



AMERICAN UNIVERSITY OF BEIRUT

THE COMPETENCY MODEL AND JOB DESCRIPTIONS OF  
THE SALESFORCE– RETAIL CASE

by  
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## AN ABSTRACT OF THE PROJECT OF

Maya El Ayoubi El Hassan for Master of Human Resources Management  
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Title: The competency model and job descriptions of the salesforce– Retail case

The objective of this study was to develop a competency model and the corresponding job descriptions to help the human capital of a retail company achieve excellent performance and thus support the organization in reaching higher financial outcomes. Based on a qualitative research methodology that relied on secondary data and benchmarking, we were able to develop a competency model that not only responded to the organizational needs but was practical enough to implement. Furthermore, the corresponding job descriptions were developed to reflect the behaviors that reflect the desired competencies without being constricted to the specific tasks of the job.

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# CHAPTER 1

## INTRODUCTION

The economic growth in Lebanon in 2016 has decreased relative to previous years due the region's geopolitical disturbances in addition to the civil war in Syria (Uziyel, 2016). Surviving this crisis is now the main objective of local organizations that have been pushed to seek different methods to compete and to self-preserve by maintaining their market share.

In the retail industry, firms have to come up with different approaches to attract and retain their customers; the ability to do that will differentiate companies from the others and drive therefore success (Sypniewska, 2013). Nevertheless, in a small market, such as the Lebanese one, differentiation is not only through quality products or competitive prices. Good service and a qualified salesforce who is able to sell and ensure a long term relationship with the customers is relatively more important.

To shape a strong salesforce, organizations must identify the competencies that will most likely drive business. It is important to set up an assessment system that will facilitate the identification of good performers, and the recruitment of candidates who will most likely succeed. In today's business a good and innovative product with a competent workforce are core to shaping supremacy.

## CHAPTER 2

### LITERATURE REVIEW

#### **A. Strategic and evidence based human resources**

The ultimate goal of Human resources management is to create an infrastructure for managing employees in a way that facilitates the achievement of organizational effectiveness while efficiently using its resources (Armstrong, 2010). Human Resources Management has been gradually evolving from considering people as costs to considering them as a core business asset instead (Armstrong, 2010). In fact, when it got harder for companies to create competitive advantage through their products, they turned to their human capital as a source for competitiveness and provision of value for customers (Ingham & Ulrich, 2016). Years of studies in the field has found a positive correlation between the HR function and the organizational outcomes in terms of finances, customers and overall operations; in fact a three dimensions model was discovered implicating skills, motivation and opportunity enhancements practices and their direct association to financial outcomes (Tracey, 2014). Nevertheless, examining the applicability of such strategic HR practices around the globe is being studied further (Tracey, 2014). HR has evolved from being a clerical secondary work called “personnel” to the business partner that must lead the most important asset into overcoming challenges of competitiveness (Dee, 2015). The HR strategic role was first translated into HR practices that were to reflect the business strategy of the organization in order to facilitate its implementation through desired behaviors from the employee’s

part; it is standing in the center of the equation between the business strategy, the employee's behaviors and the business outcomes (Schuler & Jackson, 2014)

Evidence based HR practices on the other hand, are an additional trend in the human resources field that is more reliant on evidence and the gathering of facts and metrics to come up with a decision (Rousseau & Barends, 2011). Such practices allows the measuring of the impact of such decision on the business results and having a critical thinking approach about the effectiveness of decision in a certain context promotes better outcomes (Rousseau & Barends, 2011). Nowadays, in order to define quality HR people, it is those who come with evidence to support their decisions; it's a doubtful attitude that is considered to be positive and healthy to the organization as conventional HR is tainted by previous judgments and decisions of people (Kearns, 2008). Adopting a more evidence based approach when developing the HR strategy that is more germane to the organization would be highly valuable as it will be speaking the same language of the organization in terms of higher performance indicators and drivers and would be more substantial and credible than a theoretical strategy that has minimal relevance to the organization and that would be harder to adapt (Bourne & Haddon, 2009).

## **B. Family business and retail in the Middle East**

In the past few decades, the Middle East region has developed into becoming a major retail trading and banking center and understanding the role of family business in the retail market is vital (Welsh & Raven, 2006). Many theories have been established pertaining to the effect of religion, ethnicity and culture on the management of businesses in the Middle East, especially when family is the main dominant in business

and in politics whereby 98% of businesses are family owned or managed (Welsh & Raven, 2006). The Middle Eastern culture embrace the family relationships in the business and many of the trade decisions rely on personal connections and such family interconnections will provide the advantage of overlapping several barriers into closing deals and initiating business (Abbasi & Hollman, 1993). However, the decision remains at the discretion of the top family members, an authoritarian type of decision making that rely greatly on trust and independency (Abbasi & Hollman, 1993). Regardless of the business strategy, the structure remains centralized; nevertheless, the management styles and behaviors have been affected by the changing sociopolitical environment and it is getting harder to satisfy the needs of conflicting parties such as the employees, the managing family members, social and political networks etc. (Ali, 1990)

As the retail business is growing immensely in the region, it's becoming crucial to understand employees and customer's needs and how to properly manage the human factor in the family owned companies (Welsh & Raven, 2006). Doing so will help in develop successful strategies that will allow better customer service and satisfaction such as training that will drive customer orientation and reliability of salespeople and thus competitive advantage (Welsh & Raven, 2006). Nonetheless the challenge remains at implementing the developed strategies due to the immature management styles that tend to imitate the west by creating rules and regulations and failing to implement as well as develop selection and employee advancement procedures based on performance excellence yet still hires based on family relations (Ali, 1990).

### **C. Retail industry & HR practices**

Since competition in the service sector relies particularly on strategy, it is wise to link the operations and business strategies together in order to advance in the market (Skinner, 1969 in Asree, Zain, & Razalli, 2010). Providing value to the customers is the main purpose of the operations strategy that would be reflected in the management practices of the service firm (Asree, Zain, & Razalli, 2010). Building a customer relationship would be more beneficial for service providers than focusing on short term profit and the skills and resources of a company are only beneficial to its advancement if what it's offering meets the customers desires (Bharadwaj, Varadarajan, & Fahy, 1993). At the end of the day, the foundation of any successful company is its customer base and their satisfaction will drive success through loyalty, repeated purchases and positive word of mouth (Angelova & Zekiri, 2011)

Retail business is one of the major contributors to the economy worldwide and measuring the productivity of this sector is highly important due to its potential impact (Higón, et al., 2010). While human resources management is important to any service providing organization, it is critical in the retail industry as their service provided are mainly transmitted through front line employees and their constant contact with customers (Li , Yang , & Wu, 2009).

In a study done by Griffith et Al in 2003, several factors were identified that affected retail productivity, such as poor management, workforce with low skills and the use of information and communication technology (Higón, et al., 2010). Usually when retail productivity is measured, labor productivity is the most measured one, nevertheless, it comes with a downturn since retail business is highly affected by seasonal demand (Higón, et al., 2010).

Other scholarly articles discussed the classification of the retail business and its dependency on its people to make the difference and thus, the important role of human resources in selection and training to reach its objective of improving the performance of the employees and provide better service quality (Li , Yang , & Wu, 2009).

On the other hand, knowledge transfer and sharing a common language among the workforce were as essential as the skills level of the employees to achieve success and were found to affect productivity immensely (Higón, et al., 2010). The HR role is to ensure proper interaction between employees to transfer the existing, valuable knowledge pertaining to the job, processes and products as well as the use of such knowledge on the job, which will secure positive results (Higón, et al., 2010). The HR management must empower employees by ensuring and developing their abilities and skills to be able to participate in the decision making processes (Appelbaum, Bailey, & Peter Berg, 2015). Cultivating an environment of motivation and engagement and a high performance work systems that encourage communication of information to non-managerial employees to help them solve problems as part of their discretionary effort that will affect business performance and is the ultimate goal of such systems (Appelbaum, Bailey, & Peter Berg, 2015). Nonetheless, the social and soft skills of the employees shouldn't be neglected as retailers do not usually rely solely on the technical skills but also on commitment and customer orientation that are also essential criteria to define quality workers (Higón, et al., 2010). The weights given to each category related to an employee's performance will differ depending on the service or the product offered, the level of customization and the perceived risk from the customers since obviously, each will require a different level of technical or soft skills (Li , Yang , & Wu, 2009).



#### **D. Role of the competencies**

In 1973, McClelland debated the use of IQ tests and exams in the recruitment process and introduced the use of competencies instead, in the aim of better selecting successful candidates (Getha-Taylor, 2008). In today's business and due to the service importance to customers in service providing organizations, it has become crucial to identify the competencies required to accomplish positive outcomes (Russ-Eft, 2004)

As per the SHL universal Competency framework, competencies have been defined "as sets of behavior that are instrumental in the delivery of desired results." (Bartram et al, 2002). They are the desired behaviors in an organization to drive positive performance and attain organizational objectives (Bartram, 2012). Competencies however are to be correlated with behaviors that would translate their effectiveness in terms of efficiency and productivity (Sypniewska, 2013)

The iceberg model shows five types of competencies: motives, traits, self-concept characteristics, knowledge and skills; where motives and traits are the hardest to adjust or change while knowledge and skills are usually easily detected, easily managed and are considered as the tips of the iceberg (Maurer, Wrenn, Pierce, Tross, & Collins, 2003). But underlying the surface remains what is really the most important and it's the competencies and personal characteristics of an individual that are difficult to develop and change yet they are the ones to drive either success or failure (Maurer, Wrenn, Pierce, Tross, & Collins, 2003). Thus to successfully recruit for a position, it is better to focus on identifying the desired competencies rather than skills and knowledge as such competencies are hard to develop over a short period of time (Maurer, Wrenn, Pierce, Tross, & Collins, 2003).

It is important to separate between threshold competencies and differentiating competencies as the former is usually required to do the job properly but doesn't distinguish performers but the latter is what gives star performers an edge and drive them to success (Sypniewska, 2013). A competency based approach in human resources will be valuable if applied in all aspects of HR: Selection, development, reward and compensation (Marrelli, Tondora, & Hoge, 2005). It is also a tool for the organization to assess its workforce and whether or not it meets its objectives; it is without a doubt an investment that will result in an effective workforce (Marrelli, Tondora, & Hoge, 2005).

#### **E. Role of the job descriptions**

Job Descriptions have been created back in the 1950's as building blocks for talent management practices in order to rationalize and standardize decisions pertaining to the topic (Stybel, 2011). Typically, the advertisement of the position outlines a short description of what is expected of the candidate and what are the minimum required qualification for the job, thus a job description is to be generated (Cain, 2005). While job descriptions were initially used to help recruit the right people for the right positions, they can potentially give organizations a competitive advantage if strategically used (Rohr, 2016).

In order to produce a job description, a job analysis is usually prepared through a collaborative work done by managers, job holders, subject matter experts and human resource professionals to identify the core role of a job (Mondy and Martocchio, 2014 in Rohr, 2016). Theoretically, the job description outcome is a tool to be used for employees development during their career with the organization but in reality, the job description is being used to advertise for a position and attract talent whose

qualifications are then compared to the requirements stated in the job description to find the best fit to the job as well as the organization (Rohr, 2016). This description gives the applicant and more practical idea about the job and it will provide the company with a bigger and valuable pool of applicants (Huff-Eibl , Voyles , & Brewer, 2011)

Nevertheless, looking closer at the role of a job description, it could be much more than what have been stated; where the detailed specifications pertaining to the job can be converted to interview questions that will give the organization a better understanding of the candidate knowledge, skills and abilities as well as the lacking areas in regards to the position itself (Rohr, 2016). Behavioral Based Interviews are an additional value of Job Descriptions allowing the organizations to have a more substantial example from their past experience to assist recruiters in making a more exact decision regarding the suitability of candidates for the position (Huff-Eibl , Voyles , & Brewer, 2011)

Moreover, performance appraisals are another role that job descriptions can play (Rohr, 2016). They provide all the job requirements that are then converted to measurement tools allowing both the manager and the employee better understand the expected performance and be able to compare the actual performance of the employee to the desired one (Rohr, 2016). Performance goals are set to address performance gaps and allow tracking improvement (Huff-Eibl , Voyles , & Brewer, 2011)

On the other hand, job descriptions can serve as a base for the training needs analysis, as managers would rely on it to identify the areas that require improvement and accordingly take action in terms of training and development (Rohr, 2016). This also means addressing new hires training needs in order to keep a larger pool of candidates and avoid the elimination of good candidates due to their lacks in some

areas, and be able to recruit a better fit acknowledging that they would have areas that would require further development (Rohr, 2016).

By defining each job task and requirement, job descriptions will therefore identify the key positions that are vital to the organization as well as the jobs with skills that can be easily replaced and accordingly make decision pertaining to compensation and benefits, promotions and increases (Rohr, 2016)

The benefits of job descriptions are not only limited to the stated areas of Human Resources Management, but also have an important effect on the workforce itself as it will bring clarity to the employees about the scope of their work and duties. These documents can also assist in areas of training needs.

## CHAPTER 3

### PROJECT OVERVIEW

The purpose of this project is develop the competencies and corresponding job descriptions for a local retail company in Lebanon. Such practices can be used as the basis for the recruitment, training and development, and performance management for the salesforce at a medium sized retail company in Lebanon. The company being studied has been suffering from major losses over the past two years and its employees are lacking motivation and guidance.

Knowing the positive effect that a competency model and clear job descriptions can have on the end results of organizations and as a measure to start tackling the problems in Human resources, this project was initiated. The objective was to identify the key competencies and develop job descriptions that are adequate to the culture and the work environment as well as being practical. Practicality was important as it facilitates understanding and its translation on the ground. This will found the required skills and behaviors for a high performing salesforce.

Consequently, the HR department will have the tools to identify the most suitable applicants for the related positions and reduce the time invested in recruiting the unfit candidates while profiting from the positive performance of the ones that have been recruited.

Furthermore, developing a proper competency model will have an indirect effect on the bottom line especially when it has been identified that it will cause higher performance on behalf of the employees (Man, 2012)

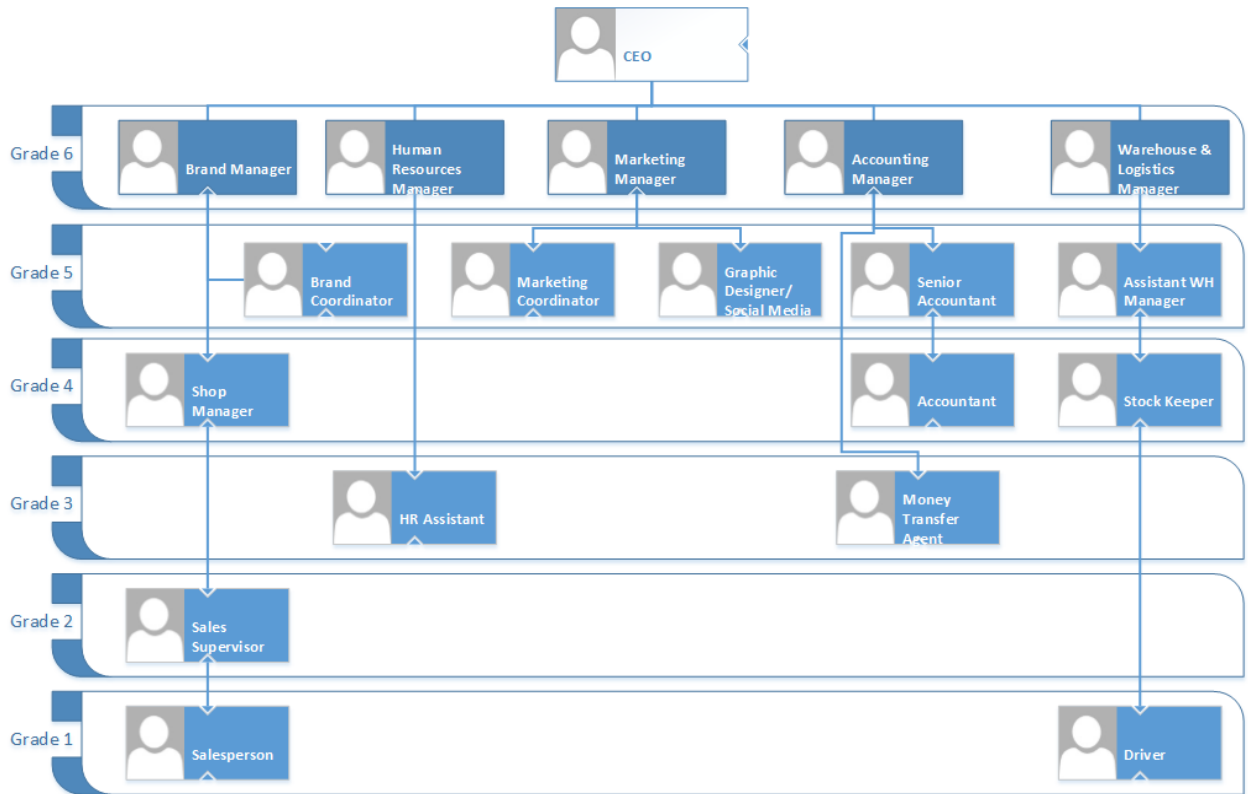
## CHAPTER 4

### METHODS, ANALYSIS & RESULTS

The project has been initiated in a local retail company in Beirut owning several brands of products from different sectors such as but not limited to: baby clothing, baby furniture, toys, medicine etc. The study focuses on the salesforce of the baby products since it is the biggest population among the retail team consisting of seventy members. The company has eight locations distributed across Lebanon including major shopping malls and a total number of employees of one hundred and seventy. The company positions are divided over six different grades however, the salesforce consists of five grades to match the five positions of which we have prepared the competency models and the job descriptions. The positions are review the Brand Manager, the Brand Coordinator, the Shop Manager, the Sales Supervisor and the Salesperson.

The organizational chart of the company is laid out here below specifying the grades of the positions when compared to other department of the organization. Thus providing clarity and better understanding of the titles, the reporting lines and the levels of responsibilities within the operations.

Additionally, the reporting lines would show which position reports to whom nonetheless, communication lines are open between the grades.



**Figure 4.1. Organizational Chart**

The project was done over two phases. In phase one, we worked on developing the competency model and in phase two we addressed the job descriptions development.

### **A. Phase I: Competencies**

- Benchmarking: we considered the competencies typically utilized by two large retailers in Lebanon as one of the baselines.
- Literature Review: we identified articles relating to competencies in the retail business and customer service that were used as a support to draft the initial list of competencies that was later on reviewed by the managers.

- Expert Vetting with Managers: Managers assessed the list of competencies for accuracy and comprehensiveness and validated the results

### ***1. Benchmarking***

We identified two competency models that are used by two major retailers in Lebanon and though a lot of similarities have been found nevertheless, some unique competencies were also proposed.

**Table 4.1. The Benchmarking competencies models**

<b><i>Model I</i></b>	<b><i>Model II</i></b>
<b>1. Productivity and Efficiency</b>	<b>1. Time Management &amp; Organization Skills:</b> Is capable of effectively planning and prioritizing available tasks in a specific period of time.
<b>2. Technical Skills</b>	<b>2. Decision Making:</b> Is able to Make timely decisions and exercise good judgment when faced with decisions that involve risks, uncertainty or prompt action. Deals appropriately with crisis.
<b>3. Planning and time management skills:</b> effective organization of tasks in accordance with objectives and ability to meet deadlines.	<b>3. Dependability:</b> Is punctual and reliable. Completes tasks efficiently. Is attentive to details. Stays focused under pressure. Holds accountability of own actions. Functions Independently.
<b>4. Analyzing skills &amp; Problem Solving:</b> ability to follow mistakes and inaccuracies and find the source in order to correct it	<b>4. Initiative &amp; Motivation:</b> Is eager to learn and improve. Is dynamic and maintains positive attitude when completing tasks. Volunteers to help in tasks which are not specified in his/her job profile.
<b>5. Initiative:</b> Volunteers to help in tasks which are unspecified in his/her job profile.	<b>5. Cooperation/Team Spirit:</b> Develops and Maintains positive working relationships with all employees. Is a team player.
<b>6. Punctuality and Reliability.</b> Stays focused under pressure. Functions independently. Accounts for his/her actions at all times.	<b>6. Communication:</b> Is able to clearly express and organize ideas and information. (Consider both Verbal and Written communication).



<b>7. Flexibility and openness:</b> Is open to feedback and accepting criticism as well as exchanging ideas and contributing skills that complement those of other members	<b>7. Openness:</b> Is open to feedback and criticism as well as exchanging ideas.
<b>8. Attentiveness to details and accuracy.</b> Is capable of solving quality problems.	<b>8. Ethics:</b> Promotes and reflects company's standards of conduct and reports others' mistakes if they pose a threat to the company's interest. Preserves confidentiality.
<b>9. Self-development:</b> Strives to learn and improve- seeks out ways to develop him/herself and the company	<b>9. Conflict Resolution:</b> Expresses alternative points of view in a non-threatening way. Knows when it is appropriate to compromise and when it is important to take a stand.
<b>10. Team Player:</b> Develops positive working relationships with all employees. Is a team player.	
<b>11. Communication:</b> Organizes and expresses ideas and information clearly, using appropriate and efficient methods of conveying information.	
<b>12. Following instructions without challenges</b>	
<b>13. Manager's Additional Competencies are the below:</b>	
Attitude Leadership Customer Orientation	

## ***2. Literature Review***

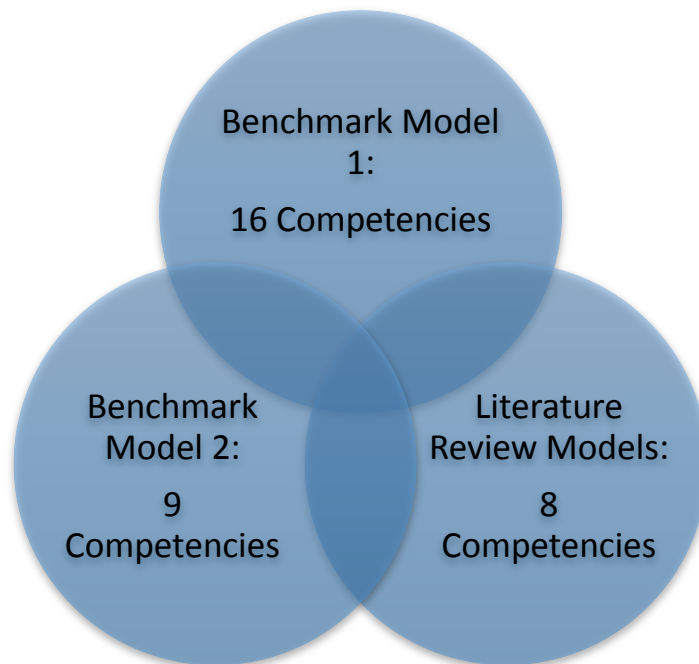
Based on several researches done to identify customer service competencies, few commonalities were found: listening and communicating, being reliable, consistent and dependable, respectful, courteous, fair and solving problems (Russ-Eft, 2004). Individual competencies that will help achieve social and business success include communication, cooperation and the ability to control emotions (Hawley & Newman, 2010, p. 1293 in Sypniewska, 2013).

An interesting competency model for hospitality leaders was also identified in a study done by Chung-Herrera et al. (2003) and its common ground with any service industry allows its consideration; the model is divided into eight categories or competencies:

**Table 4.2. Chung-Herrera et al. (2003) competency model**

1. Self-management:	<ul style="list-style-type: none"> <li>- Ethics and integrity</li> <li>- Time management</li> <li>- Flexibility and adaptability</li> <li>- Self-Development</li> </ul>
2. Strategic positioning:	<ul style="list-style-type: none"> <li>- Awareness of customer needs</li> <li>- Commitment to quality</li> <li>- Managing stakeholders</li> <li>- Concern for community</li> </ul>
3. Implementation	<ul style="list-style-type: none"> <li>- Planning</li> <li>- Directing Others</li> <li>- Re-engineering</li> </ul>
4. Critical thinking	<ul style="list-style-type: none"> <li>- Strategic orientation</li> <li>- Decision making</li> <li>- Analysis</li> <li>- Risk taking and innovation</li> </ul>
5. Communication	<ul style="list-style-type: none"> <li>- Speaking with impact</li> <li>- Facilitating open communication</li> <li>- Active listening</li> <li>- Written communication</li> </ul>
6. Interpersonal	<ul style="list-style-type: none"> <li>- Building networks</li> <li>- Managing conflict</li> <li>- Embracing diversity</li> </ul>
7. Leadership	<ul style="list-style-type: none"> <li>- Teamwork orientation</li> <li>- Fostering motivation</li> <li>- Fortitude</li> <li>- Developing others</li> <li>- Embracing change</li> <li>- Leadership versatility</li> </ul>
8. Industry knowledge	<ul style="list-style-type: none"> <li>- Business and industry expertise</li> </ul>

The first model obtained from the benchmarking contained sixteen competencies and the second contained nine. However, many were common which gave us a total of seven common competencies and nine unique ones. We have found that several competencies were grouped into one; such as “the analytical skills and problem solving” laid out as one competency as well as “time management and organizational ability”. Between the Literature review and the benchmarking, we obtained in total, fifteen common competencies and several unique ones that were highly relevant and used in our collection of competencies that was vetted later on by the managers in order to come up with our final model. List of gathered competencies is attached as Appendix I.



**Figure 4.2. Total Common Competencies Obtained**

### ***3. Step III: Expert vetting with managers***

Following the manager's examination of the list of competencies for adaptability and practicality we came up with the final competency model including the sets of behaviors to be demonstrated. We grouped some of the similar competencies together under one competency theme and we expanded others as behaviors to describe the competencies.

The competency model was divided into two sets at first, a set that applies to the overall company members and another one that applies more specifically to the sales force. Furthermore, the competencies were divided into two levels, the managerial and the non-managerial level as we couldn't assign the same competencies for all levels.

Two competencies however, were common between the non-managerial and the managerial level: teamwork and customer orientation. Nevertheless, the behavioral indicators of those competencies differed between the two levels as each had a different role to play.

As for the rest of the competencies of the non-managerial level, they weren't adopted in the managerial as they had to be fully acquired and adapted into the workplace in advance in order for a non-managerial employee to be promoted. They were considered as prerequisites in order for the manager to be able to adopt and acquire the managerial level competencies.

The Communication skills competency was discussed further with the managers to decide whether it was part of the General Competencies list or whether it was dedicated to the Salesforce group and the final decision was to keep it in both but with an expanded list of behavioral indicators for the Salesforce group since it was a major qualification required for the job.

The resulting list of competencies agreed upon for adaptation is found in Table 4.3. displayed below.

**Table 4.3. Resulting broad competency model**

	<b>Managerial</b>	<b>Non-Managerial</b>
<b>General Competencies</b>	1. Leadership 2. Problem Solving 3. Planning & Organizing 4. Managing and measuring work 5. Decision Making	1. Self-Development 2. Adapting & Responding to change 3. Teamwork 4. Coping with pressure 5. Following instructions and policies
<b>Salesforce Competencies</b>	6. Financial & Technology Management 7. Negotiation skills 8. Entrepreneurial & Commercial Thinking	6. Communication Skills 7. Customer Orientation

In total, we obtained seven competencies for the non-managerial level and ten for the Managerial Level. The irrelevant competencies that we considered to be hard to implement at this stage of the project or/and that we had other competencies that were more important to develop were the following:

- Comfort around authority: it was an important competency that would affect the bottom line or the actual work performance however, we selected following instructions for the non-managerial model as it was important for the company to hire and to have members that respect decisions and abide by the instructions given from superiors.
- Technical Learning: the learning they were exposed to is the product specifications mostly thus the weight given to this competency was really low compared to others

- Technical/ Functional skills: it wasn't a major competency to be considered as they are in the sales force and they had to rely on their communication skills without having a lot of technical procedures to follow.
- Taking initiatives: wasn't as relevant as being reliable and consistent in the job especially for the non-managerial members, as for the managerial team, initiative would be reflected in different competencies such as leadership, commercial thinking and managing and measuring work.

Other competencies were grouped in themes and/or used as behavioral indicators as specified in Appendix II.

The final Models are laid out below where the salesforce specific competencies are highlighted in grey to differentiate them from the general competencies that are applicable to all the group.

**Table 4.4. Non-managerial level model**

Self-development	Sets personal goals & evaluates self
	Seeks constant feedback
Adapting and responding to Change	Adjusts to change positively
	Accepts new ideas
Team Work	Collaborates with others to reach goals
	Listens, consults others and communicates proactively
	Demonstrates an interest in and understanding of others
Coping with Pressure	Works productively in a high pressure environment
	Effectively manages conflicts between personal life and work related goals
	Prepares for difficulties and maintains an optimistic outlook
Following	Appropriately follows instructions from superiors without

Instructions and Procedures	unnecessarily challenging authority
	Arrives punctually for work and meetings
	Takes initiative to work longer and help others in their own tasks if need be
	Works in the best interest of the organization
Communication Skills	Deliver messages clearly
	Listen to others effectively
	Written communication
	Interpret body language and cues
	Presentation Skills
Customer Orientation	Puts Client first
	Displays positive and professional image to the Clients at all times
	Maintains composure in difficult situations
	Practices good hygiene and presents an appropriate professional appearance

**Table 4.5. Managerial level model**

Team Work	Creates a sense of team spirit by encouraging harmony, cooperation and communication
	Recognizes and rewards the contribution of others
	Listens, consults others and communicates proactively
	Portrays self-insight, such as an awareness of one's strengths and weaknesses
Leadership	Cascades down organizational information to team members and clearly explains rationale for decisions
	Creates an environment where team members consistently push for improved team performance and productivity
	Uses positive tailored approaches to help staff improve performance and maximize results achieved
	Provides others with a clear direction
	Communicates and monitors measurable standards which the behavior of others must meet
	Delegates work appropriately and fairly
	Motivates and empowers others
	Provides staff with development opportunities and coaching

**Table 4.5. Managerial level model (cont'd)**

Management and measuring work	Assesses and identifies manpower needs
	Allocates power, responsibility and authority to appropriate subordinates
Planning and organizing	Sets deadline for accomplishing each task
	Prioritizes tasks based on importance
	Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems
	Arrives punctually for work and meetings
	Takes initiative to work longer and help others in their own tasks if need be
	Works in the best interest of the organization
Problem Solving	Identifies complex problems and reviews related information to develop and evaluate options and implement solutions.
	Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems
Decision Making	Considers the relative costs and benefits of potential actions to choose the most appropriate one.
	Understands the implications of new information for both current and future problem-solving and decision-making.
	Makes prompt, clear decisions which may involve tough choices or considered risk
	Takes responsibility for actions, projects and people
Entrepreneurial and Commercial Thinking	Keeps up to date with market factors that can have an impact upon the organization
	Seizes and acts on business opportunities
	Uses financial information to monitor organizational performance and guide decisions
	Controls and thinks in terms of profit, loss and added value
	Produces new ideas, approaches or innovative products
Customer Orientation	Sets demanding quality standards against which to compare own and others' work
	Maintains consistency in delivering the product and service
	Identifies and takes action to remedy service gaps
	Challenges self and others to achieve high quality performance
Negotiation Skills	Makes a strong personal impression on others
	Gains clear agreement and commitment from others by persuading, convincing and negotiating
	Makes effective use of political processes to influence and persuade others



**Table 4.5. Managerial level model (cont'd)**

Financial & Technology Management	Manages financial planning, forecasting and reporting processes
	Offers concrete suggestions to reduce costs, improve revenue for aspects of key products or services in own area
	Prepares budgets that are aligned to the strategic objectives of the organization/department
	Strives to increase department profitability
	Generates all required reports and proposes different reports to improve ERP solution
	Supervises data entry of all products while properly costing and pricing the products

**B. Phase II: Job descriptions**

We used the following methods to collect our data:

- 1) O\*Net & Benchmarking: We relied on The Occupational Information Network (O\*NET), a free online database that contains hundreds of occupational definitions, as a basic guideline for drafting the job descriptions and some Job descriptions from other retailers as benchmarking when the O\*net couldn't provide the necessary data
- 2) Existing Documentation: Secondary data from previously done Job Analysis Interviews by the former HR manager in the company were used as a tool of comparison between the actual situations and desired one.
- 3) Expert Vetting with Managers: Managers then assessed the job description for accuracy and comprehensiveness as a means of validating the results

This project involved gathering qualitative secondary data from pre-existing job analysis interviews conducted by the former human resources manager of the firm that described the actual work and tasks performed by the salespeople, the sales supervisors and the store managers as well as the tasks of the current brand managers and the brand coordinators. The data typed into transcripts was withdrawn from the interviews

conducted at the time that involved different individuals from all branches of the company and different years of experience and backgrounds.

Data was also collected from the free online database O\*net for existing job descriptions as a guideline for drafting the job descriptions. The content was analyzed where I grouped the tasks that were found into different themes as per the areas of responsibilities summarized below and removed whatever didn't apply.

**Table 4.6. Salespeople themes**

<p>Theme 1: Product/Sales Related Tasks</p>	<ul style="list-style-type: none"> <li>• Describe merchandise and explain use, operation, and care of merchandise to customers. (O*net)</li> <li>• Recommend, select, and help locate or obtain merchandise based on customer needs and desires.(O*net)</li> <li>• Demonstrate use or operation of merchandise. (O*net)</li> </ul>
<p>Theme 2: Customers Service Tasks</p>	<ul style="list-style-type: none"> <li>• Greet customers and ascertain what each customer wants or needs. (O*net)</li> <li>• Answer questions regarding the store and its merchandise. (O*net)</li> <li>• Place special orders or call other stores to find desired items. (O*net)</li> <li>• Greets and welcomes customers in a friendly and courteous way (Secondary data)</li> <li>• Assists Customers in satisfying their needs; helps in choosing items, and leads them to the Cash area (Secondary Data)</li> </ul>
<p>Theme 3: General Tasks</p>	<ul style="list-style-type: none"> <li>• Maintain knowledge of current sales and promotions, policies regarding payment and exchanges, and security practices. (O*net)</li> <li>• Maintains composure at all times; remains polite and respectful at all times regardless of the situation (Secondary Data)</li> <li>• Maintains cleanliness and tidiness of the shop floor at all times including neat merchandise presentation as well as cleanliness of shelves, tables, and other furniture and fixtures (Secondary Data)</li> <li>• Stays alert at all times in order to identify security risks and thefts, preventing or handling these situations in order to minimize loss. (Secondary Data)</li> <li>• Maintains knowledge of current sales and promotions, policies regarding payments and exchanges as well as security policies. (Secondary Data)</li> <li>• Participates in inventory counts when necessary (Secondary Data)</li> <li>• Respects company image standards at all times by always maintaining good hygiene and a professional presentation (Secondary Data)</li> </ul>

**Table 4.6. Salespeople themes (cont'd)**

Theme 4: System Related Tasks	<ul style="list-style-type: none"> <li>• Electronic mail software (O*net)</li> <li>• Enterprise resource planning ERP software (O*net)</li> <li>• Point of sale POS software (O*net)</li> </ul>
Theme 5: Merchandising Related Tasks	<ul style="list-style-type: none"> <li>• Replenish &amp; merchandise regularly to ensure the availability of items at all times (Secondary Data)</li> <li>• Assists merchandisers in display; informs them on all new arrivals and helps in the arrangement and organization of items while maintaining maximum shop tidiness during this process (Secondary Data)</li> </ul>
Theme 6: Cashiering Related Tasks	<ul style="list-style-type: none"> <li>• Compute sales prices, total purchases, and receive and process cash or credit payment. (O*net)</li> <li>• Accept payments from customers in return for purchased items; issue exact invoices, receive correct amounts, and return accurate change (Benchmark – Cashier Job)</li> <li>• Double check received cash, cheques, credit cards to prevent acceptance of forged and/or expired payment modes (Benchmark – Cashier Job)</li> <li>• Perform exchange of items for customers after getting approval from the store manager (Benchmark – Cashier Job)</li> <li>• Ensure the application of all cash operations such as resetting the credit card machines regularly and filling out the daily cash count before handing over the cash register area (Benchmark – Cashier Job)</li> <li>• Handle cash related documentation such as filling VAT forms accurately as well as keeping copies of item returns and cancellations and sending them with the cash control on a daily basis (Benchmark – Cashier Job)</li> </ul>

**Table 4.7. Sales supervisors themes**

Theme 1: Product /Sales Related Tasks	<ul style="list-style-type: none"> <li>• Monitor sales activities to ensure that customers receive satisfactory service and quality goods. (O*net)</li> <li>• Work with the store manager to analyse product sales performance and inventory needs; Assess brand turnover in stock relative to brand sales as well as brand category stock in relative to brand category sales and take actions accordingly (Secondary Data)</li> </ul>
Theme 2: Customers Service Tasks	<ul style="list-style-type: none"> <li>• Provide customer service by greeting and assisting customers and responding to customer inquiries and complaints. (O*net)</li> </ul>

**Table 4.7. Sales Supervisors Themes (cont'd)**

<p>Theme 3: General Tasks</p>	<ul style="list-style-type: none"> <li>• Supervise stock keepers and ensure the maintenance of a neat and organized stock (Secondary Data)</li> <li>• Receive Shipments; ensure that actual merchandise received matches the amount that should be sent (Secondary Data)</li> <li>• Assist in inventory counts when necessary (Secondary Data)</li> <li>• Maintain store security; remain alert on theft activities and take measures accordingly (Secondary Data)</li> <li>• Ensure the cleanliness and tidiness of the store floor and cash register area as well as proper staff hygiene in order to reflect a good company image (Secondary Data)</li> <li>• Keep updated on company rules and regulations as well as policies and procedures and ensure compliance by store staff (Secondary Data)</li> <li>• Help solve problems that affect store's service, efficiency and productivity (Secondary Data)</li> </ul>
<p>Theme 4: System Related Tasks</p>	<ul style="list-style-type: none"> <li>• Prepare merchandise to be transferred to other branches and apply necessary procedures for the transfer (Secondary Data)</li> </ul>
<p>Theme 5: Merchandising Related Tasks</p>	<ul style="list-style-type: none"> <li>• Inventory stock and reorder when inventory drops to a specified level. (O*net)</li> <li>• Examine merchandise to ensure that it is correctly priced and displayed and that it functions as advertised. (O*net)</li> </ul>
<p>Theme 6: Cashiering Related Tasks</p>	<ul style="list-style-type: none"> <li>• Monitor cashiers in order to ensure smooth cash operations (Secondary Data)</li> </ul>
<p>Theme 7: People Management Tasks</p>	<ul style="list-style-type: none"> <li>• Direct and supervise employees engaged in sales, inventory-taking, reconciling cash receipts, or in performing services for customers. (O*net)</li> <li>• Instruct staff on how to handle difficult and complicated sales. (O*net)</li> <li>• Ensure that store staff display and maintain highest levels of customer service in order to guarantee customer loyalty (Secondary Data)</li> <li>• Follow up with sales staff on daily duties and operations including replenishment of merchandise and alterations as well as leading them to increase sales (Secondary Data)</li> <li>• Train new staff on customer service and selling techniques as well as store policies and procedures (Secondary Data)</li> <li>• Lead staff to achieve daily, weekly, and monthly sales targets (Secondary Data)</li> </ul>

**Table 4.8. Store manager themes**

<p>Theme 1: Product /Sales Related Tasks</p>	<ul style="list-style-type: none"> <li>• Monitor sales activities to ensure that customers receive satisfactory service and quality goods. (O*net)</li> <li>• Plan budgets and authorize payments and merchandise returns. (O*net)</li> <li>• Direct and coordinate activities involving sales of manufactured products, services, commodities, real estate or other subjects of sale. (O*net)</li> <li>• Monitor customer preferences to determine focus of sales efforts. (O*net)</li> <li>• Create short term and long term plans in order to maintain a consistent sales growth and thus consistent increase in profits (Secondary Data)</li> <li>• Establish sales strategies in order to achieve individual sales targets on one hand and that of the store on the other (Secondary Data)</li> </ul>
<p>Theme 2: Customers Service Tasks</p>	<ul style="list-style-type: none"> <li>• Provide customer service by greeting and assisting customers and responding to customer inquiries and complaints. (O*net)</li> <li>• Resolve customer complaints regarding sales and service. (O*net)</li> </ul>
<p>Theme 3: General Tasks</p>	<ul style="list-style-type: none"> <li>• Enforce safety, health, and security rules. (O*net)</li> <li>• Review operational records and reports to project sales and determine profitability. (O*net)</li> <li>• Determine price schedules and discount rates. (O*net)</li> <li>• Prepare budgets and approve budget expenditures. (O*net)</li> <li>• Direct, coordinate, and review activities in sales and service accounting and record-keeping, and in receiving and shipping operations. (O*net)</li> <li>• Ensure the accurate receipt and handling of shipments (Secondary Data)</li> <li>• Maintain store security; remain alert on theft activities and take measures accordingly (Secondary Data)</li> <li>• Communicate with Operation and Brand Managers regularly to keep them update of store and product issues consecutively (Secondary Data)</li> </ul>
<p>Theme 4: System Related Tasks</p>	<ul style="list-style-type: none"> <li>• Monitor inventory and supply levels; checking stock levels, anticipating needs, and ensuring availability of required inventory (Secondary Data)</li> <li>• Prepare and Analyze various reports requested by management (Secondary Data)</li> </ul>
<p>Theme 5: Merchandising Related Tasks</p>	<ul style="list-style-type: none"> <li>• Inventory stock and reorder when inventory drops to a specified level. (O*net)</li> <li>• Examine merchandise to ensure that it is correctly priced and displayed and that it functions as advertised. (O*net)</li> </ul>

**Table 4.8. Store manager themes (cont'd)**

<p>Theme 6: People Management Tasks</p>	<ul style="list-style-type: none"> <li>• Direct and supervise employees engaged in sales, inventory-taking, reconciling cash receipts, or in performing services for customers. (O*net)</li> <li>• Instruct staff on how to handle difficult and complicated sales. (O*net)</li> <li>• Assign employees to specific duties. (O*net)</li> <li>• Hire, train, and evaluate personnel in sales or marketing establishments, promoting or firing workers when appropriate. (O*net)</li> <li>• Plan and direct staffing, training, and performance evaluations to develop and control sales and service programs. (O*net)</li> <li>• Lead, supervise, manage, train, and motivate store personnel in order to ensure efficiency in performance of assigned tasks (Secondary Data)</li> <li>• Handle personnel issues regarding schedules, task division, staff conflicts, absenteeism, and tardiness as well as performance evaluation (Secondary Data)</li> <li>• Ensure that all store personnel respect company rules and regulations as well as comply with established policies and procedures (Secondary Data)</li> <li>• Conduct Staff Meetings on a weekly basis (Secondary Data)</li> </ul>
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**Table 4.9. Brand coordinator themes**

<p>Theme 1: Product /Sales Related Tasks</p>	<ul style="list-style-type: none"> <li>• know and all times the top Ten trend styles per Brand (Benchmark – Retail Planner Job)</li> <li>• know and all times the top Ten trend styles per Brand (Benchmark – Retail Planner Job)</li> <li>• Understand and can express the brands cores (Benchmark – Retail Planner Job)</li> </ul>
<p>Theme 2: General Support Tasks</p>	<ul style="list-style-type: none"> <li>• Challenge the current planning processes and develop new ideas to optimize the Retail Planning. (Benchmark – Retail Planner Job)</li> <li>• Provide data collection and analytical support to the Retail Manager (Benchmark – Data Analyst Job)</li> <li>• Perform documents filing in an organized and accurate manner (Benchmark – Data Analyst Job)</li> <li>• Assist the Retail Manager with needed tasks. (Benchmark – Data Analyst Job)</li> </ul>

**Table 4.9. Brand coordinator themes (cont'd)**

<p>Theme 3: System Related Tasks</p>	<ul style="list-style-type: none"> <li>• Set a monthly sell-through, mark-up and mark-downs forecast on category level (Benchmark – Retail Planner Job)</li> <li>• Prepare a monthly forecast for three coming months (Benchmark – Retail Planner Job)</li> <li>• Daily Evaluation of slow and fast movers while notifying the team with specific actions (Benchmark – Retail Planner Job)</li> <li>• Weekly update on “ open to buy” forecast including stock age report (Benchmark – Retail Planner Job)</li> <li>• Prepare, execute and follow up on the Mid-season/End-of-season sale strategy (Benchmark – Retail Planner Job)</li> <li>• Import numerical data from all stores on daily basis (Benchmark – Data Analyst Job)</li> <li>• Generate and Present Analysis of various reports including Category Performance and In Order reports (Benchmark – Data Analyst Job)</li> <li>• Ensure efficient data storage and accessibility including updating and maintaining all databases (Benchmark – Data Analyst Job)</li> </ul>
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**Table 4.10. Brand manager themes**

<p>Theme 1: Product /Sales Related Tasks</p>	<ul style="list-style-type: none"> <li>• Buy merchandise or commodities for resale to retail consumers. (O*net)</li> <li>• Negotiate prices, discount terms, or transportation arrangements with suppliers. (O*net)</li> <li>• Examine, select, order, or purchase merchandise consistent with quality, quantity, specification requirements, or other factors (O*net)</li> <li>• Recommend mark-up rates, markdown rates, or merchandise selling prices. (O*net)</li> <li>• Authorize payment of invoices or return of merchandise. (O*net)</li> <li>• Collaborate with vendors to obtain or develop desired products. (O*net)</li> <li>• Inspect merchandise or products to determine quality, value, or yield. (O*net)</li> <li>• Conduct sales meetings to introduce new merchandise. (O*net)</li> <li>• Maintain effective stock control from the delivery of shipments to the stores to checking shipment reports to alarm application, pricing, and keeping stock rooms well organized as well as supervising sample counts, monthly counts, and coordinating full count with the Loss &amp; Prevention Team (Secondary Data)</li> <li>• Ensure that all stores are properly maintained to reflect the brands’ images and standards (Secondary Data)</li> <li>• Ensure optimal level of warehouse performance from receiving shipments and transferring them to the stores, proper organization of</li> </ul>
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	<p>goods, to personnel performance (Secondary Data)</p> <ul style="list-style-type: none"> <li>• Responsible for the orientation of the brand concept and history to store managers as well as sales staff (Secondary Data)</li> <li>• Prepare the budgets and assortment plans. Implements pricing of the merchandise (Secondary Data)</li> <li>• Analyse the history and develop information about future needs (Secondary Data)</li> <li>• Ensure rotation of stock between stores and order transfers if needed in agreement with the store Manager (Secondary Data)</li> <li>• Conduct regular store visits to check the operation as well as all matters concerning the assigned brands and take actions accordingly (Secondary Data)</li> </ul>
Theme 2: Customers Service Tasks	<ul style="list-style-type: none"> <li>• Obtain information about customer needs or preferences by conferring with sales or purchasing personnel (O*net)</li> </ul>
Theme 3: Planning and organizing budgets Tasks	<ul style="list-style-type: none"> <li>• Plan, forecast, and decide on the timing and amount of merchandise discounts and/or special offers (Secondary Data)</li> </ul>
Theme 4: System /Reporting Related Tasks	<ul style="list-style-type: none"> <li>• Analyze the history and develop information about future needs (Secondary Data)</li> <li>• Implement necessary stock control by conducting systematic and continuous update on the stores' stock situation and collection availability and taking action accordingly (Secondary Data)</li> <li>• Control and follow up on sales figures through analyzing specific daily and weekly reports including store forecast, daily sales (top and bottom list), and stock Age report (Secondary Data)</li> <li>• Monitor and analyze sales records, trends, or economic conditions to anticipate consumer buying patterns and determine what the company will sell and how much inventory is needed. (O*net)</li> <li>• Follow up on daily, monthly, and yearly budgets and ensure that targets are achieved (Secondary Data)</li> </ul>
Theme 5: Merchandising Related Tasks	<ul style="list-style-type: none"> <li>• Update Store Managers and Visual Merchandisers on all new product introductions, brand information, order cancellation, and other related issues (Secondary Data)</li> <li>• Follow-up and double check on store/ window display and merchandising to ensure unanimity among various stores and the reflection of the assigned brand's image (Secondary Data)</li> </ul>
Theme 6: People Management Tasks	<ul style="list-style-type: none"> <li>• Manage, supervise, and council the operation of all store staff including attendance, appearance, training personnel, evaluation, and product knowledge (Secondary Data)</li> <li>• Develop and implement policies and procedures for store operations and personnel in coordination with the HR Department (Secondary Data)</li> <li>• Lead, Coach, and motivate store staff to contribute to the achievement of goals by acquainting them with sales objectives and</li> </ul>



	<p>customer service standards (Secondary Data)</p> <ul style="list-style-type: none"> <li>• Coordinate with the HR department regarding recruitment, transfer, and promotions of store employees as well as store schedules (opening hours and holidays) (Secondary Data)</li> </ul>
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When benchmarking and reviewing the job descriptions provided by O\*net, the cashiering tasks were assigned to the position of the cashier however, in the job analysis based data of the firm, the cashiering was performed by the sales people of the stores. There wasn't a dedicated cashier position to do the job, thus we combined these tasks with other tasks under the theme of the systems in the salespeople job description. The purpose was to translate what was actually being performed by the salesperson into a more hands-on written description without having to change the actual stores' structure in terms of employees and creating a new position as the gathered data suggests.

This combination of tasks took place with the brand managers as well when we combined their tasks with the operations manager position's tasks. The responsibilities of the operations manager were allocated to the brand managers and there were expected to not only handle the brand image and retail part of the job but also to take care of all operational matters in the branches.

Due to the size of the company and the economic situation in Lebanon, a lot of positions were combined in order to minimize the recruitment needs and thus having extended job descriptions for several main positions. This is partially a strategic role that the HR had to play as the business partner in terms of controlling costs of labor and structuring the workforce in a cost effective yet productive manner.

Besides combining different tasks from different positions, we had to adjust the themes when we started drafting the job description. For instance, the product theme

and the sales theme were altered into brand and product as one theme and Branches operations as another theme.

Some positions didn't exist on O\*net in the same category or title that we have thus we had to combine the tasks found on O\*net between couple of similar positions to have a closer line of responsibilities to the firm.

After combining the tasks into the different themes and disregarding the irrelevant tasks that do not apply in the our structure, we drafted the job descriptions by specifying first the position general details such as the reporting line, the work environment and the working schedules and then moving to state the purpose of the position before stating the actual tasks that are required to be performed. A section was then created for the qualifications required in terms of language proficiency and computer literacy as well as the educational and experience level required.

We moved afterwards to state the main competencies that are essential for the success in the position.

Finally, a section was prepared to state the work relationships and communication lines and another one for the boundaries and decision making authorities to clarify the framework of each position.

The final form of the job description is presented below and the actual job descriptions are attached as Appendix III.

**Figure 4.3. Comprehensive information form**

<b>Comprehensive Information</b>	
<b>Position:</b>	
<b>Department:</b>	
<b>Reporting to:</b>	
<b>Gender:</b>	
<b>Working Environment:</b>	Indoors/Outdoor visits – minor (Example)
<b>Working Hours:</b>	
<b>Job Purpose</b>	
The position is responsible to do	
<b>Areas of Contribution &amp; Related Accountabilities</b>	
I.	Product and Store Responsibilities:
II.	Customer Service Responsibilities:
III.	General/company responsibilities:
IV.	Merchandising responsibilities:
V.	System/POS Responsibilities:
<b>Communications &amp; Work Relationships</b>	
Internal Communication (within the departments of the company)	
External Communication (with the customers)	
<b>Framework, Boundaries, and Decision Making Authority</b>	
The jobholder has the authority to	
<b>Role Specifications/Qualifications</b>	
<ul style="list-style-type: none"><li>• Bachelor degree in Business Management or Equivalent</li><li>• English Proficiency level</li></ul>	
<b>Key Behavioral Competencies</b>	

## CHAPTER 5

### DISCUSSION

#### **A. Importance of communicating the job descriptions and a competency model in a customer oriented environment**

When it's about customers and achieving sales figures, an organization must differentiate itself and gain a competitive advantage especially in the era when retailers are not only competing with other similar retailers only but with the online shopping phenomena that is taking over the world.

As long as we are still at the beginning of this trend, service excellence and customer oriented salespeople are not only essential but are the leverage successful companies would have to survive.

So we ask ourselves, what can we offer the good caliber of people to attract and retain them in order to gain the leverage?

Would a good compensation & benefit package attract them? Yes of course it would but would it retain them or impact their productivity? Would a sales target encourage them to sell more? Of course it would but for how long? Would they be happy and motivated? Would they treat customers as positively to grow the customer base the company seeks to have? Would they stay in these positions forever? Would they leave to work at another retailer for better benefits?

These questions are all to be answered and the most important is what can we do to attract and retain them besides having a good financial package offers? What would drive them to be productive and effective at work?

On another level, we need to set clearly what type of people we are looking for, whether students or fresh graduate or experienced people or people with minor exposures. Would a student have the time and be fully committed or would this job be just a part time job to make some pocket money? Would a twenty years old be aware of the impact his/her behavior has on the bottom line of a company?

The Salesforce is the key element in a retail business especially when the whole concept of this industry relies on its sales team. Answering the above questions will help the HR department take critical measures to reach its goal. Communicating the required tasks of each position while developing the desired behavioral competencies among the workforce is one of the most important measures to be taken. When the ultimate goal of HR professionals is to improve productivity and efficiency and knowing that such HR practices are a key factor in reaching success would position a company at the top. Clearly communicating company goals and objectives will help attracting students and fresh graduates. Working on personal development plans of employees will attract the best caliber of employees who are seeking not only money but career advancement. What would an undergraduate want except finding a decent job that will open doors for him/her and be a fertile place for their own growth.

For human resources professionals competencies and job descriptions have been known to be effective tools to promote better performance. Clarity on the job is something that makes employees at ease and well accustomed to their jobs. Avoiding the instability and the lack of knowledge would provide comfort at work which is vital to drive motivation and involvement of the employees to achieve more. Knowing clearly what is expected of them and what to deliver and how to deliver is as important as paying those attractive packages. Many people would leave their jobs regardless of

the pay when they feel uncertain of what they are doing and whether or not they are being efficient and reaching the goals set by their superiors.

## **B. Practicality of such HR practices**

This project was initiated to develop a competency model that can be easily translated on the ground and easily understood by the Salesforce. A culture was about to be created where everyone knows what's expected of them, what behaviors they have to reflect and the career path such behaviors would offer them.

However, believing in the power of such HR practices and how they would impact the productivity of the workforce is a challenge since business owners are usually interested in bottom lines and results and not processes that require time to be translated. On the other hand, managers are not usually welcoming to these ideas because it means more work on their behalf and working on growing people requires more effort than operations do while trusting that financial rewards would drive performance better than processes that might be a waste of time.

The implementation of the competency model among team members requires training initiatives and the buy-in of the department heads in order to lead in such a project. The HR department cannot win and achieve its objective without partnering with the managers.

Therefore and in order to avoid the failure of its implementation, it is important to create something that is not complicated that could be applied in day to day operations.

Practicality in a fast moving environment where things needed to move as quickly as possible was essential for the success of the project. It was also wise to take

into consideration the resistance to change. In a company that has been established for many years without proper structure and guidance overcoming the barriers of such resistance is another project to be worked on.

### **C. Family business impact and the interference of the sole managing director**

On the other hand, it is fair to mention the family business environment in Lebanon is usually a challenge in itself. Having one leader to the company who interferes in all decision making no matter how small because this is how they are used to doing business would hinder progress. Decisions vary from the recruitment of a salesperson to the termination of a head of department. It would impact immensely the human resources productivity because the owner would have to check every element to be recruited even if the recruitment is based on a budget and would subjectively reject or recruit members regardless of any of the procedures created and implemented by HR.

Moreover, hiring people based on their acquaintances or as a favor is something HR people suffer from as such recruitment is not based on competencies or job descriptions and will demotivate other competent members when a non-fit hire takes place. It will also have future negative results when all the work that has been done to promote consistency and reliability would fail with such hires.

Another challenge HR suffers from in such environments, is the family members of the owner who are sitting in key positions regardless of their qualifications and who would interfere or influence the decision making. Depending on their position's strength might create additional layers of reporting that would confuse management and/or let junior employees overlap their direct supervisors to the people they think might help them get to higher places and reach their ulterior goals.

As a result, decision making and implementing such procedures to eliminate biases and unfairness while promoting success and motivation is challenging and is hindered by many barriers especially in family owned businesses.

#### **D. Strategic role of HR**

We have learned in our literature review about the new strategic role of HR and how it has grown from personnel to being the strategic partner of business owners as their decisions will impact the bottom lines on the long run.

The role of HR has grown to be a promoter for wellness and fairness, as well as the place that grows people and develop their capabilities in order to suit the progressing business requirements while growing their personal skills. Learning has been found to be motivating when it is beneficial to the daily use of skills and using this would give the company a leverage over its competitors. Employees are now being perceived as the main asset of any organization instead of an incurred cost and thus decisions pertaining to them must be well prepared for as it will impact the business strategy and its results. In terms of recruitment, decisions related to the workforce number and qualifications will affect the overall company performance and growth. Therefore, it is extremely important to choose well and to measure performance of employees to be able to tackle any gap thus ensure higher level of performance and commitment. Employee commitment and high performance are the tools to take any organization to success.



## APPENDICES

## APPENDIX I

### LIST OF COMPETENCIES GATHERED FROM THE DATA COLLECTION

Comfort around Authority (Following Instructions)	Listens, consults others and communicates proactively
Communication	Ability to prioritize
Compassion and Empathy	Sets personal goals & evaluates self
Creative	Seeks constant feedback
Results oriented	Adjusts to change positively
Functional/technical skills	Accepts new ideas
Interpersonal Skills	Handles Pressure
Takes Initiatives	Work-life balance
Listening	Positive attitude
Managing and Measuring Work	Accepts criticism well and learns from it
Managing relationships	Consistent & dependable
Customer orientation	Collaborates with others to reach goals
Organizational Ability	Reliability
Courteous and Fair	Team playing / motivating others
Personal learning and Development	systematic thinking
Planning	Punctuality
Presentation skills	Time management
Problem solving	Written communication
Professional and Committed	Deliver messages clearly
Entrepreneurial and commercial Thinking	Listen to others effectively

## APPENDIX II

### GROUPING OF COMPETENCIES

Leadership	Listens, consults others and communicates proactively
	Compassion
	Positive attitude
	empathy
	Reliability
	Consistent & dependable
	Managing relationships
Communication	Interpersonal Skills
	Listening
	Written communication
	Deliver messages clearly
	Listen to others effectively
	Presentation skills
Organizational Ability	Planning
	Time management
	Results oriented
Self-development	Sets personal goals & evaluates self
	Personal learning and Development
	Seeks constant feedback
	Accepts criticism well and learns from it
	Adjusts to change positively
Handles Pressure	
Managing and Measuring Work	Ability to prioritize
Customer orientation	Courteous and Fair
	Professional and Committed
Follows instructions	Punctuality
Problem solving	Systematic thinking
Entrepreneurial and commercial Thinking	Creative
Team playing / motivating others	Collaborates with others to reach goals
	Accepts new ideas

## APPENDIX III

### ROLE PROFILE

#### Comprehensive Information

**Position:** Brand Manager

**Department:** Retail Department

**Reporting to:** Chairman

**Gender:** Male/Female

**Working Environment:** Indoor/Outdoor

#### Job Purpose

To implement the brand strategy and to operate the assigned brands as well as tracking key brand performance indicators such as margins, sales, and new products in order to create a lasting impression among consumers and improve products sales and market share.

#### Areas of Contribution & Related Accountabilities

- Responsible for the orientation of the brand concept and history to store managers as well as sales staff
- Prepare the budgets and assortment plans. Implements pricing of the merchandise
- Analyze the history and develop information about future needs
- Attend sales meetings in order to choose the collection and place orders for assigned markets
- Implement necessary stock control by conducting systematic and continuous update on the stores' stock situation and collection availability and taking action accordingly
- Ensure rotation of stock between stores and order transfers if needed in agreement with the store Manager
- Control and follow up on sales figures through analyzing specific daily and weekly reports including store forecast, daily sales (top and bottom list), and stock Age report
- Follow up on daily, monthly, and yearly budgets and ensure that targets are achieved
- Update Store Managers and Visual Merchandisers on all new product introductions, brand information, order cancellation, and other related issues
- Communicate with the stores to ensure the smooth flow of work and stay up to date with brand/ store related issues
- Communicate and give feedback to the sales department on all product related issues

- Plan, forecast, and decide on the timing and amount of merchandise discounts and/or special offers
- Follow-up and double check on store/ window display and merchandising to ensure unanimity among various stores and the reflection of the assigned brand's image
- Conduct regular store visits to check the operation as well as all matters concerning the assigned brands and take actions accordingly
- Manage, supervise, and council the operation of all store staff including attendance, appearance, training personnel, evaluation, and product knowledge
- Develop and implement policies and procedures for store operations and personnel in coordination with the HR Department
- Lead, Coach, and motivate store staff to contribute to the achievement of goals by acquainting them with sales objectives and customer service standards
- Maintain effective stock control from the delivery of shipments to the stores to checking shipment reports to alarm application, pricing, and keeping stock rooms well organized
- Ensure that all stores are properly maintained to reflect the brands' images and standards
- Coordinate with the stores to ensure the smooth flow of work in all areas of stores' operation

#### Communications & Work Relationships

##### Internal Communication

- Regular contact with Shop Managers
- Regular contact with Warehouse team
- Regular Contact with the HR Department

##### External Communication

- Regular contact with customers
- Regular contact with suppliers

#### Framework, Boundaries, and Decision Making Authority

The jobholder has the authority to take necessary decision for routine operations of their department and regularly recommends improvements on policies and procedures as well as strategic decisions with the endorsement of the Chairman for final decision-making and necessary actions

#### Knowledge, Skills and Abilities

- University graduate with a degree in Business Management or Marketing, Fashion Design, or any related field.
- A minimum of 5 years' experience in the same or similar field.
- Computer literate with good knowledge of basic MS Office programs.

- An Excellent understanding of the Retail Business.
- Fluent in English and Arabic.
- High degree of confidentiality and professionalism

#### Key Behavioral Competencies

1. Leadership
2. Problem Solving
3. Planning & Organizing
4. Managing and measuring work
5. Decision Making
6. Financial & Technology Management
7. Negotiation skills
8. Entrepreneurial & Commercial Thinking

Employee Signature

Human Resources Manager Signature

## Role Profile

### Comprehensive Information

**Position:** Brand Coordinator  
**Department:** Retail Department  
**Reporting to:** Brand Manager  
**Gender:** Male/Female  
**Working Environment:** Indoor/Outdoor  
**Working Hours:** 8.30am to 5.30pm

### Job Purpose

To perform data process and analysis to generate various reports and to provide effective planning and administrative support in order to achieve the sales budget in support to the Brand Manager.

### Areas of Contribution & Related Accountabilities

- Data management of the brand such as but not limited to Create Purchase Orders, Sales invoices, discounts, prices etc.
- Analyze the history and develop information about future buy needs
- Attend sales meetings in order to assist in choosing the collection and to assist in placing orders for assigned markets
- Implement necessary stock control by conducting systematic and continuous update on the stores' stock situation and collection availability and taking action accordingly
- Ensure rotation of stock between stores and order transfers if needed in agreement with the store Manager
- Control and follow up on sales figures through analyzing specific daily and weekly reports including store forecast, daily sales (top and bottom list), and stock Age report
- Communicate with the stores to ensure the smooth flow of work and stay up to date with brand/ store related issues
- Conduct regular store visits to check the operation as well as all matters concerning the assigned brands and take actions accordingly
- Follow-up and double check on store/ window display and merchandising to ensure unanimity among various stores and the reflection of the assigned brand's image
- Communicate and give feedback to the brand manager on all product related issues
- Provide data collection and analytical support to the Brand Manager
- Import numerical data from all stores on daily basis

- Generate and Present Analysis of various reports including Category Performance and In Order reports
- Ensure efficient data storage and accessibility including updating and maintaining all databases
- Perform documents filing in an organized and accurate manner
- Assist the Brand Manager with needed tasks.
- know at all times the top Ten trend styles per Brand
- Contribute to constant improvement of Brand and Product knowledge
- Understand and can express the brands cores
- Set a monthly sell-through, mark-up and mark-downs forecast on category level
- Conduct order check (Buying Vs. Budget) according to deadlines
- Prepare a monthly forecast for three coming months
- Daily Evaluation of slow and fast movers while notifying the team with specific actions
- Weekly update on “ open to buy” forecast including stock age report
- You should at all-time challenge the current planning processes and develop new ideas to optimize the Retail Planning.

#### Communications & Work Relationships

##### Internal Communication

- Regular contact with shop Managers
- Regular contact with Warehouse team

##### External Communication

- Regular contact with customers
- Regular contact with suppliers

#### Framework, Boundaries, and Decision Making Authority

The jobholder has the authority to solve minor on-the-spot issue arising with customers or on the system; any activity outside the authority of the Brand Coordinator should be communicated to the Brand Manager before any decision is taken.

#### Knowledge, Skills and Abilities

- University graduate with a degree in Business Management or Marketing or any related field.
- A minimum of 2 years’ experience in the same position
- Computer literate with knowledge of standard office software applications
- Fluent in English and Arabic.

#### Key Behavioral Competencies



1. Self-Development
2. Adapting & responding to change
3. Teamwork
4. Coping with pressure
5. Following instructions and policies
6. Communication Skills
7. Customer Orientation

Employee Signature

Human Resources Manager Signature

## Role Profile

### Comprehensive Information

**Position:** Shop Manager  
**Department:** Retail Department  
**Reporting to:** Brand Manager  
**Gender:** Male/Female  
**Working Environment:** Indoor  
**Working Hours:** 9 hours/day

### Job Purpose

To manage and direct the collective efforts of store personnel towards achieving store goals and objectives; ensure store productivity, efficiency, and profitability.

### Areas of Contribution & Related Accountabilities

- Lead, supervise, manage, train, and motivate store personnel in order to ensure efficiency in performance of assigned tasks
- Handle personnel issues regarding schedules, task division, staff conflicts, absenteeism, and tardiness as well as performance evaluation
- Establish sales strategies in order to achieve individual sales targets on one hand and that of the store on the other
- Create short term and long term plans in order to maintain a consistent sales growth and thus consistent increase in profits
- Ensure that all store personnel respect company rules and regulations as well as comply with established policies and procedures
- Conduct Staff Meetings on a weekly basis
- Ensure the accurate receipt and handling of shipments
- Monitor inventory and supply levels; checking stock levels, anticipating needs, and ensuring availability of required inventory
- Maintain store security; remain alert on theft activities and take measures accordingly
- Communicate with Brand Managers regularly to keep them updated of store and product issues consecutively
- Prepare and Analyze various reports requested by management

### Communications & Work Relationships

#### Internal Communication

- Regular contact with Warehouse team

#### External Communication

- Regular contact with customers

### Framework, Boundaries, and Decision Making Authority

The jobholder has the authority to solve problems arising with customers, with employees or on the system; any activity outside the authority of the store manager should be communicated to the Brand Manager before any decision is taken.

### Knowledge, Skills and Abilities

- University graduate with a degree in Business Management or any related field.
- A minimum of 3 years' experience in the same position preferably in the retail industry.
- Computer literate with knowledge of standard office software applications
- Computer literate with good knowledge of basic MS Office programs.
- Fluent in English and Arabic.

### Key Behavioral Competencies

1. Leadership
2. Problem Solving
3. Planning & Organizing
4. Managing and measuring work
5. Decision Making
6. Financial & Technology Management
7. Negotiation skills
8. Entrepreneurial & Commercial Thinking

Employee Signature

Human Resources Manager Signature

## Role Profile

### Comprehensive Information

**Position:** Sales Supervisor  
**Department:** Retail Department  
**Reporting to:** Shop Manager  
**Gender:** Male/Female  
**Working Environment:** Indoor  
**Working Hours:** 9 hours/day

### Job Purpose

To assist the store manager in daily operations of the store striving to maximize profit and thus attain optimal sales levels; take charge of the store in the absence of the store manager; apply positive Customer Service and Selling Techniques in order to create a positive shopping experience to drive customer satisfaction and loyalty

### Areas of Contribution & Related Accountabilities

- Ensure that store staff display and maintain highest levels of customer service in order to guarantee customer loyalty
- Greet and welcome customers in a friendly and courteous way
- Follow up with sales staff on daily duties and operations including replenishment of merchandise as well as leading them to increase sales
- Monitor cashiers in order to ensure smooth cash operations
- Ensure the maintenance of a neat and organized stockrooms
- Receive Shipments; ensure that actual merchandise received matches the amount that should be sent
- Prepare merchandise to be transferred to other branches and apply necessary procedures for the transfer
- Work with the store manager to analyze product sales performance and inventory needs
- Assist in inventory counts when necessary
- Maintain store security; remain alert on theft activities and take measures accordingly
- Ensure the cleanliness and tidiness of the store floor and cash register area as well as proper staff hygiene in order to reflect a good company image
- Train new staff on customer service and product knowledge as well as store policies and procedures
- Help solve problems that affect store's service, efficiency and productivity

### Communications & Work Relationships

#### Internal Communication

- Regular contact with Warehouse team

### External Communication

- Regular contact with customers

### Framework, Boundaries, and Decision Making Authority

The jobholder has the authority to solve minor on-the-spot issue arising with customers or on the system; any activity outside the authority of the Sales Supervisor should be communicated to the Shop Manager before any decision is taken.

### Knowledge, Skills and Abilities

- High School Graduate.
- A minimum of 1 to 2 years' experience as a salesperson in Retail shops
- Computer literate with knowledge of standard office software applications
- Fluent in English and Arabic.

### Key Behavioral Competencies

1. Self-Development
2. Adapting & responding to change
3. Teamwork
4. Coping with pressure
5. Following instructions and policies
6. Communication Skills
7. Customer Orientation

Employee Signature

Human Resources Manager Signature

## Role Profile

### Comprehensive Information

**Position:** Salesperson  
**Department:** Retail Department  
**Reporting to:** Shop Manager/Sales Supervisor  
**Gender:** Male/Female  
**Working Environment:** Indoor  
**Working Hours:** 9 hours/day

### Job Purpose

To apply positive Customer Service and Selling Techniques in order to create a positive shopping experience to drive customer satisfaction and loyalty.

### Areas of Contribution & Related Accountabilities

- Greet and welcome customers in a friendly and courteous way
- Assist Customers in satisfying their needs; help in choosing items and lead them to the Cash area upon the end of the shopping tour.
- Maintain composure at all times; remain polite and respectful at all times regardless of the situation
- Maintain cleanliness and tidiness of the store floor at all times including neat merchandise presentation as well as cleanliness of shelves, tables, and other furniture and fixtures
- Replenish merchandise regularly to ensure the availability of all items
- Assist merchandisers in display; inform them on all new arrivals and help in the arrangement and organization of items while maintaining maximum store tidiness during this process
- Stay alert at all times in order to identify security risks and thefts, preventing or handling these situations in order to minimize loss
- Maintain knowledge of current sales and promotions, policies regarding payments and exchanges as well as security policies
- Participate in inventory counts when necessary
- Respect company image standards at all times by always maintaining good hygiene and a professional presentation

### Communications & Work Relationships

#### Internal Communication

- Regular contact with Warehouse team

#### External Communication

- Regular contact with customers

### Framework, Boundaries, and Decision Making Authority

The jobholder has the authority to solve minor on-the-spot issue arising with customers or on the system; any activity outside the authority of the Salesperson should be communicated to the Shop Manager before any decision is taken.

### Knowledge, Skills and Abilities

- High School graduate. Previous experience in the retail is a plus
- Older than 18 years of age in case of full time jobs and 16 in case of summer or part time jobs
- Experience in handling cash, customer service and selling techniques is a plus
- Fluent in English and Arabic.

### Key Behavioral Competencies

1. Self-Development
2. Adapting & responding to change
3. Teamwork
4. Coping with pressure
5. Following instructions and policies
6. Communication Skills
7. Customer Orientation

Employee Signature

Human Resources Manager Signature

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