Applied General Assignment Brief

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| **Qualification title** | Level 3 Certificate/Extended Certificate in Applied Business |
| **Unit code** | Y/507/6696 |
| **Unit title** | Business Dynamics |

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| **Learner name** |  | | |
| **Tutor/Assessor name** |  | | |
| **Assignment Title** | **Assignment 1 – Merlin Entertainments’ business advantages** | | |
| **Date assignment issued** |  | **Submission Date** |  |

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| **Performance Criteria** | | | |
|  | **Pass** | **Merit** | **Distinction** |
| **Performance Outcome**  PO 1 and 2 | P1, P2, P3, P4, P5 and P6 | M1, M2, M3, M4 and  M5 | D1 and D2 |

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| **Tasks** | **Performance criteria covered** |
| Task 1 | P1, P2, P3, M1 and M2 |
| Task 2 | P4 and M3 |
| Task 3 | P5, M4 and D1 |
| Task 4 | P6, M5 and D2 |

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| **Submission Checklist (please insert the items the learner should hand in)** | **Confirm submission** |
| Task 1 – completed business organisation template |  |
| Task 2 – completed recruitment methods template |  |
| Task 3 – completed organisational ‘health check’ template |  |
| Task 4 – completed competitive advantage template |  |
| **Learner - please confirm that you have proofread your submission** |  |

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| **Learner Authentication**  I confirm that the work and/or the evidence I have submitted for this assignment is my own. I have referenced any sources in my evidence (such as websites, text books). I understand that if I don’t do this, it will be considered as a deliberate deception and action will be taken. |
| **Learner Signature Date** |
| **Tutor declaration**  I confirm the learner’s work was conducted independently and under the conditions laid out by the specification. I have authenticated the learner’s work and am satisfied that the work produced is solely that of the learner. |
| **Tutor/Assessor Signature\* Date** |
| *\*Please record any assistance given to the learner beyond the group as a whole even if within the parameters of the specification* |

**For marking purposes only**

**Marking grid**

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| **Performance Criteria (PC) Achieved** | | | | | | | | | **1stsub\*** | **Resub\*** |
| **Pass** | **1st sub\***  **✓ / X\*\*** | **Resub\***  **✓ / X\*\*** | **Merit\*\*\*** | **1st sub\***  **✓ / X\*\*** | **Resub\***  **✓ / X\*\*** | **Distinction\*\*\*** | **1st sub\***  **✓ / X\*\*** | **Resub\***  **✓ / X\*\*** | **Number of PCs achieved** | **Number**  **of PCs achieved** |
| P1 |  |  |  |  |  |  |  |  |  |  |
| P2 |  |  | M1 |  |  |  |  |  |  |  |
| P3 |  |  | M2 |  |  |  |  |  |  |  |
| P4 |  |  | M3 |  |  |  |  |  |  |  |
| P5 |  |  | M4 |  |  | D1 |  |  |  |  |
| P6 |  |  | M5 |  |  | D2 |  |  |  |  |
| **Total PCs achieved:** | | | | | | | | |  |  |

***\* Sub= submission and Re-sub=Re-submission (Re-submission column to be completed only if the learner has re-submitted the assignment).***

***\*\* Achieved (✓ ) Not achieved (X). Please tick or cross for each performance criteria (PC).***

***\*\*\* Distinction and Merit criteria can be achieved only where the associated Merit and Pass criteria have been achieved first.***

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| **Tutor summative feedback for learner**  (*Note to tutors: this section should focus on what the learner has done well. Where a learner has not achieved a specific performance criterion or is likely to want to improve on a response to a performance criterion, then you may identify the issues related to the criterion, but should not provide explicit instructions on how the learner can improve their work to achieve the outstanding criteria.)\** |
| Feedback  Tutor name(print) and date |
| Resubmission Feedback  Tutor name(print) and date |

\* All tutor notes should be deleted before the template is used.

**Scenario:**

Merlin Entertainments (<http://www.merlinentertainments.biz/>) is a multinational business with an annual turnover of £1 740 million in 2019 (<https://www.merlinentertainments.biz/media/3068/merlin-entertainments-annual-report-and-accounts-2019.pdf>). In June 2019, its board of directors agreed to a takeover bid from a consortium of investors (Kirkbi, CPP Investment Board and The Blackstone Group). Merlin Entertainments now trades as a private limited company (Ltd) and, according to its 2019 annual report, it is the largest entertainments company in Europe with 130 attractions in 25 countries (<https://www.merlinentertainments.biz/media/3068/merlin-entertainments-annual-report-and-accounts-2019.pdf>):

• Theme parks including Alton Towers, Thorpe Park and Chessington World of Adventures

• ‘Midway Attractions’ including Madame Tussauds, Sea Life and The Dungeons

• Legoland resorts based around the world including the UK, Germany, USA and Malaysia

Merlin Entertainments is a large business and you will have to consider the area that you focus on when investigating its **business advantages** (PO2). You could, for example, focus on Thorpe Park for tasks 2 and 3, and Legoland for task 4.

**Evidence required for assignment 1**

• **Understand business organisation (PO1)**

* Completed template on factors affecting Merlin Entertainment’s form of ownership and organisation of functional activities (Task 1 – write up guide time of 1 hour)

• **Investigate business advantages (PO2)**

* Completed template analysing the effectiveness of Merlin Entertainment’s recruitment methods (Task 2 – write up guide time of 1 hour)
* Completed organisational ‘health check’ template, evaluating the suitability of Merlin

Entertainment’s organisational type (Task 3 – write up guide time of 1 ½ hours)

* Completed template evaluating the extent to which Merlin Entertainments holds a competitive advantage (Task 4 – write up guide time of 1 ½ hours)

**Activities:**

**Understand business organisation (PO1): Task 1**

Your initial task requires you to investigate the vision, aims, form of ownership and organisation of Merlin Entertainments. You will need to carry out secondary research, for example using information from its annual reports and its careers website (<http://www.merlincareers.com/working-for-us>), in order to investigate these areas. For this task, you should consider Merlin Entertainments **as a whole**, rather than focus on individual brands (e.g. Alton Towers).

You’re required to:

* Complete a business organisation template, which:
  + Outlines **two** market opportunities for Merlin Entertainments and the benefits to it of using vision statements and aims
  + Describes Merlin Entertainments’ form of ownership, the interests of **four** of its stakeholder groups, and explains how **two** factors have determined its form of ownership
  + Outlines the organisation of Merlin Entertainment’s functional activities and explains how **two** factors have affected this

**Investigate current business advantages (PO2):**

**Task 2**

This task requires you to investigate the effectiveness of recruitment carried out by Merlin Entertainments. For this task you will be focussing on an aspect of Merlin Entertainments activities e.g. you might want to investigate recruitment within Thorpe Park or a Legoland resort. You will need to research Merlin Entertainments’ careers website (<http://www.merlincareers.com/working-for-us>). You should initially **outline** the methods of recruitment used by Merlin Entertainments for a **managerial** and a **supervisory** position within the division of the business you are investigating (e.g. Thorpe Park). Based on this understanding, you should then **analyse** the effectiveness of these recruitment methods i.e. how they could help to recruit the best people for the positions you outlined earlier.

You’re required to:

• Complete a recruitment methods template, which:

o Outlines the methods of recruitment used by Merlin Entertainments for **one**

managerial post and **one** supervisory position

o Analyses the effectiveness of Merlin Entertainments’ recruitment

**Task 3**

This task requires you to identify the organisational type of Merlin Entertainments. You could investigate the same aspect of Merlin Entertainments used in task 2 e.g. Thorpe Park. Initially, you are required to **describe** the organisational type of division you are investigating e.g. Thorpe Park. This description is likely to include the relationship between Thorpe Park and Merlin Entertainments as a whole. You should provide evidence from research to support your description.

You will then produce a concise **explanation** of how the organisational type helps, for example,

Thorpe Park to exploit market opportunities, operate efficiently and motivate its staff. Based on this analysis, which should be supported by evidence, you will then **evaluate** the **suitability** of the organisational type i.e. do you think that this is the best organisational type for Merlin Entertainments (e.g. Thorpe Park) if it is to exploit its market opportunities, operate efficiently and motivate its staff as much as possible? No perfect answer here – just consider alternative organisational types and, based on your research, make supported judgements on how a different type might improve Merlin Entertainments. From here you can then make an overall evaluation of the suitability of Merlin Entertainments’ organisational type.

You’re required to:

• Complete an organisational ‘health check’ template, which:

o Describes Merlin Entertainments’ organisational type

o Explains how Merlin Entertainments’ organisational type could have helped it to:

exploit market opportunities; operate efficiently; motivate staff

o Evaluates the suitability of Merlin Entertainments’ organisational type

**Task 4**

This task requires you to consider the extent to which Merlin Entertainments holds a competitive advantage. You should continue to focus on an area of the business (e.g. Thorpe Park), but this could be a different area e.g. Legoland. When **outlining** the competitive advantage which *could* be held by, for example, Legoland, you should consider all three potential sources i.e. production costs, consumer benefits and unique selling proposition. These outlines should be backed by evidence from your research. This research is likely to go beyond Merlin Entertainments’ own websites. This will be particularly important when you go on to **analyse** the factors affecting the **ability** of Merlin Entertainments (e.g. Legoland) to *actually* hold a competitive advantage. You won’t be able to carry this out without considering the competition faced by, for example, Legoland. The role played by trademarks and patents is also important. Once you have analysed these factors, you will then be in a position to **evaluate** the **extent** to which Merlin Entertainments (e.g. Legoland) really does hold a competitive advantage. For example, which of its competitive advantages are most significant and likely to make a real difference? Why is this one more significant than the other competitive advantages you have considered? Support your judgements, as always, with evidence!

You’re required to:

* Complete a competitive advantage template, which:
* Outlines **three** ways in which Merlin Entertainments could hold a competitive advantage
* Analyses the factors affecting the ability of Merlin Entertainments to hold a competitive advantage
* Evaluates the extent to which Merlin Entertainments holds a competitive advantage