cost (MF)	10		
Environmental Impact (ED)	11 + or -		
Overheads (MD)	12		
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Revenue			
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Raw Material Cost			
Environmental Impact			
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Revenue			
Q3 Profit or Loss		Quarter 4	
Raw Material Cost			
Environmental Impact			
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Revenue			
Q4 Profit or Loss			

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Q4 Profit or Loss			



Finance Director CV

The role

Financial Directors have a legal responsibility to prudently manage the finances of that company. They work very closely with the Managing Director.

They manage the overall budgets, salary payments, pensions, expenses, VAT and tax payments, bill payments (e.g. rent and rates, heating, phones) and so on.

They also prepare the accounts for the year, preparing the profit and loss account and balance sheet. Financial Directors can take risks through investment decisions or play safe through saving any profits in case of financial difficulties or big changes in the economy.

Key skills

- Good with numbers
- Organised
- Efficient
- Disciplined

Things to consider during the game

Will you take the risky option and invest your profits in aggressively growing the company?

Or will you play safe and put most of your profit into savings?

Game tasks

- 1 Help you colleagues complete their task cards correctly
- 2 Verify that everyone has the same Profit and Loss totals each quarter
- 3 Accurately maintain the Financial Summary Sheet



Trading Card

Invest	9	<h2 style="color: green;">Quarter 1</h2> <table border="1" style="margin: auto;"> <tr> <td colspan="2" style="text-align: center;">Strategies</td> </tr> <tr> <td style="width: 50%;">Manufacturing</td> <td style="width: 50%;"></td> </tr> <tr> <td style="width: 50%;">Environment</td> <td style="width: 50%;"></td> </tr> <tr> <td style="width: 50%;">Sales & Marketing</td> <td style="width: 50%;"></td> </tr> <tr> <td style="width: 50%;">Finance</td> <td style="width: 50%;"></td> </tr> <tr> <td style="width: 50%;">Managing Director</td> <td style="width: 50%;"></td> </tr> <tr> <td colspan="2" style="text-align: center;">Dice Outcome</td> </tr> <tr> <td colspan="2" style="text-align: center;"> </td> </tr> <tr> <td colspan="2" style="text-align: center;"> </td> </tr> <tr> <td colspan="2" style="text-align: center;"> </td> </tr> </table>				Strategies		Manufacturing		Environment		Sales & Marketing		Finance		Managing Director		Dice Outcome							
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Q4 Profit or Loss																									



Manufacturing Director CV

The role

If you don't have a product, you cannot sell it and so the Manufacturing department is the foundation of your business. As you will need many different kinds of raw materials to make your products, all supplied by different companies, your success is dependent on their success. For example, if one of your suppliers is in financial difficulty, they may not be able to send you their materials and so you cannot manufacture your products. Therefore, being adaptable and down-to-earth are key qualities of good Manufacturing Directors.

Key skills

- Good with numbers
- Pragmatic and down-to-earth
- Adaptable
- Aware of how the economy affects manufacturing in their region and throughout the world

Things to consider during the game

Will you take the risky option and locate your manufacturing plant in China?
Or will you play safe and locate in the UK?

Game tasks

- 1 Help your colleagues stay focused on the task in hand
- 2 Stay realistic - are your colleagues too ambitious?
- 3 Make sure your voice is heard...after all, without you they have no product!



Trading Card

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Sales and Marketing Director CV

The role

The Sales and Marketing department in any organisation is one of the most important departments. Why? If you don't sell anything, you make no money. And if you don't market to people to let them know who you are and what you are selling, no one will be able to buy anything from you either! People in these departments need to maintain a fine balance between creating products and services that the market wants (i.e. responding to consumer demand) and creating new products and services that they want to create.

Key skills

Sales people

- Good with people and able to know what they want so they can influence them
- Excellent communicators both in writing and orally
- Determined and persistent
- Confident, being able to remain positive no matter how bad things get

Marketing people

Good communicators

Able to design posters, flyers, websites and other marketing material
Thorough in their research to know their customers and their market

Things to consider during the game

Will you take the risky option and focus more on aggressive selling?

Or will you play safe and hope that your marketing team can attract people to you?

Game tasks

- 1 Your department can make or lose the most money, so ask for a greater % of the budget
- 2 Stay positive even if you make a heavy loss in any quarter
- 3 Energise your team by supporting them and keeping them positive



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Environment Director CV

The role

We all now know about climate change and the potentially devastating effects it may have on our environment and on the human race. Despite this awareness, many people still do not change their behaviour and indeed, many admit that they do very little to live in more environmentally friendly ways. However, the world is changing fast and directors involved in protecting the environment and promoting responsible behaviour within companies will be critical to the evolution of a more sustainable world in the 21st Century.

Key skills

- Good with people
- Can see the bigger picture and how your company's actions affect others
- Caring
- Determined, as many people still disagree that we have caused environmental problems

Things to consider during the game

Will you take the risky option and invest in work overseas as it is desperately needed but often unpopular at home?

Or will you play safe and put most of your profit into savings?

Game tasks

- 1 You may have to argue strongly for a good % of the budget as it is often perceived by others that you do not contribute to sales. However, the public now demand that companies are green and do not just 'greenwash' by claiming they are green when they are not.
- 2 Keep reminding your colleagues of the importance of the environment.
- 3 Stay positive as sustainability will be a crucial element to business success in the future.



Trading Card

Invest	9	Quarter 1	
Raw Material Cost (MF)	10		
Environmental Impact (ED)	11 + or -		
Overheads (MD)	12		
Total cost / hand (10X11X12)	13		
Total hands made (9/13)	14		
Selling price (FD)	15		
% hands sold (SMD)	16		
Total hands sold (14X16)	17		
Revenue (15X17)	18		
Q1 Profit or Loss (18-9)	19	Quarter 2	
Raw Material Cost	25		
Environmental Impact			
Overheads			
Total cost per hand			
Total hands made			
Selling price			
% hands sold			
Total hands sold			
Revenue			
Q2 Profit or Loss		Quarter 3	
Raw Material Cost			
Environmental Impact			
Overheads			
Total cost per hand			
Total hands made			
Selling price			
% hands sold			
Total hands sold			
Revenue			
Q3 Profit or Loss		Quarter 4	
Raw Material Cost			
Environmental Impact			
Overheads			
Total cost per hand			
Total hands made			
Selling price			
% hands sold			
Total hands sold			
Revenue			
Q4 Profit or Loss			

Invest	25	Quarter 1	
Raw Material Cost			
Environmental Impact			
Overheads			
Total cost per hand			
Total hands made			
Selling price			
% hands sold			
Total hands sold			
Revenue			
Q1 Profit or Loss		Quarter 2	
Raw Material Cost			
Environmental Impact			
Overheads			
Total cost per hand			
Total hands made			
Selling price			
% hands sold			
Total hands sold			
Revenue			
Q2 Profit or Loss		Quarter 3	
Raw Material Cost			
Environmental Impact			
Overheads			
Total cost per hand			
Total hands made			
Selling price			
% hands sold			
Total hands sold			
Revenue			
Q3 Profit or Loss		Quarter 4	
Raw Material Cost			
Environmental Impact			
Overheads			
Total cost per hand			
Total hands made			
Selling price			
% hands sold			
Total hands sold			
Revenue			
Q4 Profit or Loss			

Invest		Quarter 1	
Raw Material Cost			
Environmental Impact			
Overheads			
Total cost per hand			
Total hands made			
Selling price			
% hands sold			
Total hands sold			
Revenue			
Q1 Profit or Loss		Quarter 2	
Raw Material Cost			
Environmental Impact			
Overheads			
Total cost per hand			
Total hands made			
Selling price			
% hands sold			
Total hands sold			
Revenue			
Q2 Profit or Loss		Quarter 3	
Raw Material Cost			
Environmental Impact			
Overheads			
Total cost per hand			
Total hands made			
Selling price			
% hands sold			
Total hands sold			
Revenue			
Q3 Profit or Loss		Quarter 4	
Raw Material Cost			
Environmental Impact			
Overheads			
Total cost per hand			
Total hands made			
Selling price			
% hands sold			
Total hands sold			
Revenue			
Q4 Profit or Loss			



Team Name _____

Students

Financial Summary Sheet

STARTING CAPITAL		
Dragon's Den		1
Personal savings		2
Government grant		3
Total capital		4
Bank loan (Fixed interest rate of 10%)		5
Total starting capital		6
TRADING		
Q1 Invest		7
Q1 Save		8
Q1 Revenue (from box 18 of your trading cards)		20
Q1 Closing balance (box 8+20)		21
Q2		
Q2 Starting capital (from box 21 above)		22
Q2 Invest		23
Q2 Save		24
Q2 Revenue		
Q2 Closing balance		
Q3		
Q3 Starting capital		
Q3 Invest		
Q3 Save		
Q3 Revenue		
Q3 Closing balance		



Financial Summary Sheet

Q4 Starting capital		
Q4 Invest		
Q4 Save		
Q4 Revenue		
Q4 Closing balance		
THE END GAME		
Q4 Closing balance from above		26
Bank loan (from box 5 over the page)		27
Bank loan interest (10% of box 27))		28
Total bank repayment (box 27+28)		29
Closing balance after repayment (26-29)		30
Total capital (from box 4 over the page)		31
Gross profit / loss (from box 30)		32
Dragons repayment (20% of box 32)		33
Profit / loss before tax (32-33)		34
Corporation tax		35
Final net profit / loss (34 - tax from 35)		36
Total capital (from box 4 over the page)		37
% Return / loss on initial investment (36/37x100)		38





Trading game guide

For the FIRST quarter, do the following:

- 1) Decide how much to invest and how much to save for later quarters
- 2) Write your investment and saving amounts in 7 and 8 on the Financial Summary sheet
- 3) Transfer your investment amount to box 9 on the Trading Card on the back of your CVs
- 4) Each director then decides whether to play risky or safe. Then enter 'R' or 'S' in the boxes on the right hand side of the Quarter on the Trading Card
- 5) DICE ARE ROLLED

You need to do the following in order

Enter the number of the dice roll in the Dice Outcome box in Quarter 1.

MANUFACTURING DIRECTORS

Take the Raw Material Cost from your Performance Card and write this in box 10 of your Trading Cards

ENVIRONMENT DIRECTORS

Enter the % amount for Environmental impact (+ or -) in box 11

MANAGING DIRECTORS

Enter the % amount for Overheads (+ or -) in box 12

Now calculate the total cost for producing one hand by multiplying box 10 by box 11 and then by box 12 and put this in box 13 (Round up if you get a decimal point)

Now calculate the total number of hands you have made by dividing box 9 by box 13. Write this total number of hands made in box 14 (remember, round down as you cannot sell 0.5 of a hand!)

FINANCIAL DIRECTORS

Enter the selling price of each of your hands in box 15





SALES AND MARKETING DIRECTORS

Enter the % amount sold in box 16

Now calculate the total number you sold by multiplying box 14 by box 16. Write the figure in box 17.

Then, multiply the total number of hands sold (box 17) by the selling price from box 15 to give you your total Revenue and write this in box 18.

PROFIT OR LOSS?

Finally, have you made a profit or loss?

If the number in box 18 is larger than the number in box 9, you have made a profit. If it is less, you have made a loss!

Write your profit or loss amount in box 19.

TRANSFERRING THE TOTALS BACK TO THE FINANCIAL SUMMARY SHEET

Then transfer your revenue amount from box 18 and write in box 20 on the front of your Financial Summary sheet.

Add what you have saved (box 8) to box 20 and this gives you your closing balance for Q1 (box 21)

For quarter 2, the closing balance in Q1 becomes your Starting Capital for Q2 (box 22)

QUARTERS 2 - 4

Now simply repeat all the above for each quarter. Follow your teacher or the deliverer and good luck!



End game guide

Take your closing balance from Q4 and write this in box 26

Did you take out a bank loan at the beginning of the game? If 'yes', write the bank loan amount in box 27.

Then calculate the 10% interest and write this in box 28. Then work out the total bank repayment and write this in box 29.

Then work out your closing balance after bank loan repayment by subtracting box 29 from box 26 and writing this in box 30.

Now write your Total Capital amount from the front of the Financial Summary Sheet (box 4) in box 31.

Work out your Gross Profit or Loss by subtracting your Total Capital (box 31) from your Closing balance after bank loan repayment (box 30) and write this in box 32.

DID YOU MAKE A PROFIT?

Remember, the Dragons want 20% of any profits you make. Work out 20% of your Gross Profit (box 32) and write the Dragons repayment in box 33. (If you made a loss, you do not have to pay the Dragons back!)

Now subtract this Dragons repayment (33) from your gross profit (32) to give you your profit before tax and write this in box 34.. (If you made a loss, simply put '0' in box 33).

CORPORATION TAX

Yes, the government want a piece of your profit too! Work out the corporation tax amount payable (your deliverer will tell you the current rate) and write this in box 35. (If you made a loss, you obviously do not have to pay tax!)

Take this tax from your profit before tax figure from box 34 to give you your final net profit and write this in box 36.

Again, write your total capital from box 4 on the front of your Financial Summary sheet in box 37.

THE FINAL CALCULATION....

Divide your final profit or loss from box 36 by your total capital from box 4. Then multiply by 100 and this will give you your final % return on investment!



MANAGING DIRECTOR TRADING PERFORMANCE CARD

Entrepreneur (Risky)

Dice	Performance	Result
2	❗	Disaster! Your office catches fire and you lose everything. You didn't have insurance as you thought it was a waste of money. To keep the business running you have to spend huge amounts to replace all your losses. Overheads are a flaming 35%!
3	❗	Danger! Due to your recent decision to freeze pay this year, and buy yourself a new Rolls Royce instead, your manufacturing workers go on strike. You have to use agency labour to fulfil orders. Overheads are out of control at 30%
4	💥	Not clever! Your decision to take a 2 month holiday in the Bahamas and leave the business to fend for itself was not your smartest move. Overheads are a not so sunny 25%
5	💥	Bad decision! You decide to dip into the company pension pot to see if you can make a quick buck from the stock market. The market falls badly. You have to raise costs to reclaim the losses. Overheads are a gamble at 20%
6	👎	Could do better. Your management style needs improving. Your employees are getting confused and making lots of mistakes. Overheads are a puzzling 15%
7	N	Sitting on the fence. You've run your business fine and have average overheads at 10%
8	👍	Great minds! By allowing your employees to contribute their ideas they have improved efficiency across the business. Overheads are now streamlined at 9%
9	£	Smart move. The employee training programme you started has had a dramatic affect on productivity and morale. Overheads are a skilful 8%
10	£	Good news. Your new spinoff, bighearts.biz, is starting to sell really well through florists and chocolate shops. Use this extra income to offset costs. Your loving your overheads at 7%
11	£	Kerrr-ching! Your decision to put your savings into Gold paid off. The market has risen well and you've made a great profit. Offset some of your costs with it. Overheads are sparkling at 6%
12	🏆	And the winner is... You've been voted as one of the Top Companies to work for. Your employees consider your management an inspiration and your business efficiency is amazing. Your overheads are gold standard at 5%



MANAGING DIRECTOR TRADING PERFORMANCE CARD

Traditional (Safe)

Dice	Performance	Result
2		OMG! Your decision to get "just one more year" out of those computers running Windows 98 has led to a complete system meltdown and you've lost all company data. Now you have to buy new kit at emergency prices and employ lots of temps to re-input the last 5 years. Overheads are a data disaster at 20%
3		Uch! One of your staff tripped and hurt their back on that tile you decided not to fix to save money. They have sued you for lack of work place health and safety. To cover this expense your overheads are now painfully high at 15%
4		Doh! Some of your more creative employees are getting bored as you do not want to innovate. When morale is low, rumours spread, productivity goes down and mistakes are made. Overheads are boring at 10%
5		Oops. It wasn't the greatest cost saving idea to stop the free tea and coffee in the office. Your employees are less motivated and now waste time going out for their choccy latte's. Overheads have bean better, 8%
6		Just a little bit. Following your cost saving idea to do a stationary audit you've saved on paper clips and biros this quarter. Staple your overheads at 7%
7		Middle of the road. When it's quiet, it's a good time to reflect on what is going well. Overheads are safe at 6%
8		Steady as she goes. Your cautious approach is welcomed by your shareholders at this difficult time. Overheads are a tiny bit more but it's not your fault 5%
9		Happy happy. Your people work a bit harder after the tweaks you made from the 'Happy in your job?' survey. Overheads are more productive at 4%
10		One of the gang. Your decision to hold a party to thank everyone for their hard work has helped everyone to get to know each other better. Teamwork improves considerably. Overheads are now focused at 3%
11		Top Talent! Your decision to start a new internal talent promotion programme has seen your employees move into roles better suited for them. The whole team is being much more productive. Overheads are better placed at 2%
12		Well done! What a clever idea it was to do career visits at your local schools. Lots of skilled young people are now queuing up to work for you, saving huge amounts on your recruitment budget. Overheads are a talented 1%



FINANCIAL DIRECTOR TRADING PERFORMANCE CARD

Investment focus (Risky)

Dice	Performance	Result
2	£	£1.90
3	£	£1.92
4	£	£1.94
5	£	£1.96
6	£	£1.98
7	£	£2.00
8	£	£2.02
9	£	£2.04
10	£	£2.06
11	£	£2.08
12	£	£2.10



FINANCIAL DIRECTOR TRADING PERFORMANCE CARD












Saving focus (Safe)

Dice	Performance	Result
2	£	£2.05
3	££	£2.04
4	£££	£2.03
5	££££	£2.02
6	£££££	£2.01
7	££££££	£2.00
8	£££££££	£1.99
9	££££££££	£1.98
10	£££££££££	£1.97
11	££££££££££	£1.96
12	£££££££££££	£1.95



MANUFACTURING DIRECTOR TRADING PERFORMANCE CARD

China (Risky)

Dice	Performance	Result
2		Disaster. An earthquake flattens the factory at one of your key suppliers in Asia. Thankfully everyone is safe but you have to transfer production back to the UK. Your unit production cost is a tremblingly high at £1.10
3		Crude calamity! The global price of oil has rocketed and as you import through Hong Kong this has severely increased the cost of your shipping. Your unit production cost is a greasy £1.08
4		Raw Materials. Supplies of Polyol, one of the main elements of Foam, are running low and its cost is rising. Your unit production cost is a scarce £1.06
5		Global trade off. The Hong Kong government has decided to increase its port duty. As this is your main shipping hub your unit production costs are taxing at £1.04
6		Happy New Year! Its Chinese new year, which is great for them but not for you. Factories normally close for a week so you have to pay double to keep yours open. Your unit production cost is a firecracking £1.02
7		Neutral. Nothing out of the ordinary happened this quarter so your unit production cost is steady at £1.00
8		Clever stuff. One of your scientists at the Guangzhou development centre has worked out how to speed up the Foam extraction process. Unit production cost is a smarter £0.98
9		Fueltastic! Global fuel costs have dropped so shipping is now cheaper. Your unit production cost is a leaner £0.96
10		Chopping Costs! Your chief engineer has worked out how to make the Foam moulding machine run 20% faster. Your unit production costs are cut to £0.94
11		Foamtastic exchange rates. The pound has been really strong this quarter and as you manufacture in Asia your unit production cost now much cheaper at £0.92
12		Congratulations! Your new 'Just-in-time' manufacturing processes wins an industry award and knocks unit production costs right down to £0.90



MANUFACTURING DIRECTOR TRADING PERFORMANCE CARD UK (Safe)

Dice	Performance	Result
2	€	Inspiring! A new technology has been invented that improves the finish of your Foam Hands for less cost. Your unit production cost is an innovating £0.95
3	👍	Clever Stuff! By hiring an efficiency consultant they have managed to reduce manufacturing time across the factory. Your unit production cost is streamlined at £0.96
4	👍	Tax break terrific! The government is giving tax breaks for UK Manufacturing companies. Your unit production cost is shaved to £0.97
5	👍	Investment. A UK investment company wants to support UK Industry and heads in your direction. They build a gym for your staff which makes them fitter and productivity rises. Your unit production cost pumps out at £0.98
6	N	Flexi success! Your recent decision to allow the factory workers in your UK factory to work flexitime increases their morale and productivity. Your unit production cost is happy at £0.99
7	N	Neutral. Remember, business is not always about ups and downs. Your unit production cost is an average £1.00
8	N	Rate Rise. Business rates have been put up by the council. Your unit production cost goes local at £1.01
9	👎	Robbery! Your factory gets burgled, luckily they don't take much and from the CCTV footage the Police are on to them. You lose a day's production and your unit production cost is stolen at £1.02
10	👎	Strike! Your UK workers are fed up with the lack of jammy dodgers in the tea room and go on strike, luckily it doesn't last long! Unit production cost is sticky at £1.03
11	👎	Lorry load of losses. A 3-day petrol lorry drivers strike means you lose a week of manufacturing. Stock and staff sit idle which makes. Your unit production cost is driving you mad at £1.04
12	💥	Bang! Your decision not to de-scale the foam extractor to save money comes back to haunt you as it grinds to a halt with an impressively loud bang. Manufacturing stops for two weeks while you try to repair it. Your unit production cost explodes to £1.05



ENVIRONMENT DIRECTOR TRADING PERFORMANCE CARD
Overseas (Risky)

Dice	Performance	Result
2		Disaster! You chose to use cheap Polyol (the main ingredient of foam) but find out that the supplier has been refusing to pay their South American workforce. In order to right the wrongs you, and they, have done you decide to compensate the workers. Add 25% to your unit production cost
3		Disaster! You discover that the charity you have been supporting in Africa is actually using the money to buy and sell weapons. You have to hire a PR company to manage the situation as the negative impact on sales would be appalling. To cover their fees add 20% to your unit production cost
4		Damage! A bi-product of manufacturing is foam chips. You hired a mate to 'dispose' of these instead of using a professional recycling company. He's been dumping them into the sea and now the environment agency has found out. To cover the costs of cleaning up your damage add 15% to your unit production cost
5		Damage! Your risky strategies have led to a broken pipe in the factory which has now polluted a nearby river. You have to pay to have the river cleaned. Add 10% to your unit production cost
6		Its sickening! You've been off ill and missed an important email about the new low emissions charge in London. Your trucks are old and fall foul of this. Add 5% to your unit production until you fix your polluting lorries
7		Neutral. You have run your department ok and have had no positive or negative impact on the environment. No Change to you Unit Production Costs
8		Good news. The new solar panels you had fitted are starting to save energy and reduce your energy bills. Take 5% off your unit production cost.
9		Income. By recycling your waste foam chippings you earn an income from a bean bag manufacturer. Offset this against your manufacturing costs. Take 10% off your unit production cost
10		Income. By building wind turbines on your factory roof you make enough energy to run the factory and sell some back to the national grid. This income and savings can offset your manufacturing costs. Take 15% off your unit production cost
11		Award. You apply for the Save the Earth industry challenge. You win and a group of scientists come in to make your manufacturing process much more energy efficient. In doing so it saves lots of money. Take 20% off your unit production cost
12		Award. You apply for an innovation award to build a new energy efficient manufacturing plant. You win the grant and the new equipment dramatically reduces your manufacturing costs. Take 25% off your unit production cost



ENVIRONMENT DIRECTOR TRADING PERFORMANCE CARD

Local (Safe)

Dice	Performance	Result
2	€	Low Emissions! Your investment in some new energy efficient delivery vehicles is saving both pollution and money. Reduce your unit production cost by 5%
3	👍	Let the sun shine! Your new solar powered warehouse has an amazing affect on efficiency. Reduce your unit production cost by 4%
4	👍	Good Guzzlers. By switching all your company cars to LPG you reduce pollution and save a packet. Reduce your unit production cost by 3%
5	👍	On yer bike! By starting the new 'cycle to work' programme you have reduced pollution, congestion and your employees are much fitter. Their productivity increase so reduce your unit production cost by 2%
6	N	Bright idea. By replacing all the light bulbs with more energy efficient ones you've chopped a good bit off your energy bills. Reduce unit production cost by 1%
7	N	Neutral. Your department has had no positive or negative affect this quarter. No Change
8	N	Switch off! By not shutting down office computers and leaving the lights on at night your company is far from being energy efficient. Add 1% to your unit production cost
9	👎	Leaking. Due to lack of maintenance the insulation in the office roof is starting to get damaged. This means you need to use more energy keep the building at the right temperature. Add 2% to your unit production costs
10	👎	On Standby. Choosing to leave the machinery on standby overnight might mean production starts quicker each day but it uses more energy and increases your bills. Add 3% to your unit production cost.
11	👎	Super Power! The decision to allow all middle and senior management to drive high performance company cars might have seemed like a great bonus. Unfortunately though these gas guzzlers are causing worse pollution and your fuel bills to rise significantly. Add 4% to your unit production cost.
12	💥	Price Hike! You missed the chance to switch energy supplies to a new green tariff. As the price of coal and oil rise the price of your 'dirty' electricity rises significantly. Add 5% to your unit production cost.



SALES & MARKETING DIRECTOR TRADING PERFORMANCE CARD

Sales focus (Risky)

Dice	Performance	Result
2		Not so Happy Meal for you! McDonalds is giving away Foam Hands for free to every customer. Foam Hand sales have bombed. You sell only 50% of your stock!
3		Bog off! www.bigfingers.biz is doing Buy one Get One Free on their Foam Fingers. You sell only 55% this quarter.
4		Ads amazing! BigThumbs.biz are running TV ads during football matches. You sales are hit badly and you only sell 60% of your stock this quarter.
5		Bad PR! Someone started a Facebook group warning that Foam Hands cause a rash. Sales start to fall as it gets tagged by a million users, and you sell only 65%.
6		So last quarter! www.BigBoppers.biz are so now and Foam Hand sales are falling. You sell 70% of your hands this quarter.
7		No influence from your competitors or the market! You do reasonably well and sell 75% of your hands.
8		Good PR. TV Quick has rated your Foam Hand first in their Foam Hands Top Ten. You sell 80% this quarter.
9		Must have! Your Foam Hands are being used as props in Skins. Sales are booming and you sell 85% of your stock this quarter!
10		Top rated! Your Foam Hands have been featured on T4 as the top accessory to take to sporting events and the Olympics. You sell a fantastic 90% this quarter.
11		Life's a lottery. You've been asked by the National Lottery to make a foam hand for every lottery outlet for 'Free Foam Hands Week'. This allows you to sell 95% this quarter!
12		You've got the 'X' Factor! You've landed the deal of a lifetime as the official Foam Hand maker for the 'X' Factor. It's almost impossible to keep up with demand and you sell all your hands this quarter!



SALES & MARKETING DIRECTOR TRADING PERFORMANCE CARD

Marketing focus (Safe)

Dice	Performance	Result
2	€	Typhoon terrific! All shipments of Chinese-made Foam Hands are stuck in Hong Kong due to a really bad monsoon season. Demand is outstripping supply so you sell all your hands this quarter!
3	👍	Cooking up a storm! Ready Steady Cook wants to use your Foam Hands for their new voting system at the end of each cook off. You sell 90% of your stock as all daytime telly addicts want one.
4	👍	Sweet music! Your decision to start selling Foam Hands at gigs is really paying off. You sell 80% of your stock this quarter
5	👍	Ere we go. Brogborough United want to make your Foam Hand their official match product. You sell 78% this quarter.
6	N	Making waves. Your Foam Hands got a mention on Radio Guernsey. You sell 75% thanks to this new market that's opened up.
7	N	Fair to middlin. A balanced quarter. Some good news. Some bad news. Your stress levels are stable. You sell 72% this quarter.
8	N	Dodgy transport. One of your lorries has broken down and you've missed a couple of deliveries. You sell 70% of your stock this quarter.
9	👎	Adz in error! Your new marketing campaign at Wembley is a disaster as you forgot to put your website on the posters Foam hand sales slide to 68%.
10	👎	Supplier nightmare. Your printer put the wrong price on your packaging and it was 2 weeks before anyone noticed! Your sales are a lowly 65%
11	👎	Faking it. Imitation Foam Hands are flooding the market from overseaas which is causing over supply. You only sell 62% of your stock this quarter.
12	💥	Your timing is terrible! You failed to get an important order to Tesco's on time. The stock finally turned up but you've only managed to sell 60% of it this quarter.