



## Unit: Understanding Business Organisations

### Assignment title: Horizon Events

June 2016

#### Important notes

- Please refer to the Assignment Presentation Requirements for advice on how to set out your assignment. These can be found on the NCC Education *Campus*. Click on Policies and Advice in the left-hand menu and look under the Advice section.
- You must read the NCC Education documents 'What is Academic Misconduct? Guidance for Candidates' and 'Avoiding Plagiarism and Collusion: Guidance for Candidates' and ensure that you acknowledge all the sources that you use in your work. These documents are available on *Campus*. Click on Policies and Advice in the left-hand menu and look under the Policies section.
- You **must** complete the '**Statement and Confirmation of Own Work**'. The form is available on *Campus*. Click on Policies and Advice in the left-hand menu and look under the Policies section.
- Please make a note of the recommended word count. You could lose marks if you write 10% more or less than this.
- You must submit a paper copy and digital copy (on disk or similarly acceptable medium). Media containing viruses, or media that cannot be run directly, will result in a fail grade being awarded for this assessment.
  - All electronic media will be checked for plagiarism.

## Introduction

You have recently been appointed as the new Business Development Manager for a company called Horizon Events. The company is reasonably well established and has been operating in your region for the past ten years.

Horizon Events specialise in planning and staging live events for a wide range of clients. The events can be classified into six distinct sectors. The associated annual gross profits of each sector are as follows:

Conferences and meetings – \$150,000  
Exhibitions and trade fairs - \$150,000  
Corporate hospitality and corporate events - \$500,000  
Festivals and cultural events - \$50,000  
Music events - \$75,000  
Sporting events - \$75,000  
**Total - \$1million**

The current staffing levels for Horizon Events are as follows:

- 1 x Managing Director
- 1 x Business Development Manager (yourself)
- 1 x Human Resources Manager
- 1 x Finance Manager
- 1 x Events Director
- 3 x Events Managers (each working on 2 of the sectors)
- 6 x Events Assistants (working on a sector each)
- 2 x Event Designers
- 1 x Administrative Assistant
- The company also employs ad hoc contractors for specialist roles such as Security; Electrics and lighting; Audio Visual and Special Effects

Below is a list of areas of major annual expenditure:

- Staff costs - \$550,000
- Office Rental - \$100,000
- Marketing Costs - \$50,000
- Contractor costs - \$100,000
- IT Support costs - \$50,000
- **Total - \$850,000**

## Business Overview:

- The Head Office is based in the city centre
- The annual gross profit of \$1million has remained relatively static for the past 3 years; however, the net profit has fallen due to increased expenditure
- Office rental is due to increase to \$150,000 next year
- The *conference and meetings*, and *exhibitions and trade fair* sectors have significantly increased in the last two years
- Whilst still a thriving sector, the demand for the *corporate hospitality and corporate events* sector is falling
- The turnover of staff at Horizon Events has been high due to the pressure to work long hours, resulting in low staff morale
- The company attracts new business as it has a reputation for charging low margins and, therefore, is cheaper than some of its competitors
- The company struggles to retain its employees, many of whom leave to work with their competitors
- The development of a large industrial park in the south of the city has brought a lot of new business into the area
- Communication between the Events Managers and Events Assistants working on the different sectors is poor, as they tend to work in isolation
- The internal IT system is complex making administrative tasks time-consuming and inefficient

As Business Development Manager, you have been asked to prepare a report to the management, which should incorporate the information outlined in the tasks below:

### **Task 1 – 16 Marks**

Conduct a PEST analysis for Horizon Events. Provide TWO (2) examples for each PEST factor and explain how it will impact on business success.

### **Task 2 – 14 Marks**

Produce TWO (2) different organisational charts that reflect your thoughts about how the company may organise its current staff and operations, in order to enhance business performance.

Each organisational chart should include:

- Lines of authority.
- Sub-divisions and levels.
- Sectors the business will focus on.

Provide justification for your choice of each structure with regards to organisational goals.

### **Task 3 – 15 Marks**

High staff turnover at Horizon Events remains a problem. Identify THREE (3) staff retention strategies that could be used to help improve it. Provide reasons for your choices.

### **Task 4 – 16 Marks**

Explain what is meant by 'organisational cultural'. As the company goes through a period of change identify FOUR (4) factors, which may impact on the organisational culture. Provide a rationale for your choices.

### **Task 5 – 12 Marks**

Identify THREE (3) reasons why staff at Horizon Events may be resistant to change. In each example, explain what could be done to overcome this resistance.

### **Task 6 – 15 Marks**

Taking into account the proposed restructuring, poor internal processes and the static profits, identify FIVE (5) ways in which effective communication can be enhanced to increase organisational performance. Provide reasoning for each choice.

### **Task 7 – 12 Marks**

Explain THREE (3) financial and budgetary controls you would employ in order to reduce expenditure. Justify your answer.

## Guidance

All references and citations must use the Harvard Style.

This assignment is wide-ranging and incorporates a range of topics from the syllabus. If you are unsure about any aspect of the assignment, consult with your tutor/lecturer before beginning Task 2 of the assignment.

## Submission requirements

Answers should be presented in a clear and professional manner.

The total word count for the assignment is **3000 words** (+/- 10%).

## Candidate checklist

Please use the following checklist to ensure that your work is ready for submission.

Have you read the NCC Education documents *What is Academic Misconduct? Guidance for Candidates* and *Avoiding Plagiarism and Collusion: Guidance for Candidates* and ensured that you have acknowledged all the sources that you have used in your work?

Have you completed the *Statement and Confirmation of Own Work* form and attached it to your assignment? **You must do this.**

Have you ensured that your work has not gone over or under the recommended word count by more than 10%?

Have you ensured that your work does not contain viruses and can be run directly?