



BUYING AND MERCHANDISING MANAGEMENT TEAM DECISION MAKING EVENT

PARTICIPANT INSTRUCTIONS

- The event will be presented to you through your reading of the General Performance Indicators, Specific Performance Indicators and Case Study Situation. You will have up to 30 minutes to review this information and prepare your presentation. You may make notes to use during your presentation.
- You will give an ID label to your adult assistant during the preparation time.
- You will have up to 10 minutes to make your presentation to the judge (you may have more than one judge), followed by up to 5 minutes to answer the judge's questions. All members of the team must participate in the presentation, as well as answer the questions.
- Turn in all of your notes and event materials when you have completed the event.

GENERAL PERFORMANCE INDICATORS

- Communications skills—the ability to exchange information and ideas with others through writing, speaking, reading or listening
- Analytical skills—the ability to derive facts from data, findings from facts, conclusions from findings and recommendations from conclusions
- Production skills—the ability to take a concept from an idea and make it real
- Teamwork—the ability to be an effective member of a productive group
- Priorities/time management—the ability to determine priorities and manage time commitments
- Economic competencies

SPECIFIC PERFORMANCE INDICATORS

- Explain the concept of management.
- Describe the nature of managerial control (control process, type of control, what to control).
- Analyze operating results in relation to budget/industry.
- Explain management's role in the achievement of quality.
- Explain the role of training and human resource development.
- Coach employees.
- Recognize/reward employees.

CASE STUDY SITUATION

You are to assume the roles of manager and assistant manager at a unit of DISCOUNT WORLD, a discount store. Your district manager (judge) has asked you to develop strategies for dealing with personnel, budget and customer service issues stemming from problems with the evening shift.

DISCOUNT WORLD is a local discount store that has been in business for more than 20 years. They have five stores in the local market. Due to the tight labor market, you have had a difficult time hiring and retaining staff at all positions, in particular a number of problems with staffing the evening shift (6 p.m.–11 p.m.). You have found that competent employees will not work this shift. If you schedule them on evening shifts, they quit and take jobs with other stores that will offer them more preferred hours. Compounding this problem is the difficulty of hiring and scheduling supervisors for this same period.

Recently, this problem has come to the forefront because of customer complaints about poor service, employees being rude and horseplay by employees. You have also become aware that many of the duties assigned to the evening shift are not being completed or are done poorly. As a result, you have scheduled extra daytime hours to keep the store in shape and running smoothly. Currently, the evening supervisors are young high school graduates who have started with the store as entry-level employees. Only one of these supervisors makes a strong attempt at doing the job well.

The district manager (judge) has asked you to develop a strategy for dealing with personnel, increased payroll costs/budget and customer service issues stemming from problems with the evening shift.

Some points to consider are:

- You have had very few applicants for the night shift positions.
- Increasing pay has had NO effect on retaining and attracting good employees.
- There has been a noticeable decrease in sales as this problem has become more pronounced.
- Your more experienced supervisors have indicated they will quit if forced to take the evening shifts.

You will present your ideas to the district manager (judge) in a meeting to take place in the district manager's (judge's) office. The district manager (judge) will begin the meeting by greeting both of you and asking to hear your ideas. After you have presented your strategies and have answered the district manager's (judge's) questions, the district manager (judge) will conclude the meeting by thanking you for your work.

JUDGE'S INSTRUCTIONS

You are to assume the role of district manager of DISCOUNT WORLD, a discount store. You have asked the store manager and assistant manager (participant team) of a unit of DISCOUNT WORLD to develop strategies for dealing with personnel, budget and customer service issues stemming from problems with the evening shift.

DISCOUNT WORLD is a local discount store that has been in business for more than 20 years. There are five DISCOUNT WORLD stores in the local market. Due to the tight labor market, one store has had a difficult time hiring and retaining staff at all positions. That store in particular has had a number of problems with staffing the evening shift (6 p.m.–11 p.m.). They have found that competent employees will not work this shift. Employees scheduled on evening shifts typically quit and take jobs with other stores that will offer them more preferred hours. Compounding this problem is the difficulty of hiring and scheduling supervisors for this same period.

Recently, this problem has come to the forefront because of customer complaints about poor service, employees being rude and horseplay by employees. Many of the duties assigned to the evening shift are not being completed or are done poorly. As a result, you have scheduled extra daytime hours to keep the store in shape and running smoothly. Currently, the evening supervisors are young high-school graduates who have started with the store as entry-level employees. Only one of these supervisors makes a strong attempt at doing the job well.

The management team (participant team) will present their strategies for dealing with personnel, increased payroll costs/budget issues and customer service issues stemming from problems with the evening shift. This meeting will take place in your office. You will begin the meeting by greeting the management team (student participants) and asking to hear about their ideas.

The management team has been asked to consider the following items:

- There have been very few applicants for the night shift positions.
- Increasing pay has had NO effect on retaining and attracting good employees.
- There has been a noticeable decrease in sales as this problem has become more pronounced.
- More experienced supervisors have indicated they will quit if forced to take the evening shifts.

After the management team (participants) has presented their strategies to you, you are to ask the following questions of each participant team:

1. Why don't you just pay employees more to work the evening shift?
2. What do you think is the main cause of the employees being unwilling to work the evening shift?
3. Are the problems with employee behavior due to management or due to the quality of employees you are able to hire?

Once the management team (participant team) has answered your questions, you will conclude

the meeting by thanking them for their work.

You are not to make any comments after the event is over except to thank the participants.

JUDGING THE PRESENTATION

Team members, assuming the role of a management team for the business represented, will analyze a case situation related to the chosen occupational area. The team will make decisions regarding the situation, and then make an oral presentation to the judge. The role of the judge is that of an executive for the business.

Participants will be evaluated according to the Evaluation Form.

Please place the name and identification number label on the Scantron sheet (unless it has already been done for you).

Participants will have a 30-minute preparation period and may make notes to use during the role-play.

During the first 10 minutes of the presentation (after introductions), the team will present their analysis, their decisions and the rationale behind the decisions. Allow the teams to complete this portion without interruption, unless you are asked to respond.

During the next 5 minutes, you may ask questions of the team to determine their understanding of the situation presented. Each member of each team should respond to at least one question. To ensure fairness, you must ask each team the same questions. After asking the standard questions, you may ask other questions for clarification specific to the current team.

After the questioning period, please thank the team and state that they will be notified of your decision soon. Then complete the Evaluation Form, making sure to record a score for all categories. The maximum score for the evaluation is 100 points. The presentation will be weighted at twice (2 times) the value of the exam scores.

A maximum score of "Exceeds Expectations" in any category means that, in your opinion, the information is presented effectively and creatively; nothing more could be expected of an employee.

A "Meets Expectations" rating means that the information is present well. Though there may be a few minor problems or omissions, they are not significant. Creativity, however, is not shown to any great degree. A combined total score of 70 or better on the written and presentation sections will earn the participant team DECA's Certificate of Excellence at the international conference.

A "Below Expectations" score means that the information presented does not meet minimum standards of acceptability.

A "Little/No Value" score means either that some major flaw has been noted that damages the effectiveness of the presentation (this may be a major omission, a serious misstatement or any other major flaw) or that the information presented is of no value (does not help the presentation at all).

We hope you are impressed by the quality of the work of these potential managers. If you have any suggestions for improving the event, please mention them to your series direct.

We thank you for your help.

JUDGE'S EVALUATION FORM

BMDM-08
State Event

PERFORMANCE INDICATORS	Exceeds Expectations	Meets Expectations	Below Expectations	Little/No Value	Judged Score
DID THE PARTICIPANT:					
1. Explain the concept of management?	10-9	8-7	6-5-4	3-2-1-0	_____
2. Describe the nature of managerial control (control process, type of control, what to control)?	10-9	8-7	6-5-4	3-2-1-0	_____
3. Analyze operating results in relation to budget/industry?	10-9	8-7	6-5-4	3-2-1-0	_____
4. Explain management's role in the achievement of quality?	10-9	8-7	6-5-4	3-2-1-0	_____
5. Explain the role of training and human resource development?	10-9	8-7	6-5-4	3-2-1-0	_____
6. Coach employees?	10-9	8-7	6-5-4	3-2-1-0	_____
7. Recognize/reward employees?	10-9	8-7	6-5-4	3-2-1-0	_____
PRESENTATION					
8. Clarity of expression	6-5	4	3-2	1-0	_____
9. Organization of ideas	6-5	4	3-2	1-0	_____
10. Showed evidence of mature judgment	6-5	4	3-2	1-0	_____
11. Effective participation of both team members	6-5	4	3-2	1-0	_____
12. Overall impression and responses to the judge's questions	6-5	4	3-2	1-0	_____
TOTAL SCORE					