



CASE #4

OCCUPATIONAL CATEGORY: GENERAL MERCHANDISE
INSTRUCTIONAL AREA: MANAGEMENT
SUPERVISORY LEVEL

Event Overview:

As the participant you will be assigned the role of the manager of a stereo shop that is located in an extremely competitive market with a number of businesses attempting to gain control of the market. Due to the nature of the situation, the morale of your staff is at a low point and a number of practices have begun to develop that may not be in the best interest of your store in the long run. You have decided that some form of communication must be developed to restore high morale and return the business practices to normal to meet the company objectives.

Competencies Evaluated

1. Evaluate proposals and suggestions.
2. Establish standards for an area or department.
3. Apply ethical behavior in business relations.
4. Conduct periodic store employee meetings to promote the highest possible group effort and spirit.
5. Understand the organization of a business enterprise and the functions of management.

PARTICIPANT INSTRUCTIONS

1. The event will be presented to you through your reading of the Event Overview, Competencies Evaluated, and the Event Situation. You will have up to ten (10) minutes to review this information to determine how you will handle the role-play situation and demonstrate the competencies of this event. Your event manager may allow you to make notes during the preparation period, which you may choose to use during your role-play situation.
2. You may have up to ten (10) minutes to meet with a judge to role-play your situation.
3. You will be evaluated on how well you meet the competencies of this event.

Event Situation

You are to assume the role of the manager of a stereo shop that is located in an extremely competitive market with a number of businesses attempting to gain control of the market. Employee morale is low due to your commission salespeople having developed a competitive “cut – throat” attitude toward one another. A number of questionable practices have developed that are beginning to show in the area of customer satisfaction. You have been concerned that this may erode the company image and customer goodwill that has been developed.

For these reasons, you have decided to begin some form of communication with the employees and have asked them to develop some proposals to remedy these problems. You must review the proposals and make the decisions regarding how you are going to impact these problems. You are now going to write up a paper outlining the techniques that will be used to get these concerns cleared up. The following information contains the proposals from the employees to develop the needed communication.

COMMUNICATION PROPOSALS

NUMBER ONE

Implement a Saturday breakfast meeting to discuss the present company situation and build employee morale. Set company policies or standards in the area of ethics, qualifications of buyers, commission splits, overselling, and identifying competitor’s price quotes.

NUMBER TWO

Develop a monthly meeting with the entire staff to select an employee of the month. Select this employee of the month based on customer satisfaction and cooperation as well as sales by a vote of the entire staff.

NUMBER THREE

Implement memorandum to discuss the development of customer mailing to discuss the development of customer mailing lists, follow-up calls, dealing with competitor’s advertising, commission structures, ethical sales, and policy development by management.