

# Unit 7: Managing an event

## Performance outcome 1: Investigate events delivered by small businesses

### DIFFERENT TYPES OF EVENTS AND THE FACTORS AFFECTING SUCCESS

- There are a large number of different types of events
  - Business events
  - Sport and recreation events
  - Entertainment
  - Celebrations
  - Social enterprise events



### COMMUNICATION CHANNELS

#### Traditional:

- Local publications
- Radio
- Face to face communication

#### Modern:

- Email
- Websites
- Blogs
- Social Media
- Social Videos



### COMMUNICATION METHODS

#### Verbal communication

- Written forms i.e. Twitter posts
- Oracy communication i.e. through YouTube videos

#### Non-verbal communication

- Body language
- Facial expressions
- Tone of voice

#### Visual communication:

- Illustrations on a Facebook page
- Graphic design on a website
- Use of electronic resources i.e. videos

### Key definition:

*Resource management is the practice of planning, scheduling, and allocating people, money, and technology to a project or program. In essence, it is the process of allocating resources to achieve the greatest organisational value.*

### Examples of events:

School events e.g. 6th form open evenings, sports day, mootung competition, open day, enterprise day  
 Local business events eg pop up shops, experiential marketing, fund raising event.

### HUMAN RESOURCES & PHYSICAL RESOURCES

- Staffing the event
- Event management team
- Skills and training
- Communication materials
- Communication equipment
- Other event materials.

Key: HR Resources & Physical Resources



# Unit 7: Managing an event

## Performance outcome 2: Plan an event

### DECIDING ABOUT WHICH EVENT TO PLAN AND DELIVER



In your groups will need to consider the following factors, when deciding on an appropriate event to run:

- whether a small scale event is appropriate
- availability of a suitable venue
- sufficient resources in terms of timing available to plan and run the event within the budget available (a sensible budget decision will need to be made by the teacher)
- whether the event enables input by each member of the team
- consideration of how the event will help to inform aspects of their individual business plan, to provide a coherent link to the Business Proposal unit 5
- any risks or uncertainties will need to be considered, mapping scenarios and potential solutions to make a considered decision on which event to go ahead with

### YOUR EVENT



Events:

- are complex
  - have to be ready for a set date and time
  - require the coordination of human resources
  - require the coordination of physical resources
- Event planning is therefore crucial to the success of any event
- Event organisers will use planning tools to help support their role

### EVENT PLANNING

### GANTT CHARTS

- A planning tool used for complex projects
- Identifies when each task can start, its duration and when it must finish by
- Each activity is shown by a horizontal bar
- It identifies when activities are dependent upon the completion of others e.g. you can't design your posters before you have secured the venue



Purpose of event

- Why is the event being held?
- Who will attend and why will they attend?
- What will be the overall feel of the event?

Aims and objectives

- What do you want the event to achieve?

These should be SMART

- Specific, measurable, achievable, realistic, timed. This will help you judge success against the targets set

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## Performance outcome 3: Deliver the event

### CONSIDERATIONS FOR AN EVENT ORGANISER

- ◎ Setting up organisational procedures
  - Before any event takes place there will always be procedures to put in place
- ◎ Risk assessment involves:
  - Identifying any potential scenarios
  - Categorising them by severity
  - Assigning a probability
  - Planning response
- ◎ Security
  - Complying with safety standards e.g. number of people allowed in a venue, fire procedures
  - Security of resources e.g. equipment, money, guests' personal belongings
  - Security of delegates e.g. registration desks, name badges, door staff



Task/ Activity/ Hazard	Risks	Likelihood	Consequences	Risk rating	Control measures	Person responsible
Worn carpet	Person could trip	Possible	Moderate	Medium	Carpet to be patched up until funds available	DM
Front door made of glass	Person could walk into the glass	Possible	Severe	High	Put safety glass in door and add sign	JJ
Small cracks in the sink in the toilets	Could develop a leak	Minimal	Rare	Low	Replace sink when funds available	GM

Risk assessment matrix				
Severity \ Probability	Disaster	High	Medium	Minimal
Regularly	Very high	Very high	High	Medium
Probable	Very high	High	Medium	Medium
Occasional	Very high	High	Medium	Low
Rarely	High	Medium	Medium	Low
Improbable	Medium	Medium	Low	Low

### Legal aspect event planners need to consider:

Negligence is when all appropriate measures haven't been taken to avoid losses such as personal injury. Take care to check who is responsible – caterers, venues etc. should be able to provide you with evidence of their insurance policies and procedures



### All about teamwork:

Teamwork is a great way for you to learn from others, share skills and get support when you need it. With most workplaces being hugely collaborative, it's good to know how to work together - it can spark creativity and show you new ways of working.



# Unit 7: Managing an event

## Performance outcome 4: Review the event

### Review of success

- effectiveness of contingency plan
  - Did any of the “what-if” scenarios occur? If so, was the outline action followed?
  - Did any problems arise that were not identified in the contingency plan? If so how were they dealt with? Was the contingency plan still referred to for guidance?



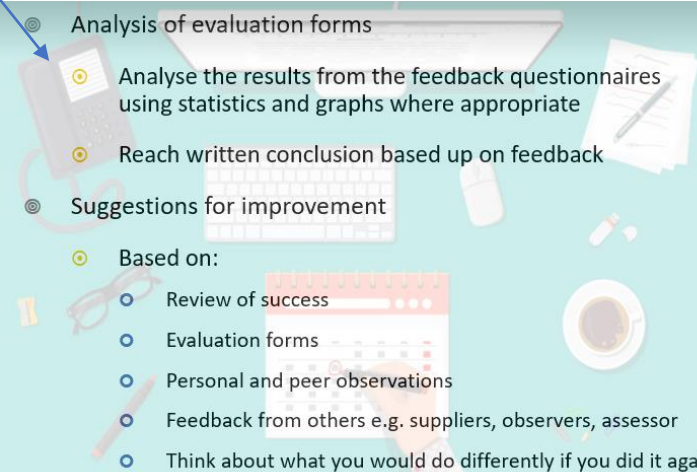
### Review of success

- meeting aims and objectives
    - For each aim and objective form a judgement as to how well you met it. This could be done on a scale e.g. from 1 – 6, 1 being 100%
    - Explain why you have reached your judgement
    - Back with evidence. This could be cross referenced to earlier evidence provided
- e.g.
- Aim – to be a valued member of the team
  - Judgement – to a large extent 4/6
  - Justification – 4/5 peer assessments gave me good reviews as a team member with Sarah saying “Helen worked hard throughout the running of the event and always encouraged others to contribute to discussions”. However, 2 of the team said that they thought I was shy when dealing with customers during the event and that I left this to more confident members of the team. This shows an area of both my team work and interpersonal skills I need to develop further.
  - Evidence – peer assessments Appendix xx



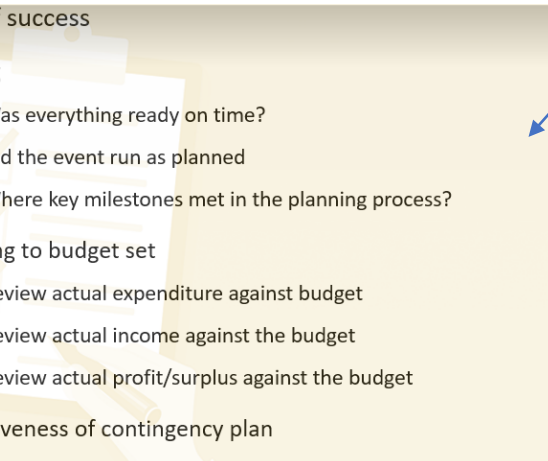
### Analysis of evaluation forms

- Analyse the results from the feedback questionnaires using statistics and graphs where appropriate
  - Reach written conclusion based up on feedback
- ### Suggestions for improvement
- Based on:
    - Review of success
    - Evaluation forms
    - Personal and peer observations
    - Feedback from others e.g. suppliers, observers, assessor
    - Think about what you would do differently if you did it again



### Review of success

- timing
  - Was everything ready on time?
  - Did the event run as planned
  - Where key milestones met in the planning process?
- keeping to budget set
  - Review actual expenditure against budget
  - Review actual income against the budget
  - Review actual profit/surplus against the budget
- effectiveness of contingency plan





# Unit 4: Managing & Leading People

## 1.3. Leaders Vs Managers

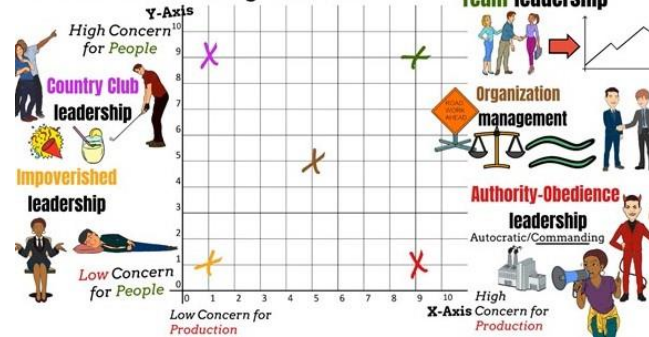
### Leaders Vs Managers:

It is important to distinguish between leaders and managers. However, this is difficult to do.

In essence, leaders are those people that can inspire and motivate people to meet objectives; managers will set objectives and decide how to go about achieving them

TRANSACTIONAL VS TRANSFORMATIONAL	
Transactional	Transformational
<p>Focus is on short-term planning, coordinating and organising.</p> <ul style="list-style-type: none"> <li>Formal authority and place in the organisational structure</li> <li>Motivate subordinates by playing to their self interests</li> <li>Associated with a "telling style"</li> </ul>	<p>Leaders with a clear vision who are able to lead others to achieve the extraordinary.</p> <ul style="list-style-type: none"> <li>Passionate, energetic and enthusiastic</li> <li>Inspire others</li> <li>Supports every member in a team to achieve their potential as well as the whole group to achieve a successful outcome</li> </ul>
<p>Responds to change rather than being proactive Uses a system of rewards and punishments Role of the subordinate is to obey</p>	<p>Intellectual stimulation - challenges the status quo whilst encouraging creativity Individualised consideration - supportive of and encouraging to all team members Inspirational motivation - shared passion and a clear vision Idealised influence - a role model who earns trust and respect</p>

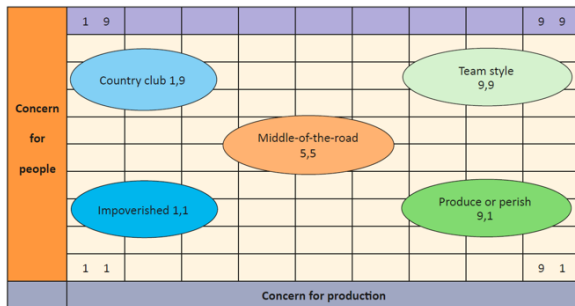
Blake Mouton Managerial Grid



BLAKE MOUTON GRID

The grid shows five leadership styles

- the first number shows the task orientation i.e. the concern for production
- the second number shows the employee orientation i.e. the concern for people



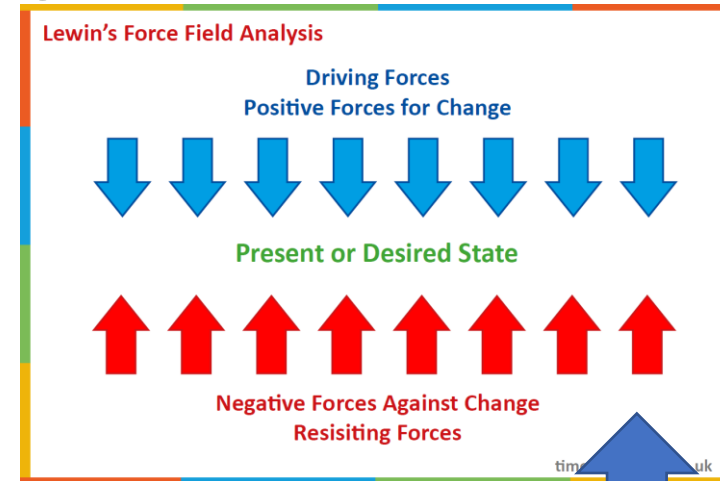


# Unit 4: Managing & Leading People

## 1.4. Changing environment

### Changing business environment explained:

- Change occurs when a business alters its structure, size or strategy to respond to internal or external influences i.e. the changing environment
- Change may be necessary to help a business meet its aims and objectives
- Change creates opportunities and threats
- Change should not be seen as bad but must be managed carefully to ensure a business maintains or increases its competitiveness as a result of the change



### Lewin's model of change attempts to identify:

**The balance of power between the two forces**

**The key decision makers**

**Those people for the change and those against it**

#### MANAGING CHANGE - MANAGERS AND LEADERS

- Change is often viewed as a complex project and therefore requires project management
  - The activity of delivering the required change within a predetermined set of resources e.g. time, personnel and finance
- The people within a business are crucial to implementing and managing change
- Techniques include:
  - Identifying a project champion
    - The person responsible for driving a project forward and gaining commitment
  - Establishing project group
    - A group of specialists from different backgrounds who are tasked with achieving the desired change
  - Gaining commitment from employees



# Unit 4: Managing & Leading People

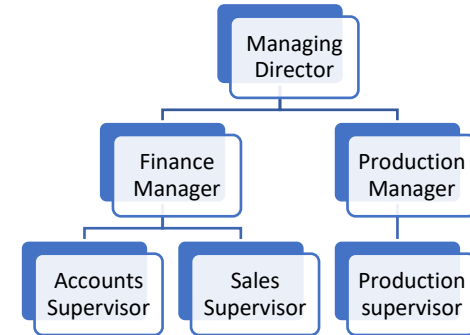
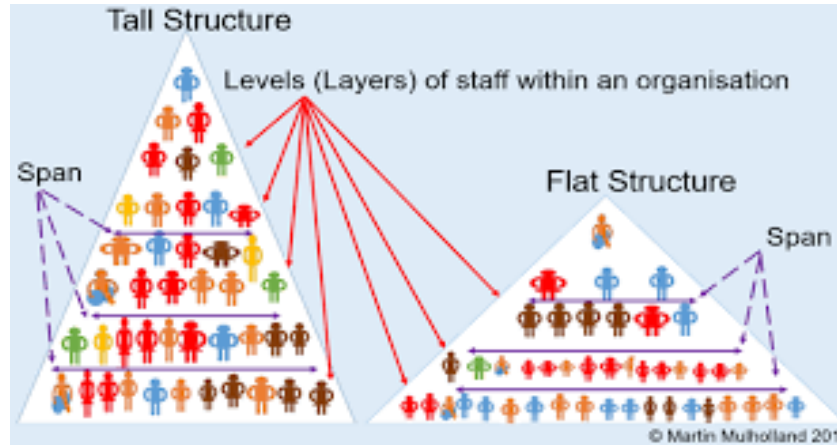
## 2.1. Organisational structure

### Key terms:

Organisational structure  
 Hierarchical structure  
 Flat structure  
 Matrix structure  
 Centralised  
 Decentralised

### TALL V FLAT

- ◎ The levels of hierarchy within businesses will differ:
  - ◎ **tall and thin** structures occur where each superior is responsible for a few subordinates
    - this allows for closer supervision and communication between the two levels
  - ◎ **wide and flat** means that each superior is responsible for a large number of subordinates
    - this requires greater delegation but fewer levels allowing for quicker communication through the firm



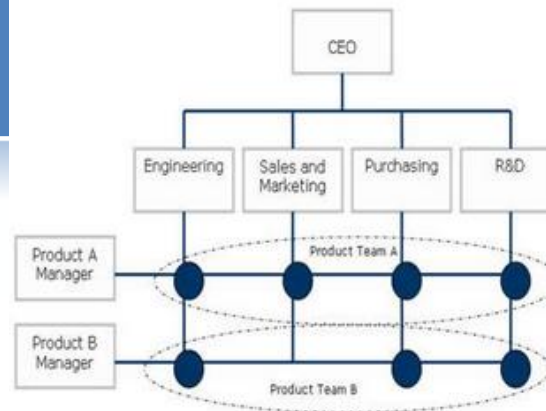
### CENTRALISED AND DECENTRALISED

Centralisation is when the responsibility for decision making is maintained, by a limited number of senior managers, at the top of the hierarchy.

- Few decision makers
- Decisions are made by those at the top of the hierarchy
- Speeds up decision making
- Maintains tight control
- Bureaucratic

Decentralisation is when the responsibility for decision making is delegated to a number of middle managers throughout the hierarchy.

- Delegates decision making
- Decisions made at many levels within the hierarchy
- Frees up management time
- Provides motivation
- Reduces bureaucracy



### Key definitions:

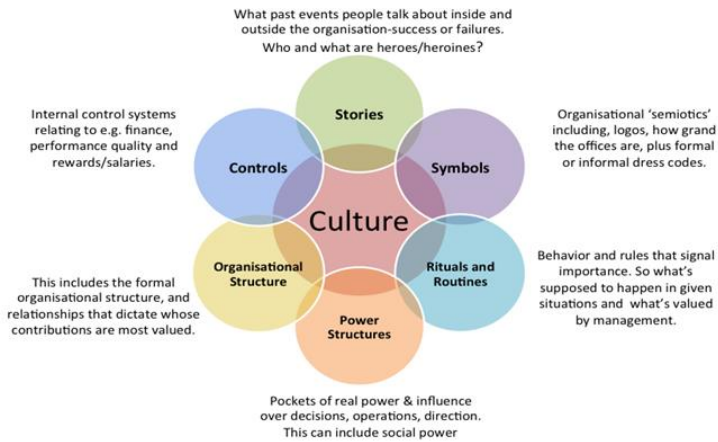
- Organizational design is the framework that provides a business with a structure to achieve its objectives
- Organizational structure is the way in which the workforce within a firm is organized, including job roles and communication flows
- Organizational charts provide a visual representation of the organizational structure
- A matrix structure is one where teams are put together from different functional areas to work on specific projects



# Unit 4: Managing & Leading People

## 2.2. Employee motivation

### Johnson and Scholes Cultural Web



### Key terms:

- Motivation
- Job enlargement
- Job rotation
- Job enrichment
- Flexible working
- Team working

### VROOM'S EXPECTANCY THEORY

- Expectancy theory believes that employees will be motivated to behave in a set manner based upon what they believe (expect) the outcome will be
- Individuals will have different desires but ultimately their performance will be affected by the ability to achieve the desired rewards
- This is based on three core elements:
  - Valence
    - The reward and degree of desire for that reward
  - Expectancy
    - The belief in the relationship between cause and effect i.e. performance and reward
  - Instrumentality
    - The belief that the desired outcome is obtainable and will be rewarded

### Maslow's Hierarchy of Needs



### LOCKE'S GOAL SETTING THEORY

- Goal setting is directly linked to motivation and task performance
- The willingness to work towards a goal is a key factor influencing performance
- The effectiveness of goals is dependent upon:
  - Clarity
  - Challenge
  - Commitment
  - Feedback
  - Task complexity

### HERZBERG DUAL FACTOR THEORY

- Job satisfaction is a key factor leading to motivation
- Job satisfaction could be influenced both positively and negatively

Motivating factors	Hygiene factors
<ul style="list-style-type: none"> <li>if present, lead to job satisfaction and hence motivation</li> <li>achievement, recognition, work, responsibility, promotion and growth</li> </ul>	<ul style="list-style-type: none"> <li>if present do not lead to motivation but if absent lead to dissatisfaction</li> <li>pay and benefits, company policy, workplace relationships, work conditions, status and job security</li> </ul>



### Key definitions:

- Culture is sometimes described as "the way we do things around here"
- Motivation is the factors influencing the way people behave
- Organisational culture: The values and standards shared by people and groups within an organisation

# Unit 4: Managing & Leading People

## 2.3. Factors affecting the performance of teams

### Composition of teams:

A **team** is a group of two or more individuals, acting interdependently to achieve objectives.

The **composition of teams** is the mix of different types of individuals that the team is made up of.

The make up of the team, and the relationships between individuals within the team, has a significant bearing on the performance outcome.

Team members use their complementary skills, working collaboratively to achieve specific goals and improve the performance of the business.



### CORPORATE OBJECTIVES AND DECISION-MAKING IN FUNCTIONAL TEAMS

#### ● Strategic decisions will impact on functional decisions

- Marketing
  - Research into new markets
  - Product development
- Finance
  - Raising finance to support growth
  - Proportion of long term funding that is debt
- Operations
  - Relocating production abroad
  - Outsourcing
- Human resources
  - Delaying or rationalisation
  - Core or peripheral workers

What other examples could you add?



### FACTORS AFFECTING THE PERFORMANCE OF TEAMS

#### ● Personality types

- The team will be made up of different personalities e.g.
  - **Social:** emphasis is on building relationships. This helps build cohesiveness within the group
  - **Inquisitive:** always asking questions and seeking answers from other group members
  - **Organise:** emphasis is on structure e.g. of meetings and organising future agendas
  - **Harmonise:** solves issues and tensions within the group
  - **Facilitate:** ensure that all members partake in discussion and decision making

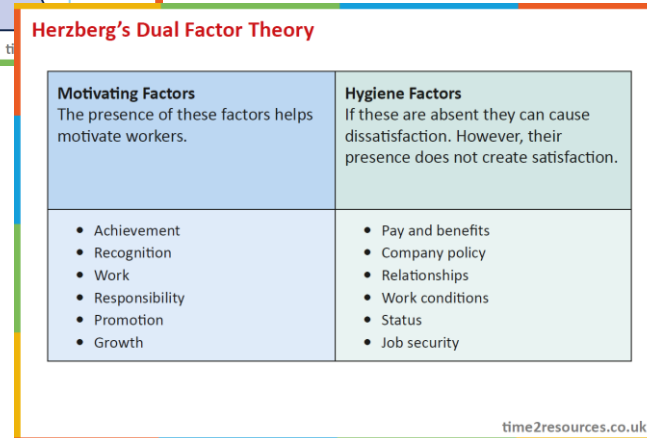
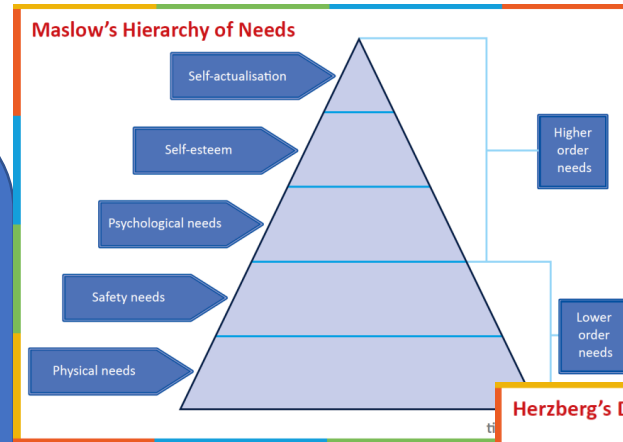


# Unit 4: Managing & Leading People

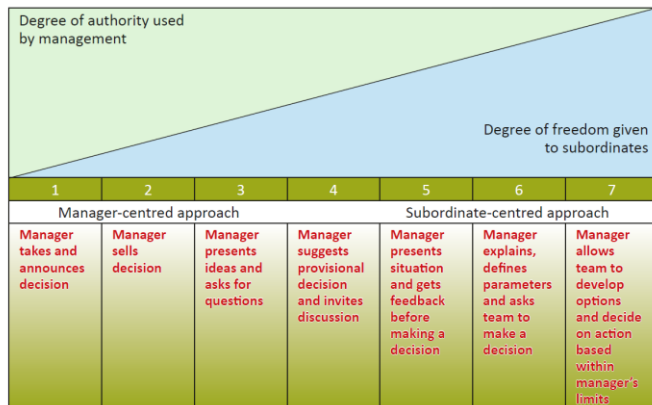
## 3.1. Leadership

Theories of management and leadership styles include:

The Tannenbaum Schmidt continuum- Leadership model based on a spectrum between two extremes of manager centred and subordinate centred approaches. Recognises that in reality leaders are unlikely to be at either extreme but somewhere along the spectrum.



### The Tannenbaum Schmidt Continuum



### POSITION POWER

- Position power is the power gained by a manager based upon the position within the organisational hierarchy
- This is shown through their job title and job description
- Defines the authority that the manager has over subordinates
- The degree of power and the position in the hierarchy are closely correlated

### French & Raven: Bases of Power





# Unit 4: Managing & Leading People

## 3.2. Empowerment

### What does the term empowerment mean?

**Empowerment** is the delegation of responsibility to employees, allowing them to use their abilities and have a greater say in the decision-making process of the business.

**EMPOWERMENT**

### BENEFITS OF EMPOWERMENT IN MOTIVATING EMPLOYEES

Herzberg suggests that individuals are motivated by challenging and meaningful work, recognition, responsibility and achieving in the workplace. Empowerment allows for all of these factors.

Effective motivation comes from the employee because they want to achieve. Empowerment will increase:

- **Commitment**
  - As employees want to achieve they will work harder to reach their targets. This will lead to improved performance and improvements in productivity
- **Creativity**
  - Employees become more innovative as they immerse themselves in the task at hand, taking satisfaction at coming up with new ideas and solving problems that help to address the issues. This too will improve productivity as ideas help to reduce costs and improve quality
- **Satisfaction**
  - A happy worker is a motivated worker. If an employee is given responsibility they are more likely to feel wanted and recognised, immersing themselves in the task at hand as they feel a sense of ownership



### PROBLEMS OF EMPOWERMENT

**Management control** is reduced as greater trust is put into subordinates. If the empowered worker does not have the ability to do the job properly this will impact negatively on the business performance. This might lead to poor customer service and worsen the reputation of the business.

**Devolution of power** means that authority has been delegated down the hierarchy, from a superior to a subordinate. Although the subordinate is in charge of decision making, it is the manager that is ultimately responsible. Therefore, the manager might fear this loss of power. This might lead the manager failing to devolve power, leading to too much direct responsibility. This could cause mistakes as they are overworked.

**Willingness of employees to accept responsibility** can be a significant problem. This might be because they perceive that the rewards that go with the additional responsibility are not worth the increased time and effort. Forcing the employee to accept the responsibility might cause demotivation, the very opposite of the intended outcome. This will lead to a deterioration in the performance of the organisation.

# Unit 4: Managing & Leading People

## 4.1 Factors resisting organisational change

### ORGANISATIONAL CHANGE

- Organisations operate in dynamic markets meaning that they constantly have to adapt to the needs of these markets
- This might be due to changes in:
  - Competition faced by the organisation
  - New technologies disrupting markets and the way in which businesses process and produce products
  - Trends or fashion
- Changes may take place due to the:
  - External environment
  - Internal environment
- Types of change might include:
  - Cultural
  - Strategic
  - Structural
  - Procedural



**Organisational culture** is the values and standards shared by people and groups within an organisation.

### CULTURAL ORGANISATIONAL CHANGE

**Cultural organisational change** involves a transformation of thinking within a business. It requires a change in the values and standards shared by employees.

**Leadership** will have to create a vision that can be followed by all employees and is likely to be set out in the mission statement.

**Management** will have to put a plan into place that allows for job roles to be designated and the use of monitoring and reviewing to see whether change has been successful.

**Positive rewards** e.g. financial incentives and promotion opportunities and **negative punishments** e.g. coercion and disincentives might be used to persuade employees to change.

### Kotter and Schlesinger's Reasons for Resistance to Change

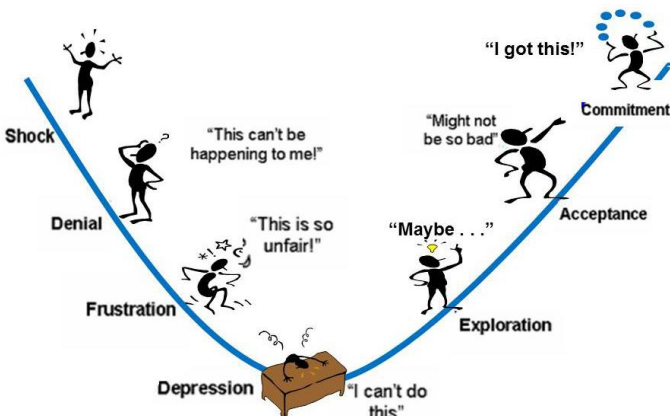
Prefer the status quo

Parochial self interest

4 Reasons for Resistance

Different assessment

Misunderstanding and fear



# Unit 4: Managing & Leading People

## 4.2. Implementing organisational change



### ADKAR

ADKAR stands for:

- Awareness** of the need for change
- Desire** to participate and support the change
- Knowledge** on how to change
- Ability** to implement required skills and behaviours
- Reinforcement** to sustain the change

These are the five milestones an individual needs to achieve if they are to change successfully. This can be applied to organisations as to implement organisational change individual change must take place.

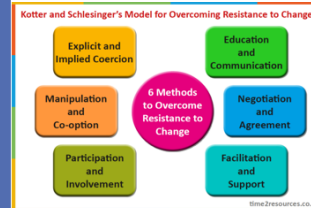
ADKAR was developed by Jeff Hiatt of Prosci Research in 1998.

It is used to identify what change is required in an organisation and how to drive this change.

Any gaps in understanding during the process can be identified and addressed.



### CHALLENGE



Use these 3 models to discuss the effectiveness of the ADKAR model of change management.

### Financial constraints which impact the implementation of organisational change:

Organisational change has financial implications with a number of costs. These include:

Wage costs such as increased pay for rewarding workers and the cost of covering employees undergoing training. Training costs such as buying in experts, delivery materials and designing courses. The costs of communicating the changes to employees including the time undertaken to coordinate the changes. The organisation might undertake a cost benefit analysis to ensure that the benefits of the change outweigh the costs. This in itself will be expensive.

