**Events Management: Principles & Practice, 4th Edition**

**Instructor’s Manual**

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**Chapter 4**

**Human Resource Management**

**Chapter Overview**

This chapter aims to provide an overview of Human Resource Management (HRM) for festivals and events. The theories of Human Resource Management will be discussed in order to identify the prime methods and techniques which would help event managers to develop the necessary skills and attitudes to deal with employees in the workplace. In Japan, using people as a key resource within strategic plans changed attitudes to employment, resulting in the increased quality of Japanese products and business practices. This allowed Japan to challenge more established markets for industrial dominance. The Japanese lessons suggest that people are indeed the key asset of any organisation, and that the management of people has to be at the heart of the strategic issue, rather than being seen as a necessary inconvenience.

**Exercises and activities**

**Tips for Tutor**

1. Before the class session, ask students to read the following sections from Chapter 4:

* Types of organisations
* Human Resource planning process
* Policies and procedures
* Legal rights of employer and employees
* Retaining personnel in event organisations
* Evaluation of process and outcomes
* HRM theories

**Tips for Tutor**

It is best to begin the class by discussing the key points Human Resource Management (HRM) for festivals and events?

Also ask students to discuss key techniques which would help event managers to develop the necessary skills and attitudes to deal with employees in the workplace?

1. **Internet resources**

These are internet and YouTube clips, we recommend you ask students to visit internet sites and YouTube clips and asking them to watch and read the material for classroom discussion.

**Internet resources**

* <https://www.youtube.com/watch?v=6aspgF2cC20&t=4s>

**Event Manager Job Description | Event Manager Job Duties and Responsibilities | Event Manager Skills**

Complete and clear explanation about event manager job description with sample or job duty or duties or responsibilities or skills or job roles, duties and responsibilities of event manager and duties of event manager job duties and responsibilities.

This video covers the following information....

1) event manager job responsibilities

2) event manager job duties

3) event manager job duties and responsibilities

4) event manager duties and responsibilities

5) event manager work

6) event manager responsibilities

7) event manager duties

8) role of an event manager

9) event manager

10) event manager job description

11) event manager responsibilities and duties

12) event manager duties

13) event manager job duties and responsibilities

14) event manager duty and responsibilities

15) event manager job description resume

16) event manager job description sample

17) event manager job description template

18) event manager job description example

19) event manager job description skills

* <https://www.youtube.com/watch?v=M_KbN6fkRYY&t=5s>

**Events Manager,**

An event manager organises and manages events such as weddings, business functions, fundraising activities and exhibitions.

* <https://www.youtube.com/watch?v=WESuW-bjTW0&t=1s>

**Human Resource Management Challenges**

As the field of HR management evolves, a challenging employment environment applies pressure for even more and faster change. Human resource management challenges are often driven by competitive factors that exist in an industry and that require a response of positive practices to enable the organisation to remain competitive. Let’s explore some of these challenges.

With challenges come significant opportunities for human resource management to impact effective and effective strategic outcomes for an organisation.

* <https://www.nme.com/news/music/170000-uk-live-music-jobs-lost-end-of-2020-80-percent-revenue-fall-wemakeevents-2793556>

**UK live music industry**

170,000 jobs in UK live music industry to be lost before end of 2020, study finds

"Things are becoming increasingly desperate for a great many people in the industry and Government needs to recognise that these crucial individuals need support"

* <http://www.eventeducation.com/event-organizers.php>

The number of people involved in organising an event depends upon the size and scale of the event. While organising a small party may require only one or two people, organising a very large event like the Olympics may require several thousand people. A typical trade show has the following event professionals: Event Manager, Event Planner, Event Coordinators, Information Manager, and Logistics Manager.

**Tips for Tutor**

* 1. Divide students into groups of four to five and instruct them to:
* Read case study 4.1: Event Manager Job Role Description
* Ask each group to discuss and evaluate event manager roles and responsibilities?
* Ask each group to consider the legal rights of employees in the events industry?

**Case study 4.1:** **Event Manager Job Role Description**

The event manager responsibilities include organising and implementing the event. Event manager is a critical role within the event industry because event manager is responsible for overseeing and delivering the event that will make an impact on event attendees and ensure the event is successful and cost effective for stakeholders to deliver within a given time. In the events industry manager plays a key role in managing the whole process from the planning stage, right through to running the event and carrying out the post-event evaluation.

Most importantly, the event manager is responsible for running a whole event from start to finish. It is vital for managers to have following qualities and skills.

**Responsibilities**

* Plan event from start to finish according to requirements set out in the objectives of the event
* Manage a team of staff and volunteers
* Produce and develop detailed proposals for events (including timelines, venues, suppliers, legal obligations, staffing and budgets)
* Develop ideas for event planning
* Research venues, suppliers and contractors, then negotiate prices and hire
* Prepare budgeting and costing for the event
* Negotiating and hiring of personnel (DJs, security, cleaners, waiters and volunteers etc.)
* Coordinate all operations of the event from start to finish
* Lead promotional and marketing activities for the event
* Supervise all staff (event coordinators, security personnel, caterers and volunteers etc.)
* Approve all aspects activities of the of the event
* Make sure that insurance, legal, health and safety obligations are followed according to law
* Analyse and implement the event’s success and prepare reports
* Produce post-event evaluation reports for stakeholders and clients

**Requirements**

* Proven experience as event manager
* Skilled in project management
* IT skills and proficient in MS Office
* Outstanding communication and negotiation ability
* Excellent organisational and interpersonal skills
* An ability for problem-solving
* Customer-service orientation
* A team player with leadership skills
* BSc/BA in Events Management PR, Marketing, Hospitality management and Tourism Management or related field is preferred
  1. **Divide students into groups of four to five and instruct them to:**
* Read case study 4.2: What is it like working in event management?
* Ask students to discuss the role volunteers play in supporting large scale events, for example, Olympic games, music and film festivals?
* Ask students to outline and discuss why HRM policies are important for events industry managers, organisers and volunteers?

**Case study 4. 2: What is it like working in event management?**

**Martin Jack is managing director of event management company Think Different Events.**

**Get stuck into events by volunteering** – it is valuable experience and can lead to a job: Many event organisers, probably most, are always on the lookout for volunteers to support their events. Obviously the larger ones such as the Olympic games, music and film festivals and so on are well known but within the business-to-business world there are a wide range of events such as conferences, product launches, award ceremonies and so on where on-site and other support is required. I realise the term volunteer means you are offering your services for free, but by showing a willingness to support events, gaining valuable knowledge in the sector and so on you are putting yourself in the shop window when real and paid event jobs do become available – gaining valuable experience at the same time.

**It’s important to manage your work load to avoid burning out**: In our experience event organisation is very much like an exponential curve. It starts slowly and gradually and as the event nears the workload builds and builds until the event itself, when you are trying to appear calm on the outside but running about daft on the inside making sure everything is going well, if not you’re firefighting, and then before you know it the event is over. You don’t actually become relaxed, if anything you’re totally deflated with little energy left. If you don’t manage this properly with yourself and your team then you can burn out. If you don’t manage the pressure, you make bad decisions. If you make bad calls, you exert more pressure on yourself. Entering the events industry is not an easy option. It’s hard work no matter what role you have. The client expects a great event, the audience a quality ­experience and you are responsible for various aspects of this.

**Make a name for yourself first before aiming for high-profile events**: There are events where the great and the good are wined and dined and there is a great razzmatazz around the event. However, this is the sexy aspect of the sector, one which a lot of people may aspire to. The reality is that you can only get so many people organising these events. I think people can improve their chances if they widen their scope initially, get that valuable experience, work up the career ladder and one day have a key role in the high-profile events. It’s far too much of a risk to the project manager on these events to have staff who don’t have the experience.

**Rob Davidson is a senior lecturer at the University of Westminster, where he runs a master’s degree in Conference and Events Management.**

**Master’s degrees can help show you have a commitment to an events career**: More and more graduates, in a wide range of subjects, are doing a master’s course in events management to get in-depth knowledge of the events industry, as well as a way of showing their commitment to a career in this business and making their job applications stand out above the others. A growing number of UK universities are offering such postgraduate courses and you can see a list of these on the Association for Events Management Education (AEME) website, since most UK universities offering events courses are members. If you decide to go ahead and study this subject, I would recommend that you get as much practical experience as possible during your studies – volunteering to help at events and so on. That will look good on your CV.

**Networking is essential so get yourself out there**:Networking is key to getting that first job (and subsequent jobs) in events, and that’s why we strongly recommend our students to join one of the industry associations so that they can meet and interact with events professionals at seminars, conferences and so on. Most of our students join the UK chapter of Meetings Professionals International and regularly attend functions and evening seminars run by that association. It’s not expensive for students – it costs €40 – and it gives them something else to put on their CVs that demonstrates their commitment to this industry.

**Alan Newton is group supplier relations manager at meetings, events and communications company Grass Roots.**

**Enjoy the event – but remember you’re at work**: Don’t feel pressured into drinking. It is one thing associated with the events industry but it’s not an expectation. It’s important to retain your professional image and remember that you are still at work. If you’re concerned about having too much alcohol, then you need to consider your own willpower. We expect our staff to enjoy themselves but, at the same time, to remember they are representing the company and to behave in a professional, business-like manner.

**What to do when things go wrong**:What all these situations require is a calm and level head and an ability to look at the solutions methodically and logically. You need to provide your clients with the feeling of safety and assurance in your experience and expertise to deliver a suitable solution. Things go wrong all the time because we’re human and we work in a very human and people-orientated industry. It is always the manner in which issues and disasters are dealt with that leave their mark and your legacy.

**Sarah Gordon is event manager for Thames Valley University.**

**There are some skills a course can’t teach**: I’m a huge advocate of education. I work in the education sector and think it is crucial, however, experience and key skills are just as – if not more – important. Particularly when working in events. Not many courses can teach patience, common sense, the ability to stay calm and collected when chaos swarms around you.

**Glamour isn’t guaranteed – but this is a hugely rewarding job**: The hours are long, your social life will disappear a little when you’re busy and it isn’t anywhere near as glamorous as people think – however, it is hugely rewarding and the benefits are immense. I’ve been lucky enough to be involved in some fantastic events which are great fun and make it all worthwhile.

**Justine Kane is an event management professional with more than 12 years’ experience. She joined us on behalf of Event Management Training.**

**Having an unrelated background doesn’t have to be a hurdle**: Lots of different backgrounds are considered for the industry. I have placed postgraduate students of mine with a physics background in roles. I think if you do have a degree, or have experience, in a different background it does help a lot to do a course in events so that you show you are serious about the transition and also that you have the knowledge. It would probably bode well for your own confidence in the area when in interviews and actually in a role, so you feel like you know what you are talking about. There are certain skills that a good event manager possesses (being organised, people person, flexible and so on) which can be transferable no matter the trained experience. Do not let this be a hurdle for you because it does not need to be.

*Source*: www.theguardian.com/careers/what-is-it-like-working-in-event-management [accessed 29/03/21]. Copyright Guardian News & Media Ltd 2017.

1. **Discussion questions**

**Question 1**

In your opinion why is there a high turnover of staff in the events industry?

**Question 2**

Identify the benefits of empowering staff in an event organisation and how this may give your company a competitive advantage?

**Question 3**

Discuss the type of training that you may need to provide volunteers that you have hired for a community event?

**Question 4**

What steps would you consider in making sure that your staff is from a more diverse background?