



**Tutorial Pack:
Business
Management**

Introduction

The activities contained within this document are designed to be worked on both independently and as part of tutorials.

All articles and cases referred to in this pack may be found towards the end of the pack or by following the links provided.

Week 1

Activity 1

Consider the assignment brief for the module and locate the business plan template. Consider what the assignment is asking you to do and look at the introduction for the business proposal. Write a draft introduction that includes any high level, overarching reasons why you are proposing this business be established. Be prepared to share your ideas with the group.

Activity 2

Consider the business model you are proposing and write a short paragraph to describe it.

Activity 3

What type of business vehicle or entity are you considering? What governs that kind of business? Write a short paragraph to summarise how you envisage your business being set up with an explanation as to why you have chosen that particular type of entity.

Activity 4

The Alternative Business Structure was set out in the Legal Services Act 2007, and for the first time allowed non-lawyers to own or invest in law firms – subject of course to the correct approval. This means that organisations that traditionally had to go outside of their set up to employ legal practitioners, can now expand their business into the law sector. Whilst it is a lengthy application process it is set to change the face of the profession.

Read through the practice notes provided on The Law Society website:

<https://www.lawsociety.org.uk/support-services/advice/practice-notes/alternative-business-structures/>

You should also conduct some wider research into the potential, and to date actual, impact of this. A search of the SRA website could be a good place to start.

Does this impact on your consideration for a business structure? Could this open up alternative ways forward? Make a note of your thoughts.

Activity 5

When putting forward a business proposal or project plan, a stakeholder will expect to see a risk assessment has been carried out and that actions are being put in place.

Consider your knowledge of the market or professional environment, carry out a risk assessment of the profession. You will probably want to set some scope such as in a certain

area, setting up a business, running a sole trader, being within a large organisation etc.
Identify your top 5 risks and then complete a risk analysis recording your results on a risk log.

Week 2

Activity 1

What services do you intend to offer? Consider who your clients are likely to be and whether the services offered will be different depending on the clients. Make a note of your thoughts and be prepared to share them with the group.

Activity 2

What regulatory requirements will you need to comply with when offering the services you propose to offer? Are there any regulatory requirements that your clients must adhere to that you will need to consider? What are these and why must you consider them? Make a note of ideas.

Activity 3

Explain the risks associated with each service you plan to offer. Research how you may insure against these risks, be prepared to share your findings.

Activity 4

Explain what the rules are regarding the management of complaints in the business you propose to establish.

Week 3

Activity 1

If we think about business managers and leaders, we know there are a vast range of styles and approaches. Initially a good place to start when using models to analyse, as in most things, is by understanding where you are starting from. In the context of this module this means doing a quick analysis of your own management style and abilities.

In order to carry out this analysis we will use a tool, that you will come across again later, which is both simple and very versatile and which you may have come across before. This is a SWOT analysis; Strengths, Weaknesses, Opportunities, Threats. In the context of this exercise the strengths and weaknesses refer to your own personal management ability and style, whilst the opportunities and threats refer to how your management style may be affected by external factors such as the culture of the organisation you work for, career paths, learning opportunities, job roles or support you need, amongst other things. Below is a representation of the model as a grid, which is how it is normally drawn, with an example under each area.

Strengths: Good at building relationships.	Opportunities: Develop influencing skills through team interaction.
Weaknesses: Poor at presenting to groups.	Threats: Lack of experience in business management.

Management and leadership are about the individual, and your style will develop as our career does. Some of this will relate to using the abilities you are born with and have developed so far, some will be about your learning and development as you progress. In both cases you will move forward from where you are now.

Carrying out the SWOT analysis should help you identify where you are now, and then you can plan for what to do next. In the context of this module it will help you contextualise the content to your personal situation. Over the course of your career you should continue to identify strengths and weaknesses and look out for opportunities and threats.

Draw up a SWOT grid (or download the attached Word version), or put down four headings, and complete your own SWOT analysis in answer to the question

“where am I currently in terms of management and leadership ability?”

Having completed this, also write down a few thoughts about what this means in terms of your career.

Activity 2

Having successfully qualified as a Cost Lawyer you are now keen to establish your own practice. In order to do so you will require some set up funding for office facilities and support staff and it would also reduce your risk if you could set up in conjunction with another Cost Lawyer(s). You therefore need to carry out research into the market place you are looking to launch this business in, to support the proposal you are putting together which you would then use to entice prospective business partners and financiers.

This task is about analysing the external environment in which you are going to establish your firm, gathering intelligence on which to base your design and plans. There are two parts to this task. The outcomes of the research should be put in your assignments appendices.

a) PESTLE analysis

Gather information and identify the key factors that you will need to consider in the wider environment by undertaking a PESTLE analysis. Any prospective partners will need to be convinced by your analysis that you have a good handle on the environmental factors that will have to be taken into account. Remember some areas you will need to identify as more influential and important than others. This will provide a major input into the opportunities and threats in your SWOT analysis later and will highlight areas of focus in your planning and risk assessment later on.

b) Porters Five Forces

Having gained an overview of the environment you need now to consider the competitive market you are seeking to enter into. It is no use establishing a business only to find that the barriers to entry are too high and that the competitive situation means there is no place for your product. Any financier is going to need to be convinced that you are confident in how you can make money in your venture and that there is some basis for your confidence. Use this model and analyse the market.

Activity 3

This step is about taking the analysis of the external environment that you have carried out during the last activity, and turning this into information that is useful to the organisation. In this step you will be doing this by assessing what the impact of the data you have gathered is. You should use two techniques for this; the first is the SWOT analysis, which you have already come across and is an extremely versatile tool. The other is a model developed by Kurt Lewin called a Force Field Analysis which considers the factors driving and restraining a change and helps you plan how to make something happen by helping you consider actions to strengthen or weaken these.

a) SWOT

This is a tool that is often used in conjunction with the PESTLE analysis. This analysis should be used within your assignment both as input into your proposal and also as an appendix to the final report.

Apply this model to the environmental research you have carried out. You can also add in further factors from your own knowledge or from discussions with fellow students or tutors.

b) Force Field Analysis

This is a tool that can pick up the analysis you have carried out to date, including using the SWOT analysis, as means of identifying the driving and restraining forces that will enable your business design to move forward. This analysis should be used within your assignment both as input into your proposal and also as an appendix to the final report.

Apply this model to the environmental research you have carried out. You can also add in further factors from your own knowledge or from discussions with fellow students or tutors.

Activity 4

Apply the Cultural Webb to the environment of the profession in which you will be operating.

- Initially do this as an analysis of the culture of the wider environment
- Secondly use the same model to set out your ideal design of what it should be like.

You may want to apply this to designing your ideal business cultural – the internal environment as well. In considering the differences and similarities between what it is like and what you want it like, the following questions might help get you started:

- What are strengths brought by the culture?
- Where does it weaken the organisation?
- What would you do with this?
- Is there any misalignment between some elements – e.g. do the rituals not live up to the stories or does the control system clash with the organisational or power structures?
- How does this impact on productivity?
- How does it impact on sales?
- What needs to change?
- What should be reinforced?

Week 4

Activity 1

In this task you should consider the functional areas that would apply in your current organisations and what ones you think you would have in the business you are seeking to design as part of your assignment. At this stage you are just scoping out some initial thoughts around what areas that will need to be included rather than considering the actual structure you may want to put in place.

Remember that sometimes you could be outsourcing these functions either because you want specific expertise, but don't need or want it in house, or maybe because you are too small to support it. Finance is often an example for a sole trader, using a bookkeeper or accountant.

At this stage of the exercise it does not matter whether you are looking to run the function in house, as a shared resource or on an outsourced basis, you just need to consider what you think you will need to operate

Activity 2

- a) Now consider the structure of the business you are designing as part of your assignment. Do any of the structures you have studied fit to the design? You can also consider if any specific type of structure appeals to you as the type of organisational set up you would like to work within. If no structure works for your proposal come up with your own.
- b) Think about how each of the functions you were previously looking at and match them to the structure you want. Again, don't forget that some functions may sit outside of the structure formally, though you should still consider them as at least virtual parts of your structure and so part of your business system.
- c) Finally think back to the analysis you have undertaken to date. Does the structure you are proposing represent a response to this research?
- d) Finally draw up a structure chart, along with any supporting notes as to why you have designed your business this way. You could do this by hand, though you may need to take a copy of it for your assignment; this can be a good option if you are only drafting ideas at this stage. Alternatively, you could use the Smart Art or Shapes under the insert tab in Word, Shapes on the Home tab of PowerPoint, or Smart Art on the Design tab, or any other software you choose. Remember you will probably want to include this in your assignment, so try to use something that allows you to do that easily.

Activity 3

This task requires you to look at strategy from the marketing perspective. Having read through this, use the 7P's approach (use another if you know one you prefer) and set out the strategy for the business you are going to purpose as part of your assignment. Sketch this out as a series of notes, references, web links and actions etc under each of the 7 areas.

Activity 4

Decide which approach to objective setting you think works best for you and your business proposal; SMART or BHAGs. Write out the objectives you would include in a business plan, and which will carry over into your business proposal. Keep in mind the 7Ps work you have done.

Activity 5

In the light of your research and design so far, with any additional research you think you may need, consider the following in regard to financial returns:

- A list of costs you think will be incurred in setting up your business.
- How much income you expect to generate in the first 3 years.
- The return and how you will assess it.
- How you will know you are profitable.
- Why cash flow is so vital to a business.
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Try using spreadsheet software for the figures work as you can then play with these building a financial model as your information becomes fuller and more accurate. Whilst these are estimates or predictions, they should be based on sensible criteria. They will almost certainly be incorrect at this early stage, but it is important that you are able to put forward some idea of costs and returns and on what basis you have estimated them.

You will need to have some financial aspects in your business plan and proposition, at increasing levels of detail the closer you get to launch.

Week 5

Activity 1

Consider your business proposal, and who you think you will need to, or who will want to, be engaged with setting it up; your stakeholders. Stakeholder engagement will be key to the delivery of this, whether you regard it as a project or not. So complete an initial draft of your stakeholder plan. This should become part of the appendices to your proposal, and you may need to highlight key stakeholder, and how you are engaging with and managing them, within the main body of the report. Once the plan is set you will need to make sure you continue to work with your stakeholders and change your approach to them as and when you need to.

Activity 2

- a) Whether you are trying to plan out a full project or just trying to get a plan in place to get a job done, or even trying to sort out the stacked up demands of the day job, it can be useful to carry out a work breakdown. Look at your business proposal, or even the plan you have sketched out. Start by thinking about the products you need to deliver. These could include staff, offices, marketing, a client base, etc. Break these into sub products of that helps – so staff into legal staff, support staff, cleaners and so on - for example.
- b) Having got a picture of the products you need in order to bring the business to life, start to establish the work packages or tasks you need to carry out to deliver them. The level of detail here will be whatever you think will work for you. You can always break it down more or put tasks together later if that makes more sense. This gives you a clear picture of what you need and how you will get it. It will also enable you to then build a schedule to deliver the business. It will also help you refine the high level costs you had previously come up with. You will need to choose a media to do this in. This could range from project planning software to post-it notes. It works better if the media you choose allows you to move boxes of text around easily.

Activity 3

Following on from the previous activity, looking at the breakdown you have, find the dependencies between them and put them into a network diagram. Add on some estimated durations to get the work carried out, and then you can put dates on each task. You now have a schedule of work.

You will then need to consider what format you present this schedule in: on a calendar, a Gantt chart or a series of to do or Kanban boards.

Activity 4

You will probably have been coming up with problems, risks to establishing your designed business, right from your initial thoughts stage. In projects this is also true and the risk log is one of the first to be set up. Risks are also highlighted very early on in business planning, with key risks going into business cases and proposals.

So capture any risks you have identified, and set up a risk log.

In a lot of projects anyone can raise a risk to be assessed; it is good to get others views as they might notice things you do not, and you need to deal with all risks before they actually become issues and impact your delivery. The key risks will need to be highlighted in your proposal, not only to evidence how you are going to deal with them, but also to give your backers confidence you have thoughts about this aspect and are being realistic.

Week 7

Activity 1

Consider your experience of work or your expectations. What you are looking to gain from employment is probably similar to what other people are looking for.

Make a list of your top 10 desires (realistically) from employment, and also a list of the 5 factors that would make you turn down a job.

Activity 2

- a) Maslow's Hierarchy of Needs sets out a theory that individuals have a series of needs or expectations and that once one area is fulfilled the next set come to the fore. This has the advantage of putting different expectations, based on need, into set areas, and also gives a sense of journey or development in expectations over time and situation. These can be used both from an employee perspective, when considering who you may want to work for and what you think they should offer, and also the employer perspective when establishing or running a business and trying to ensure you can retain employees and keep them motivated. Whilst Maslow put this forward as a theory rather than a research result or outcome, it does provide a useful conceptual tool and structure for thinking. Research this model.
- b) For each level of the hierarchy how will you ensure your proposed business is meeting the needs? This may not be easy, or possible at the very top, but you should consider whether you could support the achievement of self actualisation. This should give you some underpinning consideration in all aspects of your proposal design if you are developing a people focused organisation.

Activity 3

Once the business has been set up, you should look to the on-going management and leadership of it. It is not, at this stage, servicing clients or making money so you now need to set out how it will be run. As well as the plan for being successful, you also need to show that you understand how to look after employees, their expectations and obligations. Part of this will include consideration as to your approach to performance management – this means making sure employees are working in a way that is expected of them in order to make a successful business for everyone involved.

Set out the approach to performance management that you are likely to adopt.

Week 8

Activity 1

It is now time to consider the agreements and agreement structures you will have in place with your clients. Consider any professional/regulatory considerations that may be applicable to these agreements and make a note of them.

Activity 2

Review all the work you have undertaken during this module and reconsider the introduction to your assignment. Does this still accurately cover the reason for the report and what it is intended to achieve? Make any amends to the introduction and make a note of how your proposal has changed since the initial idea. Be prepared to share these changes with the group.



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