
UNIT 15 ORGANISATION STRUCTURE AND MANAGEMENT OF HUMAN RESOURCES

Objectives

After reading this unit, you should be able to:

- describe the significance of human resource management in retail;
- identify different areas of retailing where Human resources play a critical role; and
- explain the meaning and application of various terminologies.

Structure

- 15.1 Introduction
- 15.2 Human Resource Management in Retailing
- 15.3 Strategic Objectives of Human Resource Management in Retail
- 15.4 Factors Influencing Designing of Organisational Structure
- 15.5 Human Resource for Indian Retail Scenario
- 15.6 Human Resource Aspects in Retailing
- 15.7 Human Resource Functions in Retailing
- 15.8 Tasks Performed in a Retail Firm
- 15.9 Organisational Charts
- 15.10 Long-term and Short-term HR Planning
- 15.11 Part Time Employment
- 15.12 Human Resource Recruitment
- 15.13 Recruitment Policy
- 15.14 Role of References
- 15.15 Interviews
- 15.16 Sources of Job Applicants
- 15.17 Orientation
- 15.18 Motivation
- 15.19 Summary
- 15.20 Key Words
- 15.21 Self Assessment Questions
- 15.22 Further Readings

15.1 INTRODUCTION

Managing employees of an organisation was earlier termed as personnel management. However over a period of time with the growth in consciousness amongst the employer community, employs but the status of a vital resource.



Thus this was termed as human resource management. Humans found a vital resource for any business. As an old adage that business always runs by three M's men, money and material. Of late with the growth in the British and hazardous level of awareness and aspiration human resource management has become one of the most challenging frontiers of business management.

15.2 HUMAN RESOURCE MANAGEMENT IN RETAILING

Retailing is the human centric industry. Customers come to the store not only because of the ambience or reasonable price or the quality and range of products. They value the interaction with store personnel. Moreover it is this human factor which gives valuable input to the store management about the specific requirements of the customers. A proper human resource planning saves vital financial resources in the form of prevention of embezzlement, fraud and also shoplifting. All these factors makes the human resource management an essential element of the overall retail strategy for any retail organization.

The first step in effective human resource management in retail is to look into the organization of the store. One must look into the tasks to be performed in the retail distribution channel. Thereon the tasks are to be grouped into different jobs. These jobs can be further classified into various classes. Finally one can form an organization chart and integrate various jobs therein.

Human resource functions in retailing

With the growing pace of retailing in India the rate of growth of retail malls and markets may have even exceeded the population growth. However, keeping up with the pace of retail growth, no such development in the growth of training facilities for prospective retail employees has taken place. This poses the biggest challenge for the human resource management department of any retail organisation.

15.3 STRATEGIC OBJECTIVE OF HUMAN RESOURCE MANAGEMENT IN RETAIL

Each human being has distinct goals in one's life; an individual's behaviour is directed by these goals and principals. Similarly each organisation has its own goals. The strategic objective of human resource management is to collectively integrate the capabilities and goals of the employees with the goals of the retail firm.

15.4 FACTORS INFLUENCING DESIGNING OF ORGANISATIONAL STRUCTURE

While designing an organizational structure some important considerations need to be kept in mind as:

Scope of Operations: With such difference in volume of transactions the job requirements are also different. Manpower planning accordingly changes. For larger chains it's essential that the manpower is well qualified to handle such large scale operations.

Nature of Merchandise: It is very Important constituent of the human resource planning process. The type of merchandise a store deals with has direct

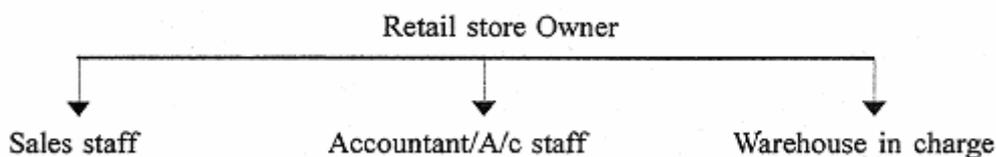


implications on the type of skill sets needed. For instance a retailer selling ready made clothes will need people who are proficient in understanding customer's 4' clothing needs and offer the best possible alternatives. However in a leather shoes and leather accessories outlet such persons will be needed who have at least preliminary knowledge about leather especially footwear.

Type of Organisation: Depending upon the organisational structure, requirement for human resource changes. A retail organisation can have a host of departments like Sourcing, Marketing, Accounts Warehousing on a functional basis. It can also have divisions based on various products it deals with. For example The Giant at Hyderabad not only deals grocery items but also other categories like vegetables, fruits as well as casual wear and utensils to name a few. Thus they have different centres for sourcing their different products and also warehousing such varied products have specific requirements for manpower.

15.5 HUMAN RESOURCE FOR INDIAN RETAIL SCENARIO

India. is dominated by a large number of small and independent retailers. The best example and perhaps the oldest one is our neighbourhood PanWala (beetle leaf shop). There can be a host of other examples such as the neighbourhood grocery shop, furniture shop, gift shop, sweetmeat shop and others. These retail outlets are owned and managed by an individual or family. Such retail stores have typically the following organisational structure.



Small stores generally employ on a contract basis or on job rate basis, lawyers, chartered accountants, income tax consultants as well as investment consultants. However that cannot be included in the organisational structure as they are not employees of the organisation.

15.6 HUMAN RESOURCE ASPECTS IN RETAILING

Retailing is very different from other industries. As in any other services industry in retail human aspect is of prime importance. With technological advances there have been changes in retail environment. However this has only increased the importance of human resources. While you visit a store big or small, role of the individual who helps you buy your stuff is immense. Generally in India festival buying is one of the biggest sale earners for retail. Besides this generally sale picks up on holidays, vacations and similar occasions. Thus the bottom line is, when everybody is enjoying the festivities or having holiday time you slog the most. More importantly in the midst of tough competition and more demanding customer a retailer has to cash in. This gives a very strong message. All the employees of retail stores should be ready to sacrifice their holidays, festivals for the sake of business. Thus while recruiting staff one must be clear about the candidate's individual goals and temperament.

Here it's worth mentioning that character and integrity of the candidate is of great significance. In case a retailer is able to plug internal theft and embezzlement he is a big gainer. Moreover on the part of the employees it's also required to be ever vigilant to prevent shoplifting.



15.7 HUMAN RESOURCE FUNCTIONS IN RETAILING

Human resource management has always been an issue for big retailers only. Wherever you go to the neighbourhood grocery shop or cloth merchant or say a small restaurant the owner is the chief of operations. All the employees of that establishment report to him or her. All decisions whether strategic in nature or related to day-to-day operations are taken by the owner. The need for human resource management is actually felt by big retailers like shopper's stop, pantaloons, etc.

Any typical retail organisation would commonly need the following human resource functions:

- Job analysis and job design
- Recruitment and selection of retail employees
- Training and development
- Performance management
- Compensation and benefits
- Labour relations
- Managerial relations

Source: Adapted from C. Fisher, L.Schoenfeldt, and B. Shaw, Human Resource Management, 5th ed, (Boston: Houghton Mifflin, 2003), pp. 14-27

Job Analysis and Job Design

Each retail store needs to analyse the jobs to be offered to the prospects. The job analysis involves a process of finalising the job content and based on the findings preparing a design for the job. It is the responsibility of the store to prepare the job design since, it is necessary from the new employee point of view. A well-prepared job design and job analysis helps in the recruitment process and thereon in training to achieve the required results.

Task analysis: This is one method of facilitating the listing of tasks. First the retailer or HR manager identifies tasks which are essential for the achievement of organisational goals. Thereon it's defined that which employee positions will be responsible for those tasks. Finally standards of performance for each position are set.

The Task Analysis Process

For task analysis the first step can be termed as task identification. Here the retail manager is supposed to list all the tasks needed to run the business. It is necessary to take a decision regarding assignment of different tasks to different members of the channels of distribution. At all points of time you should bear in mind that customer is the central focal point while taking any such decisions. Once the identification of tasks is done the next logical step is turning the different tasks into job positions.

In this step various tasks are grouped under distinct heads which can then be converted into positions or designations. For this, each task can be broken into some tasks which in turn can lead to creation of positions. This means, the set of tasks or an individual task can be assigned to an individual person. For this we need to prepare what is known as a job description.



Job description is a document which states as to what are the exact requirements of a particular job. However in the present competitive scenario we need to keep in mind that the employees do not work with the narrow scope of job description. It is worth mentioning at this juncture because employees tend to limit their scope of work in line with the limitations of job description. We have to keep in mind that in this competitive and dynamic world our job profiles can change overnight as per the requirements of the store. Job description is an iterative process. One should keep in mind that job description is an ongoing process. Once our job descriptions are ready we must fix the standards of performance for performance appraisals and evaluation.

This is the final step in task analysis where performance standards are to be developed for the different tasks which have been mentioned in the job description. Whenever we are fixing standards we must indicate the level of proficiency required to meet the quality and quantity expectations. This in turn helps us to identify as to what can be the training needs for a new employee or an existing employee. At the same time it guides the human resource management department in giving reasonably logical feedbacks to the employees.

Training and Development

New developments are always taking place in the retail scenario. With the growth in retail the consumers are maturing by the passing of everyday. In India, whatever you experienced as a customer 10 years back is very different now. Retailing is the most dynamic field of business management. With such changes in the field employees of any retail store ought to learn and train themselves to meet the new challenges. This is one of the most important profiles of any HR department. Training and development can take place in various ways. An organisation may like to give on-the-job training to the fresh incumbent whereas, the oldies may be sent for some advanced training to back up the vast experience which they already have.

Compensation and Benefits

The HR department of any retail business needs to have policy guidelines regarding compensation and miscellaneous benefits to be given to the employees. For this the HR department needs to know similar policies and guidelines in similar organisations. Benchmarking is very essential as far as compensation and benefits are concerned. Compensation and benefits at any point of time are the best way to satisfy the employees at the lower and middle level of management.

Labour Relations

The HR departments should know the rules and regulations with respect to labour relations. A harmonious labour relation always argues the efforts of an organisation to achieve its goals. All regional organisations besides having an HR department also hire legal practitioners for consulting from time to time. This has become necessary since each state has got different set of rules for human resource management with some standard rules.

Activity 1

Visit a large store in your location/city. Try to talk to the HR. executive and study the organization structure to find how relevant it is in relation to its line of activity.

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15.8 TASKS PERFORMED IN A RETAIL FIRM

We can broadly divide the tasks performed in a retail firm under four heads:

- 1) Strategic
- 2) Merchandising
- 3) Group Management
- 4) Administrative/Legal

Strategic Management

Devising and implementing a retail strategy. For devising a retail strategy the retailer must have a very clear understanding and complete information of the following:

- 1) Target market
- 2) Different retail formats catering the target market
- 3) Present buying trends and preferences
- 4) Various tasks to be performed within the organisation
- 5) Accordingly designing an organisational structure
- 6) Site selection, location analysis, layout details
- 7) Design promotional strategy

Strategic management is completely under the domain of top management. There can be circumstances where advisors or consultants are hired by the retailing firm in this regard. Firms need highly experienced and qualified professionals to take such high level decisions. Here it is worth mentioning that in small sized family owned retail businesses strategic decisions generally are a family affair.

Merchandising

Merchandise sourcing is the prime task of every retail organisation sourcing of merchandise is the major component of merchandising process as a whole. For sourcing of merchandise a retailer has to go through the following steps:

- 1) Search for vendors dealing with the specific merchandise
- 2) Based on specific requirements evaluate each vendor
- 3) Negotiate terms and conditions with them
- 4) Place orders
- 5) Examine quality of goods received with negotiated specifications
- 6) Communicate grievances if any/follow up
- 7) Make payments

After the merchandise is acquired a retailer needs to take full care since it's the single most valuable input in retail. A retailer can prepare and implement a merchandise control plan. This process includes the following steps:

- 1) Based on past experience develop a merchandise budget
- 2) If it's a chain store allocate merchandise to stores
- 3) Review stock position and merchandise off take.



These processes need seasoned personnel with years of experience. Here the need is for an experienced person rather than high qualification.

Finally the most critical task in merchandising is pricing the merchandise. A retailer has to have complete information about existing price ranges in the market. In the present day competition is so intense that a small error in the pricing could lead to loss of sale as well as long term reputation of the firm.

A retailer may have to adjust his prices based on the market feedback. Generally the pricing task is done by the top management or by the owner himself in case of small scale or family owned retail firms. However it's worth mentioning that the shop floor level staff plays a big role here. They are in direct contact with the customers. Thus they can predict the best saleability of the merchandise at a given price. Besides this they are competent to state an ideal price for given merchandise.

Shop Management

Store is the pivot for any retail store. Managing the shop involves various issues to be looked into like:

- 1) Store facilities
- 2) Layout and Display
- 3) Selling of merchandise
- 4) Customer grievances
- 5) Complementary services like gift wrapping home delivery
- 6) Prevent shoplifting and inventory shrinking
- 7) Receive physical inventory and intimating for the procurement of the same.
- 8) Merchandise repackaging/alteration

To execute all these tasks one needs to:

- a) Conduct manpower planning
- b) Prepare manpower requirement
- c) Recruit and hire store personnel
- d) Train them
- e) Plan work schedules
- f) Motivate people to perform
- g) Evaluate individual performances

15.9 ORGANISATIONAL CHARTS

These are charts which demarcates functional areas for various positions. Big retail chains may have scores of tasks to fulfil thus their charts are more elaborate and complex. However small retail organisations may not have such requirements. Geographically as well as demographically their scope of business is much small. Thus they may have a simple organisational chart.

Type of Organisational Charts

Functional Charts: This organisational charts based on company's functional activities.



Divisional Chart: In case the retail organisation has various divisions or business units then such a chart is required. In case the divisions are based in a region wise manner then regional charts can be made. Product/Brand based chart. If the responsibilities have been divided on the basis of various product ranges then such a chart is feasible for the firm.

15.10 LONG - TERM AND SHORT TERM HR PLANNING

A retailer has to focus on overall growth of his organisation. Once the retailer is aware about his organisational growth pattern it becomes easy for him to project future growth. Company growth has got all around implications for the organisation especially human resource management. In the present day when every retailer feels the urge to expand into multiple stores or diversify into multiple products ranges. This immediately triggers the need for additional human resources. At any point of time the quality of human resources makes a big difference in the performance of the retailer. Performance here is defined by the sales volume achieved by the retailer. Very often it has happened that a retailer has not been able to expand due to lack of skilled employees or less than required number of employees. It has also been observed that if a retailer has tried to expand his business even after having this handicap. Then it has resulted in major losses. Thus under all circumstances a retailer should look into his long-term needs and have a HR plan designed accordingly.

Despite the significance of long term planning and analysis in the present context the importance of short term planning cannot be denied. Short term planning is generally of less than one year duration. India is a nation of many festivals and seasons. Market picks up and also goes down accordingly. Diwali, Dushehra, Idd and Christmas are the festivals which the retailers look upon. Similarly season and off season are two terms very close to them. All such occasions need specific short term planning. This scenario has lead to another reality. Suddenly there is a need for part time employees.

15.11 PART TIME EMPLOYMENT

This type of employment is a result of coincidence of similar needs. Youth are presently on the look out for augmenting their pocket money by doing some short term assignment or getting some exposure. On the other hand retailers do need additional staff at times but not on a permanent 10 AM to 10 PM basis. Availability of such-people helps them, greatly. These assignments are dignified and at the same time paying. However the retailer should be cautious about making such recruitments. Point to be remembered here is that part time employment does not mean casual and irresponsible attitude on the part of the employees. The retailer must ensure that he is hiring serious people even though they may be part time.

Activity 2

Identify two friends/persons who has taken up part time employment try to find out the reasons for the same.

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15.12 HUMAN RESOURCE RECRUITMENT

Recruitment means the critical function of the HRM Department. Each retail store aims for hiring employees to fit into the organisation very well.

The recruitment process aims at identifying and attracting the best potential employees. Recruitment process can be divided into two.

- 1) Preparing a clear profile of the potential employee.
- 2) Analyse and prepare a profile of the type of potential employees desired
- 3) calculate the number of employees required at present
- 4) Identify potential employees who will accept the offer.
- 5) From amongst the potential employees who are likely to accept the offer shortlist those who may stick to the organisation for long.

As the first step of the recruitment process we need to prepare a clear profile of the potential employee. This can very well be done the job description which will tell you as to what are the skill sets which are needed in the prospective employee as well as his emotional quotient.

Once the profile is ready the second task is to decide on the kind of employee to be hired. For instance if an apparel store be hired employees in the front office to interact with the customers they would definitely look for a friendly, honest, sincere, and are very keen observer candidate. Thus we can clearly see the need is of self-motivated enthusiastic people that to youths. The next task is to assess and decide on the number or candidates to be hired.

Finally, to identify the potential employees who are most likely to accept the offer and join the organisation. Not only this, they need to ensure themselves to recruit such candidates who will not only accept the offer but would like to continue with the organisation for long. This is the most critical stage of the recruitment process since, there can be very good candidates but the likelihood to continue with the organisation may be very grim.

15.13 RECRUITMENT POLICY

Each retail organisation should necessarily have a recruitment policy as a part of their human resource policy. This comes in very handy to guide the HR department in finalising the recruitment process. Policy guidelines of any organisation are necessary since they, develop the culture of the organisation and at the same time maintain transparency in operations.

15.14 THE ROLE OF REFERENCES

Each retail organisation while hiring and employing would like to be sure about the competency and integrity of the candidate. Therefore each organisation nowadays appreciates letters of reference from credible persons. This to some extent reduces the risk of hiring strangers without any information about their integrity or character. Retail being a human centric business it is most essential that competent and deserving candidates are given the jobs.



15.15 INTERVIEWS

This is generally the active stage of the recruitment process. It follows the preliminary stages of advertisements, short listing of candidates from the received application forms. If need be a preliminary information seeking is also done from the respective references. In present context it's very critical that only people with integrity enter the organisation as employees. Interviews are usually one to one interaction between the applicant and retailer representatives. Here it is worth mentioning that some retail outlets in India do conduct specially designed tests for testing various aptitudes of the candidates. Such testing helps the employer to get a better picture of the potential employees. This is more helpful in the rejection process whereby the employer has to take the difficult decision of whom to hire and whom to reject. However, it is advisable, that such advance tests to be conducted with short listed candidates only.

15.16 SOURCES OF JOB APPLICANTS

It is very essential that the retail organisation knows the various sources of job applicants. For instance if a retail organisation wants to pick up youngsters mostly college graduates then it would be a wise decision to visit the college campuses. However, they have to be very sure about their own image in the market and then visit such campuses which can appreciate and associate themselves with such a store brand. A retail store has many avenues to attract prospective employees to apply. Such sources can be:

- Through referrals which can be both internal and external
- Competitors can be an important source on sourcing middle and upper level management personnel. This is, very effective when a particular individual is not finding opportunities of growth within his present employment.
- Former employees can be a good source for employment. It is just possible that a middle level employee in a big retail store joins his smaller store as a store manager. In future he can be targeted for a similar position in the store.
- Placement/employment agencies
- Recruitment at college campuses with a focus on students with major in courses like retailing or marketing.
- Various job web sites like monster.com, Naukri.com have come into existence to further the cause of employment. These can very well be used for sourcing of prospective employees.
- Local, regional or national newspapers.

15.17 ORIENTATION

It is essential that the selected candidates are not directly absorbed into the organisation. They should be first put into a small orientation programme. Such programmes help the new employee to be comfortable and confident about his role in the firm. More importantly he/she develops an identity as member of the family and not as an-alien.



Training

With rapid advancement of latest technologies and ever changing market scenario training has become very important for the success of a retail firm.

Training can be imparted in various ways based on employee requirement and firm's budget.

Supervision

It involves direction from superiors. Manager has to direct the employees to ascertain the productivity of the employees. More importantly he has to ensure that the tasks are completed in time.

Evaluation

Based on performance standards employees are evaluated as per their performance.

15.18 MOTIVATION

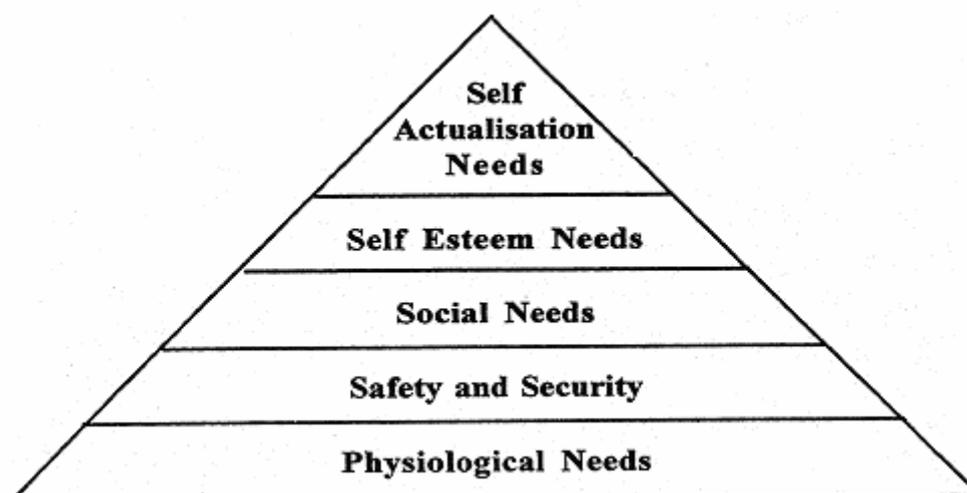
Every employee of any retail organisation need motivation at all points of time. You should appreciate all those employees in any retail store working under stressful atmosphere at times working hours can be long and boring as well as mentally demanding. Each employee likes to be encouraged and motivated. The need and type of motivation differs from position to position, and person to person. Generally we can divide motivation for retail employees into monetary and non monetary (motivation) incentives. Non monetary incentives generally comprises of appreciation, awards, trips, enrolment for advanced training programmes etc.

There are several theories of motivation which have developed over a period of time. Three very important theories are:

- 1) Abraham Maslow's Hierarchy of Needs Model
- 2) Herzberg's two factor theory of motivation
- 3) McGregor's theory X and Theory Y

Maslow's model stresses that human beings have different types of needs which can be categorised at different levels. According to the theory, depending upon the satisfaction of lower levels of needs an individual moves up wards.

1) Abraham Maslow's Hierarchy of Needs Model





Physiological needs comprises of the basic needs of the human being like food shelter and clothing. This is the need which is phased by an individual in the starting of his career just out of college. At this point of time the individual looks only for the basic requirements of his life. Once such needs are satisfied an individual aims for the next levels of safety and security in his life. At this stage an individual is looking for permanency of job and some sort of settlement in life. This stage is characterised by meeting to basic necessities but does not have a sense of security. Once, the permanency comes in an individual starts aiming for recognition and social status. At this stage an individual aims for high social status and looks forward to achieve social needs by joining clubs/associations. The last stage is where all the necessities have been met. This is the stage where money, status or any other type of need does not remain unsatisfied. We can say that an individual develops this feeling after spending a major part of his life in achieving all his goals.

In relation to the stage of life of an individual a retail store can be successful in motivating accordingly. For instance when you look forward to hire a very senior position person, you can keep in mind that, such a person may not be looking for monetary growth as the prime factor. Therefore you have to present the opportunities of a respectable and important position for attracting such candidates. On the other hand a youngster who has just graduated and is looking forward to avenues to start his career would have totally different needs. Such an individual if not experienced, would only look for a basic subsistence level.

2) Herzberg's two Factor Theory of Motivation

This theory classifies the two factors of motivation as, hygiene factors which are basically the physiological and safety needs of Maslow's model. The motivators here are the esteem needs and self actualisation. According to the theory, hygiene factors are extrinsic to the individual and motivators are intrinsic to the individual.

3) McGregor's Theory X and Theory Y

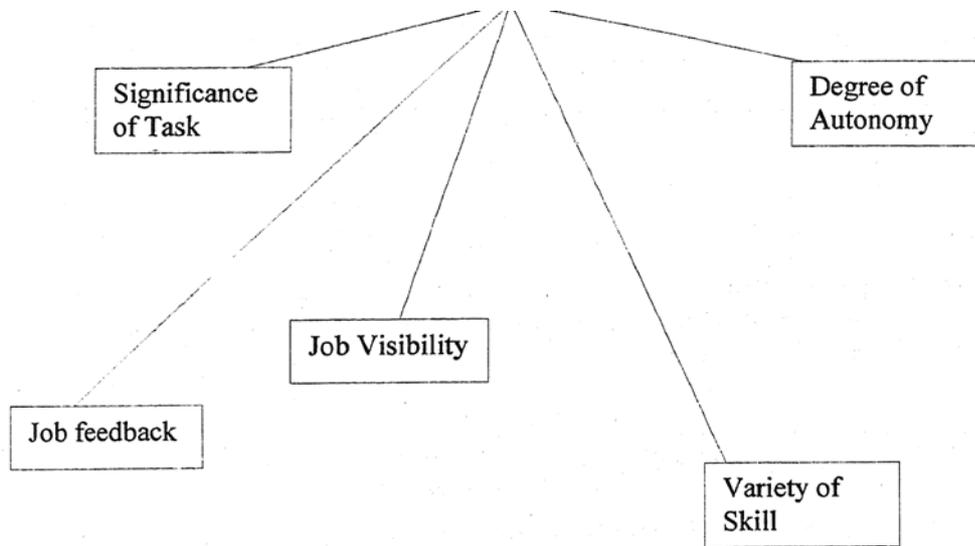
Theory X simply lays down that employees if not supervised and not motivated with negative motivation would not like to contribute to the cause of the organisation at all. On the other hand, theory Y views employees as self motivated and enjoy work but would also like to contribute to the organisation without any supervision or pressure. Another theory which was propounded on the basis of these two theories was theory Z derived from the above theories to prove that individuals need both positive as well as negative motivation depending upon the circumstances. Therefore, it can be suggested to the human resource department of a retail store to motivate their employees depending upon an individual mindset as well as the stage of his life.

These theories of motivation were propounded based on years of research. However a retail store can adopt any of them or create a hybrid from these depending, upon the ground realities.

Motivating Employees Through Job Enrichment

Increasing features of a job, job contents and work experience to work planned programme is called job enrichment. The sole purpose of job enrichment is to increase work motivation and work satisfaction which in turn increases the productivity of an individual employee. We can look into five areas which can enrich the job.

Each task has its impact on the employees as a whole, even if in an abstract manner. By increasing the significance of the task by making it more critical for the overall success to complete the job then, we can enrich their particular assignment or task.



Modes of Job Enrichment

If regular feedback about the performance is given to individual employees and remedial steps taken thereon to help the employees achieve their targets and further reward them then, we can successfully enrich the job.

There are individuals who keeps on working yet without getting any recognition despite being hard-working and sincere. By recognising the significance of their contribution one can enrich their jobs. This can be done by bringing in more visibility to their contribution.

Every job requires certain skill to perform and execute. If one can enhance the scope of that job whereby, an individual requires additional skills to execute then the job becomes more challenging for the employee. This is due to the fact that over a period of time each job becomes monotonous and mechanical, thus reducing the efficiency. Thus by increasing the variety of skills you can very well enrich the job is to

For a job to become more significant/critical it is necessary that the element of accountability is enhanced. In this regard if we can provide more autonomy to complete the job, enrichment takes place naturally.

15.19 SUMMARY

Human resource is the pivot around which the complete retailing industry rotates. Being a typical service based industry human resources play a critical role. There are various factors which influence human resource management aspects in retail. These include scope of operations, nature of merchandise and type of organisation. Human resource requirements vary for large retail stores vis-à-vis small retail stores. Human resource needs in retailing also vary as per the tasks needed to be accomplished. Tasks can be broadly divided into strategic, merchandising, group management and administrative /legal. For proper manpower planning organisational charts are essentially needed. There are various kinds of organisational charts as per the need of the retail organisation. This unit also touches the latest issues like part time employment as well as various steps involved in human resource management in retail.



15.20 KEY WORDS

Organisational Chart: These are charts which demarcates functional areas for various positions.

Part Time Employment: Where a retailer appoints somebody to work for a specific duration which is less than normal work duration.

Orientation Programme: The newly recruited employees are put into a small familiarisation programme to orient them before absorbing them in the mainstream of the organisation.

15.21 SELF ASSESSMENT QUESTIONS

- 1) Explain how you will assess human resource requirements of a retail organisation.
- 2) Explain the relevance of organisational charts in manpower planning.
- 3) Explain the significance of orientation programme. Should each employee in a retail organisation undergo the same orientation programme?
- 4) What should be the profile of person working in the:
 - a) Merchandising department,
 - b) Warehousing department,
 - c) Sales department,
 - d) Administrative Department.

Explain why do you think so?

15.22 FURTHER READINGS

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