

# MK 322 Retail Management

## Chapter 16: Managing the Store

By Ajarn Suwalya K.

# Drivers of Employee Performance

**EXHIBIT 16-1**  
Drivers of Employee  
Performance



# Recruiting, Socializing, and Training Store Employees



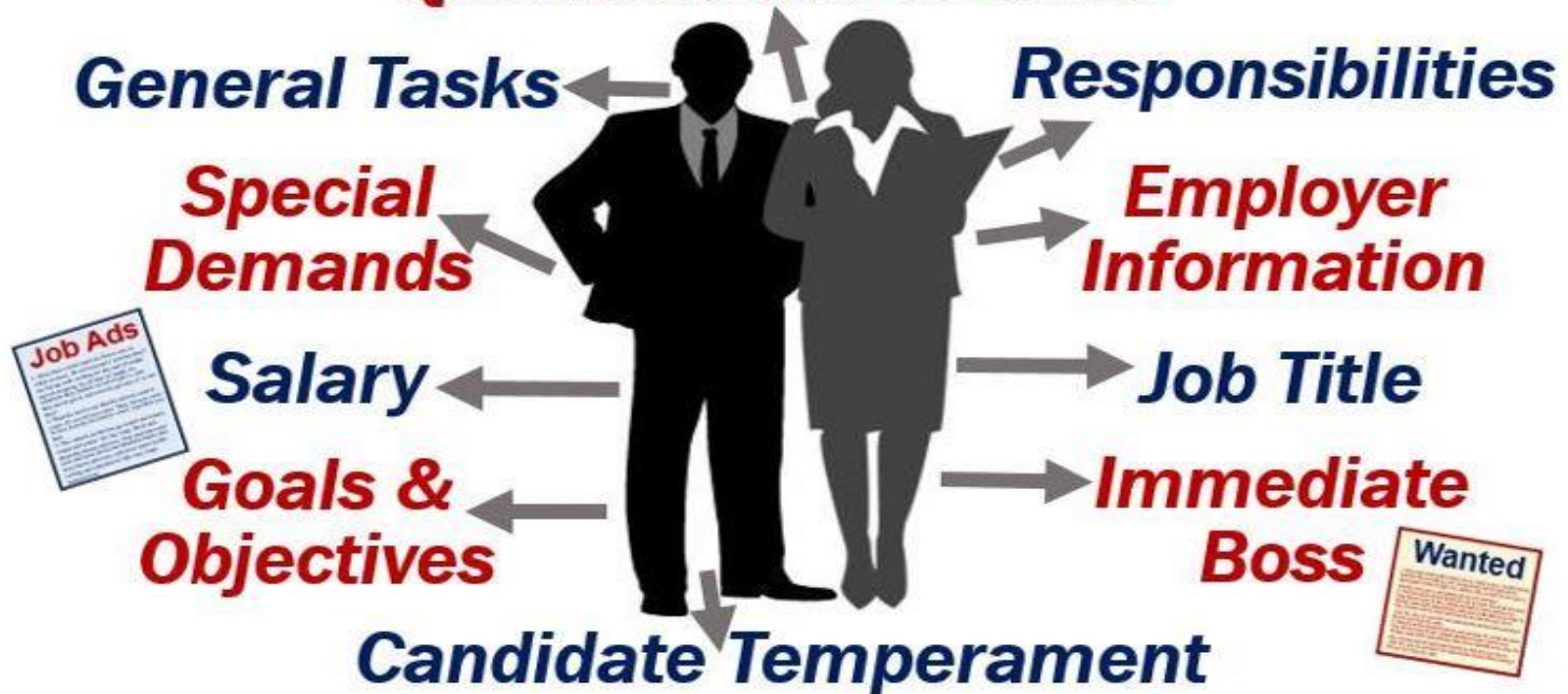
# Why is it important to have clear job description?



# Job Description

*A description of a job, including a list of responsibilities and duties.*

## Qualifications & Skills



## Project manager | The IT project company

Job title

### About us

At ITPC we deliver world class project management services to high profile clients across the globe, with a focus on IT infrastructure solutions to the banking and insurance sectors.

Details about the employer

### About the role

We are looking for a project manager to lead large scale IT infrastructure projects for our clients, and ensure they are completed on time and within budget, whilst delivering all project objectives and exceeding client expectations.

Overview of the job

### Responsibilities

- Determining initial scope of project and setting milestones, deliverables and objectives in accordance with stakeholder requirements
- Mapping requirements of internal resources and securing capable project teams
- Cost forecasting and optimal allocation of resources and budget across projects, making project adjustments and constraints where necessary
- Plan and schedule projects and tasks, track progress and updates project documents using project management tools
- Identify, manage and mitigate project risks and issues

Detailed responsibilities of the job

### Location & commitments

- Permanent full time role based at our London office Monday - Friday (37 hours per week) with regular onsite client visits
- Overtime may be required to ensure client projects are delivered on time
- Weekend work is rare but can occasionally be necessary

Job commitments like hours and work location

### Candidate requirements

- Previous experience leading large projects in professional environments and managing senior stakeholders
- Competence in creating project documentation, tracking projects and using project management tools such as MS Project
- Ability to manage medium sized teams, contractors, vendors and suppliers across remote locations

Skills and experience the job holder will need

### Contact us to apply

If you'd like to apply for this role, please contact our project team recruiter, Mike Edmund at [mike.edmund@itpc.com](mailto:mike.edmund@itpc.com)

Attach your CV and tell us why you would be a great fit for our project management team!

Call to action to encourage candidates to apply

# Recruiting Employees

- Developing a Job Description

- How many salespeople will be working in the department at the same time?
- Do the salespeople have to work together in dealing with customers?
- How many customers will the salesperson have to work with at one time?
- Will the salesperson be selling on an open floor or working behind the counter?
- How much and what type of product knowledge does the salesperson need?
- Does the salesperson need to sell the merchandise or just ring up the orders and provide information?
- Is the salesperson required to make appointments with customers and develop a loyal customer base?
- Does the salesperson have the authority to negotiate price or terms of the sale?
- Does the salesperson need to demonstrate the merchandise?
- Will the salesperson be expected to make add-on sales?
- Is the salesperson's appearance important? How should an effective salesperson look?
- Will the salesperson be required to perform merchandising activities such as stocking shelves and setting up displays?
- Whom will the salesperson report to?
- What compensation plan will the salesperson be working under?

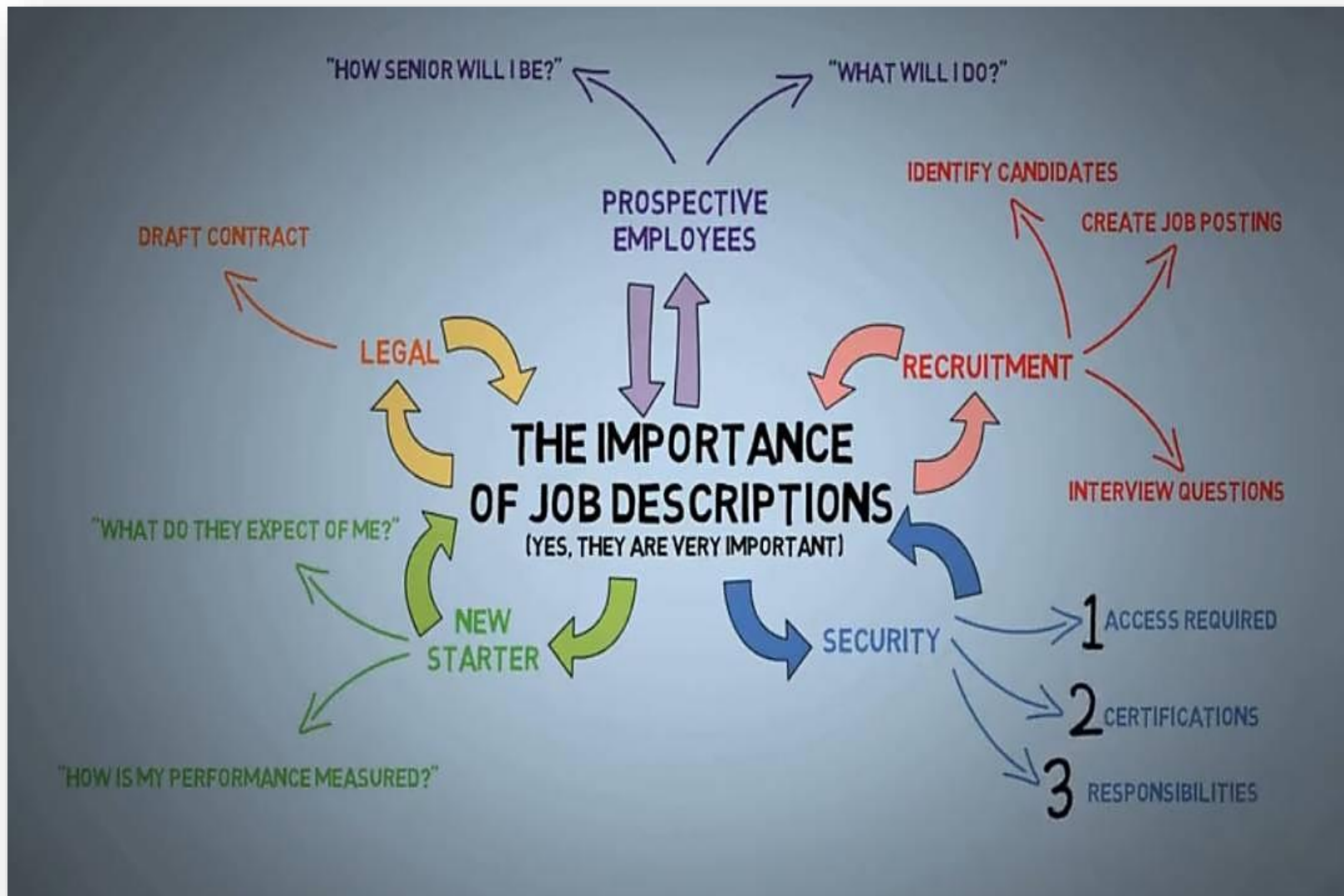
**EXHIBIT 16-2**  
Questions for  
Undertaking a Jo  
Description



## The Importance of Job Descriptions

Richard Slater · 4.3K views · 3 years ago





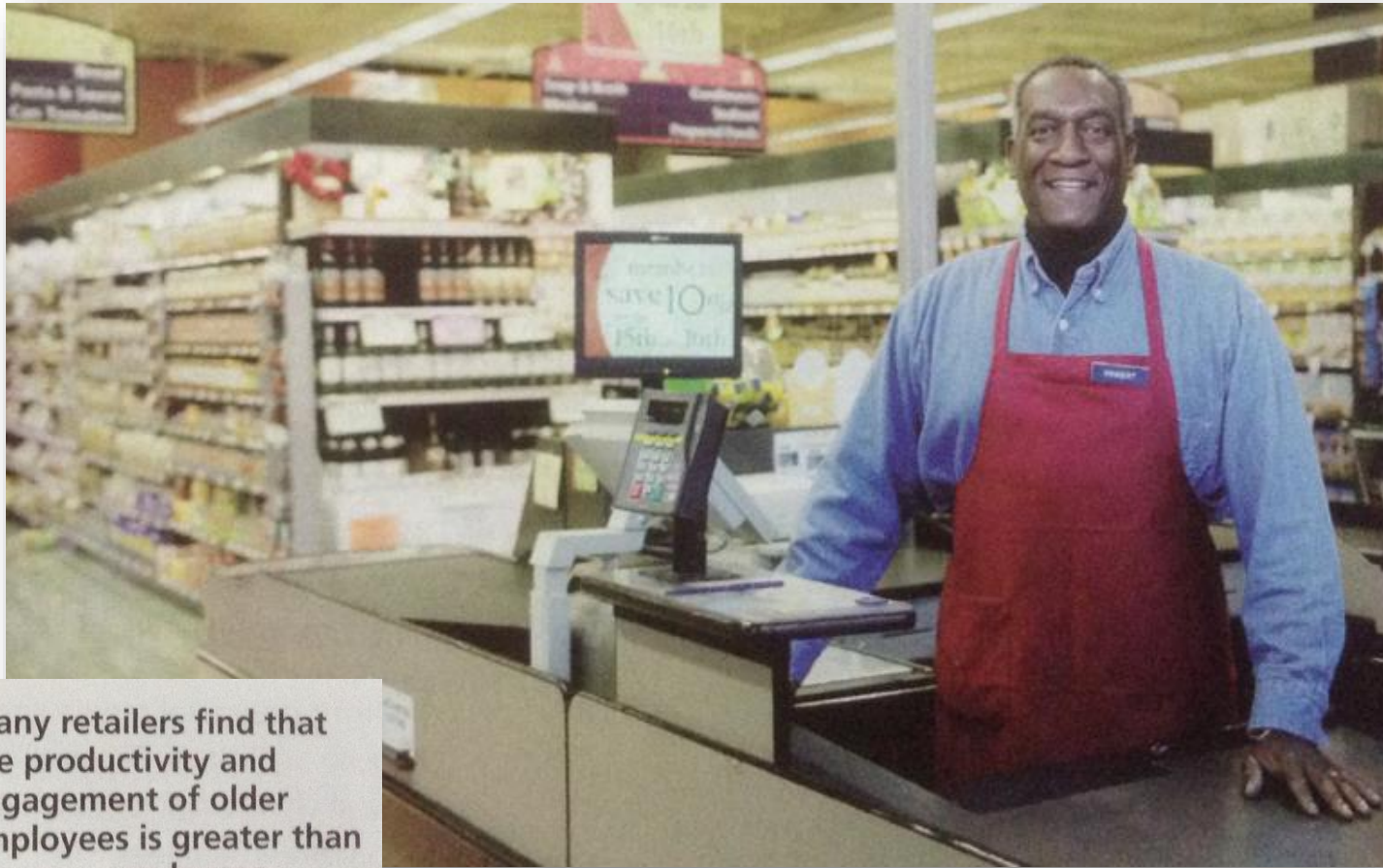
# In group Assignment- Job Description

- Each team create one job description for an employee within your company.
- I will give you about 20 mins and we will share in class one ppt slide.. Have fun 😊



# Recruiting Employees

- Locating Prospective Employees



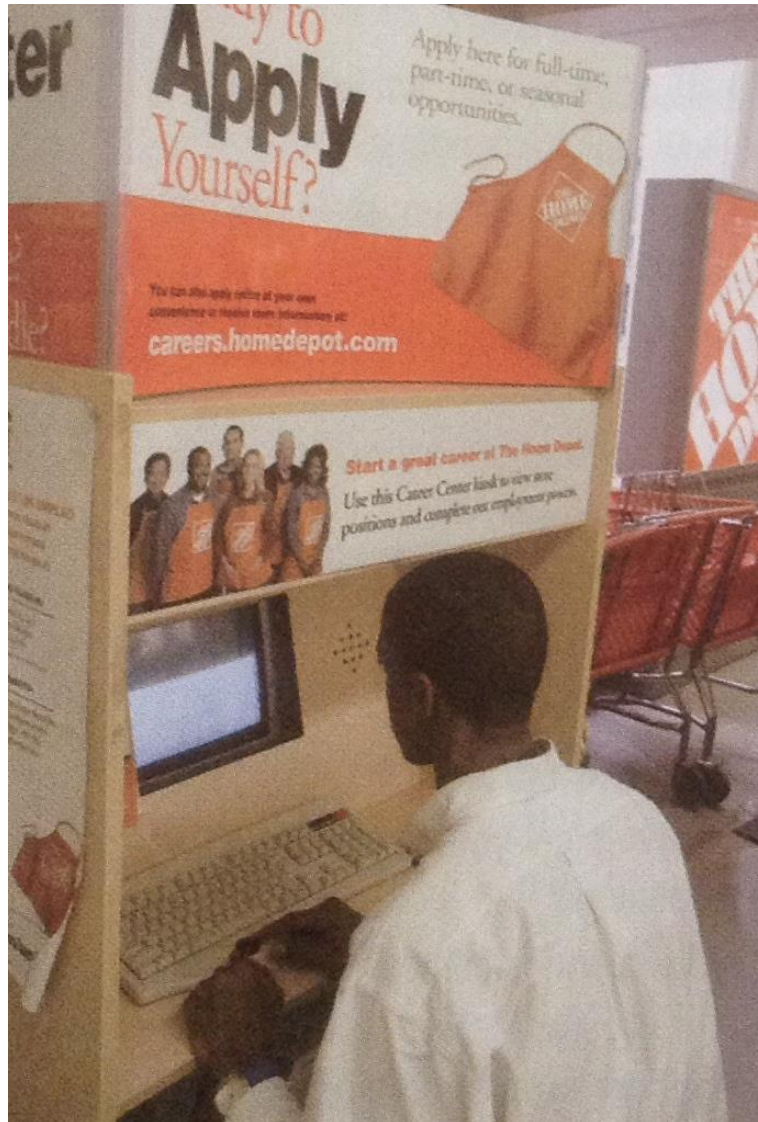
Many retailers find that the productivity and engagement of older employees is greater than younger employees.

# Recruiting Employees

- **Screening Applicants to Interview**
  - Application Forms
  - References and Online Checks
  - Social Media
  - Testing
  - Realistic Job Interview



# Recruiting Employees



Home Depot attracts and does an initial screening of prospective employees using web-enabled kiosks in their stores.

# Recruiting Employees

- Selecting Applicants
  - Preparation for the interview
- Behavioral Interview: ask candidates how they have handled situations in the past, especially situations requiring skills outlined in the job description
- Legal Considerations in Selecting and Hiring Store Employees

# Recruiting Employees

## EXHIBIT 16-3

## Interviewing Questions



### EDUCATION

What were your most and least favorite subjects in college? Why?

What types of extracurricular activities did you participate in? Why did you select those activities?

If you had the opportunity to attend school all over again, what, if anything, would you do differently? Why?

How did you spend the summers during college?

Did you have any part-time jobs? Which of your part-time jobs did you find most interesting? What did you find most difficult about working and attending college at the same time? What advice would you give to someone who wanted to work and attend college at the same time?

What accomplishments are you most proud of?



### PREVIOUS EXPERIENCE

What's your description of the ideal manager? Subordinate? Coworker?

What did you like most/least about your last job?

What kind of people do you find it difficult/easy to work with? Why?

What has been your greatest accomplishment during your career to date?

Describe a situation at your last job involving pressure. How did you handle it?

What were some duties on your last job that you found difficult?

Of all the jobs you've had, which did you find the most/least rewarding?

What is the most frustrating situation you've encountered in your career?

Why do you want to leave your present job?

What would you do if . . . ?

How would you handle . . . ?

What would you like to avoid in future jobs?

What do you consider your greatest strength/weakness?

What are your responsibilities in your present job?

Tell me about the people you hired on your last job. How did they work out? What about the people you fired?

What risks did you take in your last job, and what were the results of those risks?

Where do you see yourself in three years?

What kind of references will your previous employer give?

What do you do when you have trouble solving a problem?



### QUESTIONS THAT SHOULD NOT BE ASKED PER EQUAL EMPLOYMENT OPPORTUNITY GUIDELINES

Do you have plans for having children/a family?

What are your marriage plans?

What does your husband/wife do?

What happens if your husband/wife gets transferred or needs to relocate?

Who will take care of your children while you're at work?

(Asked of men) How would you feel about working for a woman?

How old are you?

What is your date of birth?

How would you feel working for a person younger than you?

Where were you born?

Where were your parents born?

Do you have any handicaps?

As a handicapped person, what help are you going to need to do your work?

How severe is your handicap?

What's your religion?

What church do you attend?

Do you hold religious beliefs that would prevent you from working on certain days of the week?

Do you feel that your race/color will be a problem in your performing the job?

Are you of \_\_\_\_\_ heritage/race?

# Socialization of New Store Employees

- **Orientation Programs-** are critical in socializing new employees
- A few hours to familiarize with rules and regulations
- One element of training program



# Training Store Employees

- **Structured Training Program-** helps new employees acquire basic skills and knowledge, which they need to be able to do their jobs
- **On-the-job-training-** new employees work in specific jobs under direct supervision of their managers.
- **Blended Approach-** both structure and on the job. Best Buys attend monthly, 3 after hours training on new products, services update.

# Training Store Employees



In this structured training program, newly hired Men's Wearhouse sales associates learn about the merchandise they will be selling



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# Guest Relations Manager





## International Hotel Butler Training | Hyatt : Doha

SABA International Butler Academy · 49K views · 7  
years ago



# Motivating, Evaluating, Rewarding, and Compensating Store Employees

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# Setting Goals to Motivate Employees

- **Employee performance improves when they feel**
  1. Their efforts enable them to achieve the goals set for them by their managers and
  2. They will receive rewards they value if they achieve their goals, thus managers can motivate employees by setting realistic goals and offering rewards that employees want

# Evaluating Store Employees and Providing Feedback

- Who should do the evaluation? – Manager who works closely with the employee
- How often should evaluations be made?
- Format of evaluation?



# Evaluating Store Employees and Providing Feedback

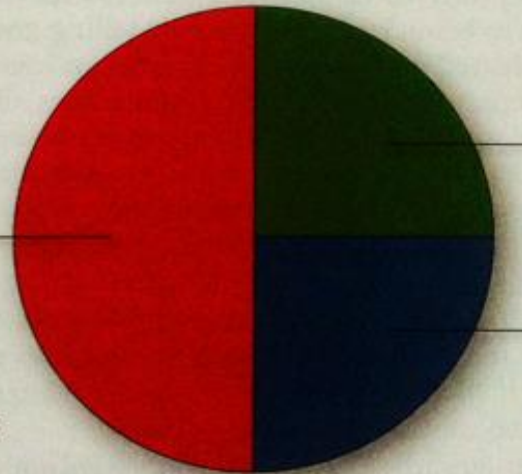
**EXHIBIT 16-4**

**Factors Used to Evaluate Sales Associates at a Specialty Store**

**50%**

**SALES/CUSTOMER RELATIONS**

1. Greeting. Approaches customers within 1 to 2 minutes with a smile and friendly manner. Uses open-ended questions.
2. Product knowledge. Demonstrates knowledge of product, fit, shrinkage, and price and can relay this information to the customer.
3. Suggests additional merchandise. Approaches customers at fitting room and cash/wrap areas.
4. Asks customers to buy and reinforces decisions. Lets customers know they've made a wise choice and thanks them.



**25%**

**OPERATIONS**

1. Store appearance. Demonstrates an eye for detail (color and finesse) in the areas of display, coordination of merchandise on tables, floor fixtures, and wall faceouts. Takes initiative in maintaining store presentation standards.
2. Loss prevention. Actively follows all loss prevention procedures.
3. Merchandise control and handling. Consistently achieves established requirements in price change activity, shipment processing, and inventory control.
4. Cash/wrap procedures. Accurately and efficiently follows all register policies and cash/wrap procedures.

**25%**

**COMPLIANCE**

1. Dress code and appearance. Complies with dress code. Appears neat and well groomed. Projects current fashionable store image.
2. Flexibility. Able to switch from one assignment to another, open to schedule adjustments. Shows initiative, awareness of store priorities and needs.
3. Working relations. Cooperates with other employees, willingly accepts direction and guidance from management. Communicates to management.

# Evaluating Store Employees and Providing Feedback


	Average Performance for Sales Associates in Department	Actual Performance for Jim Taylor
Sales per hour	\$75	\$65
Average amount per transaction	\$45	\$35
Percentage multiple transactions	55%	55%
Number of preferred customers	115	125
Number of preferred customer appointments	95	120
Departmental shrinkage	2.00%	1.80%
Systems errors	10	2
Merchandise presentation (10-point scale)	5	8

**EXHIBIT 16-5**  
Summary of Jim Taylor's Six-Month Evaluation

# Rewarding Store Employees

- **Extrinsic rewards** are rewards provided by either the employee's manager or the firm such as compensation, promotion and recognition
- **Intrinsic Rewards** are rewards employees get personally doing their job well
- **Contests : Employee of the Month**
- **Job Enrichment** : the redesign of a job to include a greater range of tasks and responsibilities, including skill variety, task significant, autonomy, and job feedback

# Rewarding Store Employees




I'm lovin' it.



**Brendan**  
Employee Of The Month

- 1. How long have you worked for McDonald's?**  
I have worked at the Eagle Street McDonald's for 13 months.
- 2. What are some of your hobbies?**  
I play Rugby and like to hang out with friends.
- 3. What school do you attend?**  
I am going into Grade 11 at Dr. John M. Denison Secondary School.
- 4. Additional comments from the Employee of the Month:**  
I am surprised and happy to be the employee of the month.

Join the Team. Apply Now. Apply online at: [www.WorksForMe.ca](http://www.WorksForMe.ca)




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I'm lovin' it.




**Vilma**  
Employee Of The Month


- 1. How long have you worked for McDonald's?**  
I have been working overnights at the Davis Drive McDonald's for 4 months.
- 2. What are some of your hobbies?**  
I really like cooking and watching TV
- 3. If you had one wish what would it be?**  
I wish to be very successful and prosperous.
- 4. Additional comments from the Employee of the Month:**  
It is fun to work at McDonald's! I love being part of the team and helping out to prepare food in the production area. Thank you so much for this recognition.

Join the Team. Apply Now. Apply online at: [www.WorksForMe.ca](http://www.WorksForMe.ca)

**espresso love**



**new!**  
Raspberry Mocha  
or Deluxe Hot Chocolate



McCafe

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# Compensation Programs

- **Types of Compensation Plans**

1. **Straight salary compensation:** receive fix amount of compensation for each hour or week they work
2. **Incentive compensation plans:** reward employees on basis of productivity
3. **Straight commission:** income is based entirely on commission
4. **Quota-bonus plan:** a bonus is provided when their performance exceeds the quota
5. **Team incentives:** based on performance as a department or store as a whole

# Compensation Programs

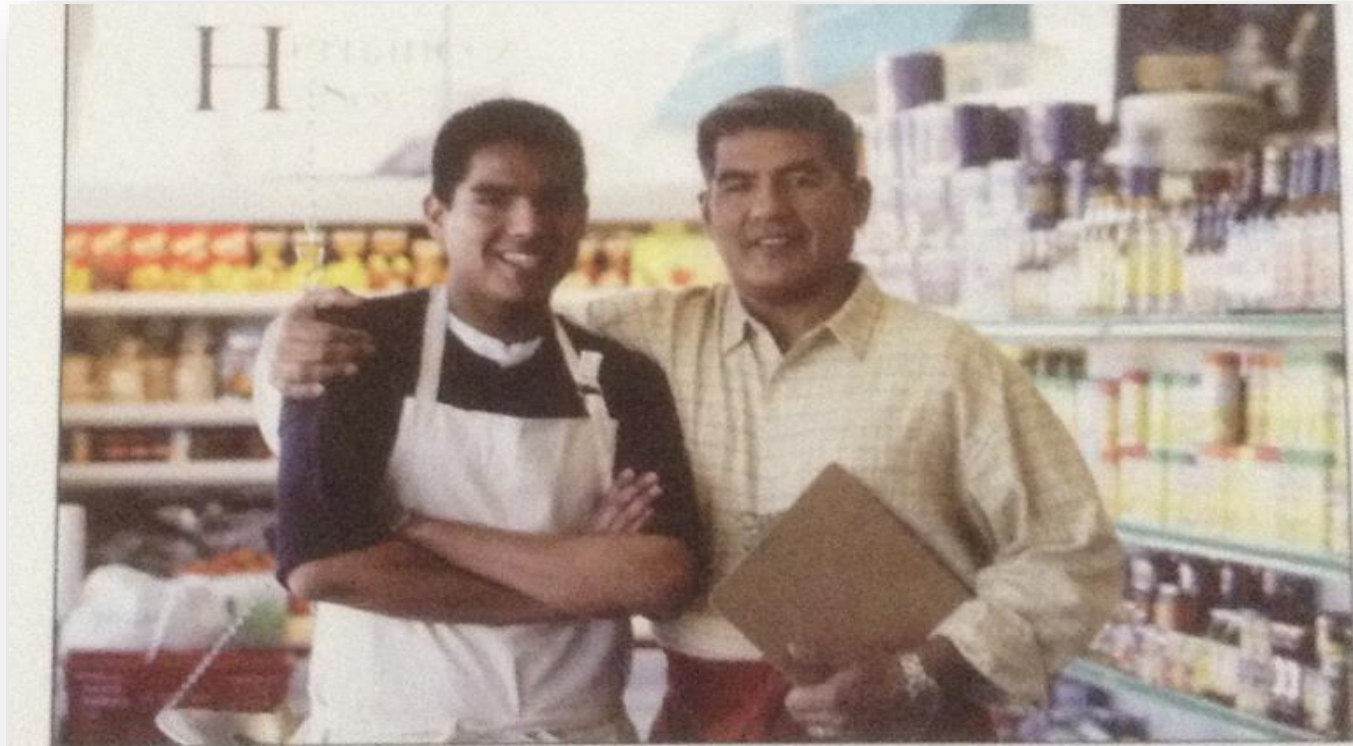
- **Quota: is a target level used to motivate and evaluate performance**
  - Sales per hour for salespeople
  - Maintained margin and inventory turnover for buyers



# Types of Leadership

- Leadership is a process by which a store person attempts to influence others to accomplish a common goal or task
- **Autocratic leaders:** make decisions on their own and announce to employees, use authority to tell employees what to do
- **Democratic leaders:** seek information and opinions from employees and base their decisions on this information. They share power and information, and ask where and when they want and make schedules to accommodate employees

# Types of Leadership



Great leaders know when to use democratic and autocratic styles to produce happy, motivated employees.

# Types of Leadership



- **Transformation leaders** get people to transcend their personal needs for the sake of group or organization. They are engaged and generate excitement and create enthusiasm in employees through personal charisma; delegate challenging work to subordinates, free, open communicating and mentoring

# Maintaining Morale

- Store managers play an important role in improving the work atmosphere and its effect on the performance of store employees





## 5 Tips for Effective Store Leadership



**Mike Tippets**

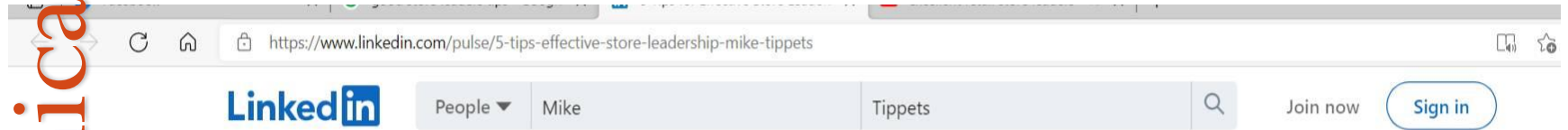
Trusted Digital Marketing Executive leading a world class team to exceed goals. Experienced in Brand Development, Corporate Comms and Org Development.

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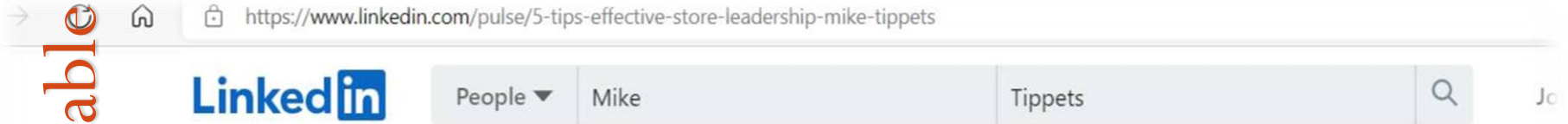
# Communicate



1. **Communicate** – nobody likes to be “in the dark”; so, don’t keep your store associates in the dark. Share what is happening around the company and around the region. Tell them why they should be proud of the organization. It is reported that the millennial generation wants to feel like their work and their job are contributing to the greater good of the community, the environment or the world. Tell them all the things that the company is doing to promote employee well-being, customer well-being and indeed corporate well-being. Don’t ever assume they will hear this from another source, because they won’t; and if they do it will probably not be positioned the way you want.

2. **Recognize** – People go where they are appreciated and the best way to show appreciation is to recognize them for the things they are doing. Recognition should come to a team and to individuals on a regular basis. However, it cannot feel cheap or “made up”; the praise must be genuine. Sometimes the best praise is a passing comment -- saying “Nice Job” can motivate an associate to keep doing great work. Other times the praise needs to be more dramatic and involve some level of local fanfare. And still other times, the praise should be in a forum as large as a region or even the whole company. Never underestimate the motivational power of recognition – even the small stuff. The recipient will want more of it, and others will be inspired to work to also be recognized.

# Recognize



**3. Hold People Accountable** – Holding someone accountable for their actions or their assignments is not a negative. In fact, it is very much a positive; so long as it is done equally and consistently. Those members of the team who are working hard and delivering on their goals and projects will appreciate when leaders hold accountable those who are not carrying their portion of the workload. There is a skill to properly handling the discussion about accountability, but practice will help you keep the top performers and remove those who are not suited for the position.

**4. Delegate** – Team members want to be involved, they want to contribute and they will contribute when asked to do so. As a leader, recognize this and delegate the things that are best done by your team members. By delegating, you are saying to your associates, “I trust you and know that you will contribute to our success.” You are also freeing yourself up to be a leader and to look ahead and see what else can be done. When one of my career mentors pulled me into the office and delegated some tasks to me, it deepened my commitment to the group and instilled in me a desire to show I could do it well.

# Care

**5. Care** – There is an old saying that goes, “Nobody cares how much you know, until they know how much you care.” Every one of the associates on your team is an individual. People have families, pets, hobbies and they like to know that you know this too. Asking about an associate’s family, remembering a birthday or significant event in the life of an associate will greatly enhance your relationship with them. Stronger relationships build stronger commitment, stronger commitment means harder work and more productivity. Take the time to get to know your team as people, and you will see the improvement in team cohesiveness and productivity.

Front line associates and managers are the face of the brand and we need to focus on training and developing these leaders and future leaders. There is no silver bullet that will create fully engaged employees, but if you put into practice these five tips, you will see noticeable improvement in the way your team performs. Don’t try and do it all at once, take some time and learn things slowly. The employees will notice, and you will notice dividends, too.



Apple Store managers build morale and motivate their sales associates by holding "morning meetings" before the store opens.



**That's All Folks**