



UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS  
Cambridge International Diploma in Management  
Professional Level

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**CASE STUDY**

**4253/01**

Core Module

**Valid between 1 January 2010 and 30 June 2011**

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**READ THESE INSTRUCTIONS FIRST**

You should read the assignment carefully.

It is important to complete the **Assignment Cover Sheet** when you have finished your work. You must complete the details and sign the declaration to confirm that the assignment is all your own work and your tutor must sign to verify that it is your own work.

The length of the assignment must be no more than 5000 words. Marks will be deducted from assignments that exceed the word limit.

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This document consists of **5** printed pages.



## Case Study – Core Module

### Title: A Need to Restructure

#### Background

Scenic is an organisation that promotes all aspects of conservation and environmental protection. It was established ten years ago as a not for profit organisation with the key purpose of advising and supporting local government establishments with environmental initiatives. Scenic organises national campaigns to protect the environment and improve the quality of people's lives.

The organisation operates by promoting change initiatives nationally and helping government departments to implement such changes locally. Examples of the work include the following:

- Cleaner streets
- Noise control
- Recycling
- Litter control
- Waste management
- Air quality
- Conservation
- Waste reduction
- Using materials from renewable resources

The target organisations include all government departments, education establishments and any other organisations that are government owned.

Until now, Scenic has been funded by annual grants from the government. The grants pay for awareness campaigns, publicity, printing of leaflets, meetings with target customers and all operational overheads. If additional support is required, such as consultancy or help with the implementation of initiatives, Scenic can charge for these services to cover the additional expenditure.

The organisational structure is as follows:



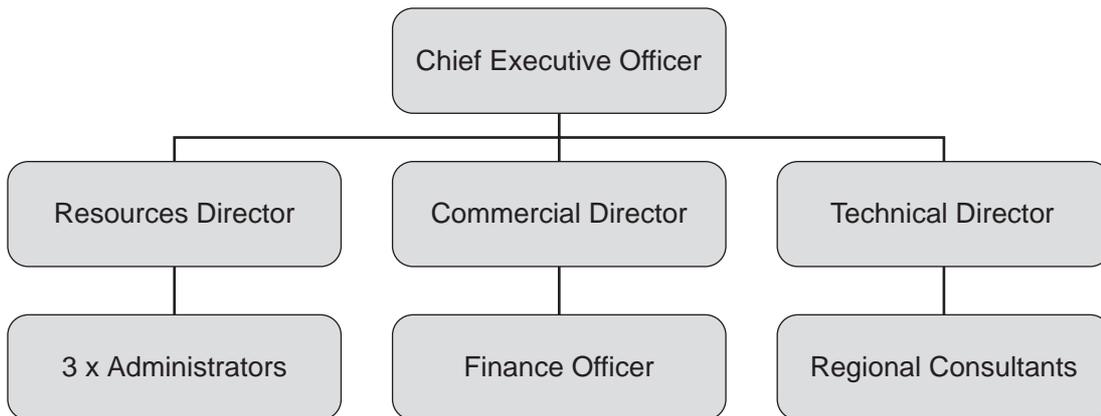
All staff except the Field Agents are based at the current headquarters in the capital city. The Field Agents operate from leased offices in major cities across the country (one Field Agent per city). Every week the Field Agents travel to the headquarters for meetings. In the morning there are progress review meetings with the Regional Manager and in the afternoon, the two teams come together to share experiences and plan future initiatives. In addition to these meetings, Field Agents meet at headquarters with their Regional Manager once a month for individual reviews and discussions around progress, issues and budget management.

### The Change Plan

There are to be major changes to the way Scenic operates from this year. These are as follows:

- There will no longer be any government funding in the form of grants. Scenic will remain a not for profit organisation but will have to charge for some of its services.
- Scenic will be required to continue to work with government establishments.
- Scenic will extend their target customer base to non-government organisations.
- Scenic will be expected to continue with national campaigns.
- The work of Scenic will be subject to audit by government in terms of the messages being promoted and the financial accounting.

A new Chief Executive Officer has been appointed and he has restructured Scenic in an attempt to reduce overheads and make the organisation more efficient. The new structure is as follows:



All Regional Managers and Field Agents will be made redundant. There will be no job transfers but these employees can apply for any of the Regional Consultant roles. The Non-executive Directors will also be made redundant.

Under the new structure, the Resources Director is responsible for all Human Resource matters (recruitment, wages, training etc) and Administration. The Commercial Director is responsible for Finance and Marketing/Publicity. The Technical Director is a qualified environmentalist and is responsible for identifying initiatives, consulting with government and other agencies and managing the team of Regional Consultants.

The overall aim of Scenic in the future is to provide the following services:

- Environmental consultancy
- Environmental audits
- Support in setting and achieving conservation and environmental targets
- Supporting customers in implementing initiatives
- Raising awareness of initiatives amongst organisations and the general public
- Supporting local communities
- Publishing papers as appropriate to raise awareness

The Regional Consultants will:

- Direct campaigns
- Visit existing and potential customers to raise awareness of good practice and change initiatives
- Raise awareness in organisations and individuals
- Support the implementation of initiatives
- Identify and win fee-paying contracts for consultancy services
- Provide high quality support to customers
- Produce regular progress reports
- Communicate with other Regional Consultants to share ideas
- Manage a budget

Scenic will have strict internal policies to reflect the overall purpose. These will include:

- Staff must reflect the concept of environmental conservation in all their actions
- Staff must at all times use public transport where it is available
- When cars are essential, these must be small, efficient and have low emissions (a list of approved vehicles will be provided)
- Travel must be kept to a minimum
- A paperless environment should be adopted wherever possible
- As far as possible, office waste must be recycled

The lease on the headquarters expires shortly and Scenic will need to relocate. The Chief Executive Officer, Directors, Finance Officer and Administrative staff will be located at the new headquarters. The intention is for all Regional Consultants to be home-based and Scenic will pay for the installation of home offices.

## Your Task

You have been asked to advise Scenic in the restructure and new ways of working. The key areas for you to consider are as follows:

- Scenic needs to relocate their headquarters. It wishes to lease low cost office accommodation in a city preferably where there are good transport facilities. The space should be sufficient for the staff and for meetings, but there should be no wasted space.
- There will be no more weekly meetings at headquarters. Instead it is thought that such meetings might take place every six to eight weeks. However, it is important that communication between Regional Consultants is maintained and that the Technical Director is kept informed of progress.
- Regional Consultants will work from their own homes and will require suitable home office facilities.
- Each Regional Consultant will be expected to cover a large geographical area, based on population and the potential customer base. For example, the number and types of industries, any particular environmental issues, and the number of government establishments. This will require a good communication system and potentially a lot of travel.
- However, Scenic has been allocated a sum of money from government to help with the restructuring and the first year of operation. This is a one-off payment and will not be repeated in future years. However, Scenic will need to closely control costs and generate income within the first six months in order to survive.

## Your Brief

You should consider the key issues and arrive at some recommendations for Scenic to manage the changes that are planned. Your recommendations should include at least the following:

- The identification of a suitable location (town or city) for the relocated headquarters. You must justify your recommendation based on accessibility and costs;
- A communications policy to overcome the absence of weekly meetings;
- Suggestions for communications and information management that are cost and energy efficient and reflect the overall philosophy of Scenic;
- The resource needs of a home office for each Regional Consultant;
- The set-up costs of a home office;
- The basics of an operational budget for Regional Consultants: Sufficient consultancy fees must be generated to cover the salary, travel costs and incidental expenses incurred by the Regional Consultant plus a margin of 10% to contribute to overheads, research and non-fee paying work. Salaries are based on those provided to professional management posts in government establishments. A budget plan for one Regional Consultant is sufficient for this study;
- The change issues at organisational and individual level and how these should be managed.

You should adopt a business format throughout and show how knowledge and understanding of general management principles have been applied.

At the start of your report, indicate the number of words used, which should not exceed the maximum permitted amount of 5000.

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