

**RETAIL MANAGEMENT PROGRAM
NEEDS ASSESSMENT**

Prepared by

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EXECUTIVE SUMMARY

- This needs assessment investigates factors relating to the continued need for the OCC Retail Management program and the viability of refocusing the program to wholesale management or sales.
- Information on the continued need for the Retail management program was obtained from a literature search, data from local, state and federal sources, information from professional organizations, OCC program reports and an informal and formal telephone survey.
- Retail trade experienced economic difficulties during the most recent recession but trends suggest a slow recovery in the field has already begun. The Michigan Employment Security Commission predicts that retail and wholesale trade will experience faster than average growth over the next decade.
- Management Horizons, a retail consultant firm, foresees an elimination of mid-management positions from the field and that part-time, sales positions will comprise the largest proportion of Retail job opportunities over the next eight years.
- Retail Management programs in colleges and universities across the state have experienced decreases in enrollment since 1988.
- The OCC Retail Management program has experienced a 53% decline in student credit hours over the past ten years and graduation rates have remained low over the past five years.
- In general, OCC survey respondents indicated that individuals with an Associate's degree or a Bachelor's degree would have an advantage over those that do not have a degree in terms of both employability and advancement. However, it is less clear if the degree needs to be in retail management, business or if job seekers and current personnel would benefit if they "just have a degree".
- Instruction in the retail and wholesale trades appears to be primarily provided by employers. Three-fourths of the employers contacted indicate that they conduct some kind of employee training. Furthermore, only six colleges offer Retail Management programs. These have all experience declines in enrollments over the past three years.

OAKLAND COMMUNITY COLLEGE RETAIL MANAGEMENT PROGRAM NEEDS ASSESSMENT

INTRODUCTION

The purpose of this report is to present information to assist in reviewing and evaluating the continued need for a Retail Management Program at Oakland Community College and to investigate the viability of refocusing the program to wholesale management or sales.

Program Review Initiation

In May 1991, Michael Crow, Academic Dean (Orchard Ridge), proposed that Oakland Community College assess the continued need for the Retail Management option of the Management Development program. This effort was prompted by waning enrollments in the program and the desire to ascertain if the program gave students any real career advantages in the field. (See Appendix A)

Description of the Program

The current Retail Management option of the Management Development program leads to an Associates Degree in Applied Science. In the first year of the Management Development program, students must take a set of core courses including Fundamental Accounting, Principles and Practices of Business, Principles of Supervision, Business communications, Business Writing, and a speech course. During the second year, students are permitted to major in one of four areas: Business Management, Office Administration, Retail Management and Retail Fashion and Buying. The Retail Management option is designed to provide students with a broad range of essential retail management skills. (See Appendix B)

The OCC Retail Management program has experienced a 53% decline in student credit hours over the past ten years and graduation rates have remained low, averaging 5 graduate per year, since 1986. (See Appendix A).

Of the seven graduates of the Retail Management program between August, 1988 and December, 1990, four completed the OCC Graduate Follow-Up Survey. There are

a few notable trends in the data, however due to its small size no conclusions can be drawn from this sample.

All four respondents to the Graduate Follow-Up Survey rated their educational experience at OCC, in terms of career preparation, and courses in their major field of study as good (but not excellent). They all had jobs prior to graduation and their average yearly salary came to \$16,000. Three of them were attending college after graduation; 2 at Lawrence Technological University and 1 at Wayne State University. One of the graduates found it difficult to get transfer credit for several courses taken at OCC stating:

"I was very disappointed in classes that would transfer to other schools. U of M-Dearborn would only accept 40 credits out of 73. That's why I chose L.T.U.. Counselors at OCC need to make suggestions regarding transferring credits to other schools. The program should require more science (1), economics (1) and math. (Business math does not accomplish much)."

The same graduate indicated:

"Felt that some classes for retail management (proprietorship accounting) should have had the regular accounting. Proprietorship accounting is not a transferable class."

Description of Industry

Retail trade includes establishments engaged in selling merchandise for personal or household consumption and rendering services incidental to the sale of the goods. Retailing encompasses a broad range of store types, representing a myriad variety of merchandise offerings, organizational structures, and "missions". However, most can be characterized as falling into one of the following categories: (1) Department Stores; (2) Specialty Chains; (3) Mass Merchandisers; (3) Discount Stores; and (4) Local independents.

A few of the common positions an individual entering the field might expect to obtain include:

1. Retail Sales Clerks/Salespersons - sell merchandise and perform other services in business establishments.

2. **Retail Buyers - Select , order, and purchase merchandise or commodities to be sold by the firm for which they work. The kind and variety of goods they purchase depend on the firm.**
3. **Retail Sales Managers - General duties of Retail Sales Mangers may include planning advertising campaigns and sales promotions, supervision of personnel, analyzing customer needs, reordering new stock, preparing sales and inventory reports, planning department layouts, and scheduling staff work hours.**

The Wholesale field also involves a wide range of goods and organizations. Wholesalers purchase products from manufactures and sell directly to retail stores or to institutional buyers such as school systems and hospitals. In addition to selling, functions frequently performed by wholesale establishments include maintaining inventories of goods; extending credit; physically assembling, sorting, and grading goods in large lots; breaking bulk and redistribution in smaller lots; delivery; refrigeration; and various types of promotion such as advertising and label designing.

Common Wholesale job titles include:

1. **Inside/Internal Sales Workers - Responsibilities include the sale and movement of goods from the manufacturer to retailer or other customers. They primarily work out of the central office or warehouse.**
2. **Field/Outside/External Sales Workers - These workers are also responsible for the sale and movement goods from the manufacturer to retailers or other customers, but their work is based in the field.**
3. **Wholesale Buyers - Expedite the delivery of goods from the producer to the consumer by purchasing merchandise for immediate resale.**
4. **General Managers - Supervise personnel, warehouse management, order stock, prepare sales and inventory reports, and plan sales campaigns.**

For a full list of job titles provided by the retail and wholesale employers surveyed by OCC, for both sales and management positions, see Appendix C.

Relation of Proposed Program to College Mission

Restructuring the Retail Management program to adjust to the changing education and economic needs of the OCC service area relates to the College's primary mission of, "human development achieved by quality learning opportunities and other services designed to meet the present and emerging educational need of the communities it serves". Furthermore, career programs continue to be "a basic part of the comprehensive community college curriculum (Mission Goal G-Career/Vocational Education).

METHODOLOGY

Methods of Data Collection

This analysis of Retail and Wholesale Management and Sales began with a general literature search. Sources such as the *Crain's Detroit Business*, the *Dictionary of Occupational Titles (D.O.T.)* and the *Michigan Occupational Information System (MOIS)* were used to determine job descriptions and the occupational outlook in retail and wholesale sales and management. Concomitant efforts were made to obtain current economic forecasts for Southeast Michigan in retail and wholesale from various governmental and public interest agencies. (See References)

This was followed by a review of colleges and universities in Michigan that offer Retail Management, Sales, or Marketing programs. A comparison of enrollment and graduation trends was made and an examination of program content was completed.

In addition, a preliminary telephone survey was performed in March, 1992 and a formal telephone survey was conducted in April, 1992. A total of 25 wholesale and 41 retail employers in the Greater Detroit Area were contacted and asked questions regarding the need for retail management program, the opportunities this program provides students, and the skills required of sales and management personnel. The list of retailers and wholesalers was obtained from a random sample of businesses listed in DUNS (Data Universal Numbering System) Regional Directory 1992, Detroit Area, Volume 3. This directory includes businesses in the Detroit Metropolitan area by their Standard Industrial Classification (SIC) codes. (See Appendix D and Appendix E)

Methods of Data Analysis

A total of 66 employers, 25 wholesalers and 41 retailers, responded to the telephone survey. Data was analyzed by means of frequency distributions, means analysis and content analysis of narrative responses.

ANALYSIS

Employment

In the years preceding the 1990's retail trade was described as one of the fastest growing industries in the country (D.O.T., 1986). The employment of retail sales workers was expected "to provide more openings than any other occupation and to grow faster than average through the year 2000."

After eight years of sustained growth, the economy fell into recession in the last quarter of 1990 and according to Management Horizons (MM), a retail consulting firm retailing was hit hard not only due to the recession but because of the over expansion of the industry in the eighties. In addition, consumer spending as a percentage of GNP has fallen, and the aging of the American population negatively effects retail trade (MM, Chain Store Executive). MM projects that "by the end of this decade, more than half of today's retailers will be out of business."

Nevertheless, economic indicators suggest that the nation's economy is slowly recovering from the recession. It is expected that real gains in consumer spending will be steady but small in the first half of the 1990's. Total retail sales growth in real terms is expected to average around 1.5% annually, roughly half the growth rate experienced in the 1980's (MM, Chain Store Exec, 1991). In Michigan, there does seem to be an upturn in retail trade, particularly in soft-line goods (clothing, food items, etc.) and overall sales at discount department stores (Crump, 1991).

According to the Oakland Business Monthly board of economic advisors, the local economy has emerged from its "stagnant, no-growth posture." They have predicted growth in the economy of Oakland County within the range of 2.5 to 3 percent. This economic upturn is expected to positively affect both retail and wholesale industries (Oakland Business Monthly, 1992).

Even taking into account the effects of the most recent recession, retail is still expected to be one of the largest growing occupations in the country and in the state

of Michigan, but several changes occurring in the field are worth noting. For instance, efforts to trim down top heavy organizations will mean a reduction in mid-level management positions in many companies. This suggests that despite future growth in the industry the real number of management positions will not increase at the same rate. On the other hand, demographic changes in the population will cause a reduction of entry-level workers in the first half of the decade. (MH, 2000). Therefore there will be more entry-level positions open, it will be easier to get these positions, and, according to the laws of supply and demand, employers will have to offer higher wages and improved benefits in order to attract employees.

Current Employment

In a comparative analysis of the most recent recession with that of 1982, George Fulton and Donald Grimes of the Institute of Labor and Industrial Relations at the University of Michigan, demonstrate that although it is a common perception that the 1990-91 recession was more severe than that of 1982, it was in fact less deep and shorter. Indicators from Oakland County suggest that the local economy began to recover by the end of 1991.

The most up-to-date information on the employment outlook in retail and wholesale in the state from the Michigan Employment Security Commission indicates that in 1988 there were 128,000 jobs and over 9,000 job openings in retail sales and management in Michigan. The same database indicated there were 159,075 people employed as wholesale sales representatives in Michigan and over 2,500 openings per year in that occupation. (See Appendix E)

Current employment figures compiled by the Oakland County Community and Economic Development Department show that in 1990 there were 119,450 individuals employed in Retail Trade and 42,891 individuals employed in Wholesale Trade in Oakland County.

The respondents to the OCC phone survey provided nearly 60 job titles for entry level sales and management positions (See Appendix C). Less than half (39 percent) of the respondents are currently hiring in sales and less than a quarter (21 percent) are currently hiring management. Wholesalers indicated that they are hiring less than retailers in both sales and management.

When retailers and wholesalers in Southeast Michigan were asked to rate employment opportunities in their respective fields, answers ranged evenly from poor

to excellent. A slightly higher percentage rated wholesale/retail trade as good and a slightly lower percentage rated it as excellent. Wholesale was not rated as highly as retail. The most common reason given for a less than good evaluation of the industry was the current economic slump. Several mentioned that for entry level candidates, the field is less attractive due to low wages. Narrative responses to this question included:

RETAIL:

"Great potential. It takes a while to get recognized but the opportunities are good. The field is hungry for aggressive people."

"Retail positions offer low wages and poor hours particularly for someone coming out of school with a four year degree."

"Only fair, because the economy is bad. No one is buying."

WHOLESALE:

"Varied. There is quite a bit of consolidation. Therefore, it is hard to get into it at the current time."

"I feel that the wholesale industry is a fading industry from the past and soon there won't be one."

Future Employment

The Bureau of Research and Statistics, of the Michigan Employment Security Commission places the occupation of Retail Sales Workers and Cashiers as third on their list of the Top 10 Growing Occupations MOST New Jobs 1985-1995 list. Additional information from the MESC data base, MOIS, describes the employment outlook for several occupations in retail and wholesale. The growth of these occupations, including Retail Sales Clerk, Retail Sales Manager and Wholesale Sales Representative, is projected to be "faster than average" (an increase of 25%-34% by the year 2000).

Recent figures compiled by George Fulton and Donald Grimes estimate that in Oakland County, in 1991, there were 114 thousand people in retail jobs and 43 thousand people in wholesale. They project that by 1993 there will be 118 thousand people working in retail (a 3.3 percent increase) and 44 thousand people in wholesale (a 2.2% increase). (See Appendix G).

The total number of sales employees to be hired by the employers surveyed by OCC came to 2,341. Yet, 27 percent of the companies did not expect to hire any employees over the next year. The number of management personnel expected to be hired over the next year totalled 169. Furthermore, 62.5 percent stated that they would not be hiring management personnel over the next year. Employers were also asked how many employees they expected to hire over the next 3 years. Only 12 of the employers felt capable of answering this question with any degree of accuracy therefore this calculation is invalid for the purposes of this report.

The major reason given for hiring sales staff was employee turnover (71.9 percent of total). Expansion of the company was cited to a lesser degree (43.8 percent). A small percentage cited other reasons including retirement and promotions.

Employee Benefits

Wage and Salary

According to the most recent data collected by the Michigan Employment Security Commission the mean salary for retail sales clerks in the country is \$11,000 and retail managers make \$22,028 on average. The standard salary for wholesale sales representatives is \$30,922.

Employers surveyed by OCC provided a wide range of entry level salaries for both sales and management positions. Several of the respondents included commissions as part of their employees salaries. Due to the unpredictable nature of "monthly commissions" several of the given salary ranges were estimates. Salaries for sales positions averaged \$16,038. Management salaries averaged \$24,735. In general, Wholesale salaries for positions such as internal and external sales and management were significantly higher.

Management Horizons predicts that part-time, sales positions will comprise the largest proportion of Retail job opportunities over the next eight years. For the most part these jobs are low paying and offer few (or no) employee benefits.

**TABLE 1
MOST COMMON JOB TITLES AND SALARIES**

SALES		
Job Title	Frequency	Salary Range
Sales Person/Clerk	24	\$ 9,880-\$40,000
Stock Person	11	\$ 8,840-\$11,960
Cashier	10	\$ 8,840-\$10,400
Counter Sales	7	\$11,960-\$33,000
Outside/External	5	\$15,000-\$35,000
Inside/Internal	5	\$16,640-\$26,000
MANAGEMENT		
Job Title	Frequency	Salary Range
Assistant Manager	18	\$11,000-\$24,000
General Manager	14	\$12,480-\$42,500
Store Manager	12	\$22,880-\$39,000

Source: OCC Retail Management Survey

Advancement Opportunities

Management Horizons predicts that retail companies will continue to eliminate mid-management positions from their organizations. How profound an effect this will have on advancement opportunities in the retail field is unclear. Clearly the low number of expected management hires in both retail and wholesale indicate that these more attractive positions are presently difficult to obtain.

Several companies, such as Erb Lumber, Kroger's, and Toys R Us, have clearly delineated advancement ladders. Often individuals begin as stock persons or baggers, or lower level sales personnel. From there, they must work into higher paying positions. Indications suggest that after a certain period of time, employees can then advance to higher paying and often commissioned sales positions. On the other hand, 29 percent of the employers surveyed indicated that they hire sales persons directly from the general public.

The jump to management appears to take two major routes. A salesperson may receive a promotion into management or an individual may be hired directly into

management from outside the firm. Only 3 retailers indicated that they hire exclusively from the general public. Thirty-three percent of respondents hire from within their organizations, and 62 percent hire management from both internal and external candidates. A larger percentage of wholesalers hire their managers exclusively from within the firm.

Three major retailers in the area who were contacted for the preliminary telephone interview, Hudson's, Crowley's and Jacobson's, all stated that they preferred to hire management staff from within their organizations. For example, at Hudson's they "won't hire into management." They look for management talent from within their organization.

**TABLE 2
MANAGEMENT SELECTION POOL**

	Current Personnel	General Public	Both	Row Total
Retail	9 (24%)	3 (8%)	26 (68%)	38
Wholesale	12 (48%)		13 (52%)	25
Total	21 (33%)	3 (5%)	39 (62%)	63 (100%)

Source: OCC Retail Management Survey

When asked if having a degree or some educational training in retail management gives an employee an edge in advancement opportunities, 71 percent of the respondents answered affirmatively. The majority of employers state that they prefer hiring or promoting individuals with a post-secondary education for management positions. Several (32%) stated that they look for individuals with a Bachelor's degree. However, it is less clear from their answers if the degree must be in retail management, business or if job seekers and current personnel would benefit if they "just have a degree". Responses included:

"People with a degree usually have a better understanding of the business world than someone who does not have a degree."

"Yes, they are looked on with more consideration. It shows a certain commitment to the field and more independence."

The few employers that described their specific criteria for promotions emphasized experience over having a degree:

"Overall experience is more important than education. The owner has found no difference between the employees with a college education and those that have no college education."

"We base our promotions on personal merit and not on whether they have a degree or not"

These findings suggest that in actual hiring and promotion practices prior work experience might carry somewhat more weight than an advanced degree. Data collected for the needs assessment performed by the business department of Monroe Community College supports this suggestion. The retailers from Frenchtown Square that MCC surveyed indicated that 31 percent of their store managers had no advanced education and another 36 percent had some advanced education (less than an Associate's degree). They also found that 42 percent of the assistant managers had no advanced education and 34 percent had some education (less than an Associate's Degree).

Career Preparation

Level of Training Needed

Employers responding to the OCC survey were asked to indicate the minimum level of experience or credentials required for entry level employment. Prior work experience was the most commonly selected qualification for all positions. Employers requirements for management personnel more often included experience in the field and some advanced course work. Almost half of the Retail respondents indicated that sales personnel do not need prior work experience or an advanced degree to be hired.

Minimum qualifications for entry level sales and management positions appear to be more stringent in wholesale than in retail, requiring more experience and education.

TABLE 3*
Minimum Entry Level Qualifications Required by Employers

Qualification	RETAIL		WHOLESALE		TOTAL	
	Sales	Mgmt	Sales	Mgmt	Sales	Mgmt
No Prior Work Exp.	47%	5%	8%	0%	32%	3%
Prior Work Exp.	37%	27%	46%	68%	40%	44%
Pr. Work Exp in Field	18%	57%	25%	28%	21%	45%
AA Degree	3%	30%	17%	28%	8%	29%
BA Degree	0%	19%	25%	52%	10%	32%

Source: OCC Retail Management Survey

*Percents do not add up to 100 because of multiple responses to this question.

Further questioning revealed that those selected for management positions must either have solid experience in the field or a college degree. Respondents stated that:

"Must have one or the other; Bachelor's or Associate's Degree or prior related work experience."

"(they need a) 3.0 overall grade point average and prior work experience helps."

As mentioned earlier, many of the respondents indicated that individuals with an advanced education would be at some advantage, in terms of both employability and advancement. Educated individuals are described as having a better overall understanding of business and as having better general skills than those without an education.

An additional question asked directly if a formal education was needed to perform sales or management tasks. Only 20 percent of the employers surveyed answered that an advanced education was necessary to perform sales tasks, however 59 percent stated that an advanced education was needed for adequate performance of management tasks. It should be noted that this is somewhat inconsistent with low percentage of total respondents, particularly retailers, who stated that an AA Degree or a BA degree is a requirement for incoming managers (See Table 3 above).

Respondents were asked to rate specific skills, in terms of their importance, for

both sales personnel and managers. Very important skills for sales include salesmanship, oral communication, merchandising, and leadership. Nearly all of the skills included on the survey were rated as important or very important for managers. Those rated very important included management, oral communication, leadership and salesmanship.

Other skills also described as important for retail employees included communication skills, flexibility, honesty and initiative. It was also suggested that retail management required the ability to motivate others. Specific product knowledge was deemed an important skill by several Wholesalers.

TABLE 4
SALES AND MANAGEMENT SKILLS RATED BY EMPLOYERS

SKILL	SALES			MANAGEMENT		
	NOT IMP	IMP	VERY IMP	NOT IMP	IMP	VERY IMP
Salesmanship	2%	15%	83%	3%	18%	79%
Purchasing	48%	27%	25%	11%	33%	56%
Management	17%	39%	44%		6%	94%
Accounting	34%	44%	22%	3%	42%	55%
Oral Comm.		11%	89%		6%	94%
Writing	13%	47%	40%	1%	42%	57%
Marketing	23%	39%	38%	8%	41%	51%
Leadership	11%	39%	50%		9%	91%
Merchandising	14%	34%	52%	6%	28%	66%

Source: OCC Retail Management Survey

Thirty-six of employers contacted reported that they would be willing to employ an OCC Retail Management intern.

Adequacy of Currently Available Training

They were asked if they felt that the employees that they hired were prepared for the requirements of their jobs. Forty-six percent felt that new sales hires are "not prepared". Several stated that entry level sales personnel often have inadequate general knowledge skills, work habits, experience and are not highly motivated. In contrast, the majority of employers, 78 percent, found that entry level management personnel were prepared for their jobs. Many respondents stated that incoming managers were prepared because they were promoted from within the company or that they hire only highly trained and qualified individuals.

Seventy-two percent, of the employers surveyed stated that they provide some kind of employee training. The bulk of this training was described as informal, on-the-job training. When asked if they would consider sending their employees to OCC for this training, 69 percent responded affirmatively.

Several businesses indicated that they provide formal sales and management training, particularly the larger retail chain stores. For instance, Crowley's has an in-house Management Training Center. Hudson's does not hire into management. New hires, regardless of educational background or experience, begin in sales. Later, if they want to be managers and have management potential, they must complete Hudson's Management Program.

Retail Management programs higher education in Michigan appear to have hit hard times. In 1989-90 there were 1,547 students enrolled in Retail Management, Sales or Marketing courses. Between the years 1988-89 and 1989-90 there was a dramatic drop in enrollments for these three types of programs in Michigan.

TABLE 5
Enrollment in Community College Retail Courses

	1988-89	1989-90
Retail Management	246	202
Sales	161	49
Marketing	1920	1296

Source: Michigan Department of Education,
Enrollment Data Profile

Seven community colleges, three four-year institutions and three vocational schools in Michigan offer retail management programs. In addition, there are nine

Michigan community colleges that offer programs in the related fields of Sales or Marketing. (See Appendix H).

Mirroring state trends, over the past three years, student enrollment in management, sales and marketing programs has decreased in colleges located in the southeastern region of Michigan.

**TABLE 6
ENROLLMENT AND GRADUATION RATES**

	1989-90		1990-91		1991-92	
	Enrol'd	Grad	Enrol'd	Grad	Enrol'd	Grad
Two-year:						
Henry Ford CC*	18	0	16	0	15	1
Oakland CC	53	2	67	4	49	na
Monroe CC*	na	7	49	6	30	na
Four-year:						
Davenport Coll*/**	6	1	7	1	4	0
Ferris State*	57	20	49	23	40	na
Western MI*	26	10	14	3	4	na

* Denotes Fall enrollment figures only.

** These figures do not include any students who claimed a double major of retail management and fashion merchandising.

At this point in time, only three community college in southeast Michigan offer articulated Retail Management programs.

COMMUNITY COLLEGES

Oakland Community College - Offers a two-year Associate's Degree program in Retail Management as part of the Management Development program.

Monroe Community College - Offers a two-year program in Retail Mid-Management designed to provide skills related to the distribution of merchandise and services within a retail store. Students must complete the basic core program in Management plus courses listed in the retail option. Currently, efforts are being made to enhance articulation agreements with four-year institutions and to redesign the course work to

meet transfer requirements.

Henry Ford Community College - Offers a program in Retailing. The program includes general education and business requirements, two retail courses and a single course in salesmanship. The program is presently under review due to consistently low enrollments over the past three years.

In addition, Washtenaw Community College has a very strong Sales Program in which salesmanship and marketing strategies are emphasized. The three sales courses offered per term are "generally filled", with enrollments of 30 each. The college has formed a chapter of Delta Epsilon Chi, a marketing fraternity. When the college was contacted a former student of OCC, Orchard Ridge was in their office. He switched to the program at Washtenaw CC because he felt that their courses in sales and marketing were more practical.

COLLEGES AND UNIVERSITIES

Four-year colleges and universities in Michigan that offer Retail Management degrees or courses include:

Davenport College - Offers a two-year Associate's Degree program in Retail Management. Dr. Frank Mentervig, the Registrar, commented on the steady fall in enrollments in this program over the past five years.

Ferris State University - Offers a two-year retail fashion merchandising program; a four-year marketing program, with a retail option; and a two-year retailing transfer program. In addition to these two options, the university also has programs in Marketing, Sales, and Fashion Merchandising.

Western Michigan University - They are in the process of eliminating the Retailing program. Their four retailing courses will no longer be offered.

This information reveals that there is only one four-year institution in the state, Ferris State University, that offers a viable transfer program in retail management.

Preliminary Cost Estimate

Although the Retail Management program is already established, in order to tailor the program to the current needs of the community and regain its former enrollment figures, new resources would have to be infused into the program. It is currently projected that restructuring the program would involve the expense of hiring and supporting the salary of a full-time faculty member. This would cost Oakland Community College approximately \$50,000 to \$60,000 in the first year.

SUMMARY

Although the Retail and Wholesale industries were negatively affected by the most recent recession, they appear to be recovering slowly. Sales and management job growth will be faster than average in both fields, but the largest increase in job opportunities will be in part-time, retail sales positions. These positions are generally low paying and require little or no experience or education to obtain.

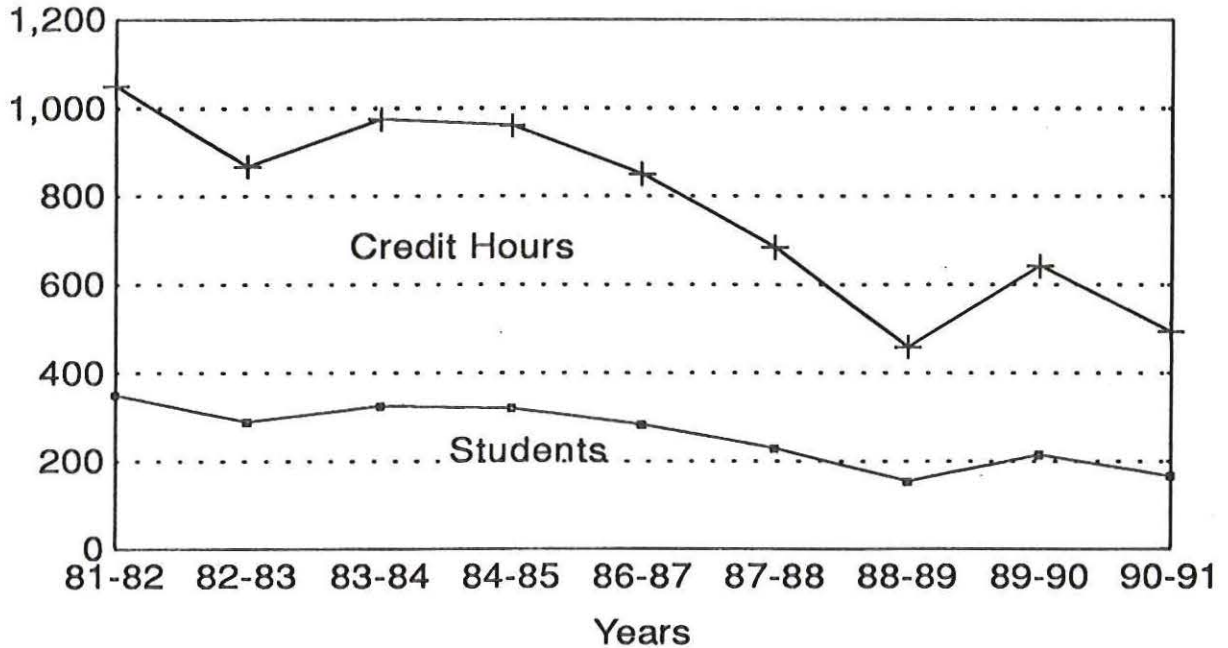
Employers indicate that an individual with a formal education would have an advantage over an employee in hiring and promotions and a majority perceive a need for the Retail Management program at OCC. Yet, in terms of real employer practices, it is less clear how critical having a college degree is to individual success.

Instruction in the retail and wholesale trades appears to be primarily provided by employers. Support for this conclusion includes the finding that three-fourths of the employers contacted by OCC indicated that they conduct some kind of employee training, the shrinking number of colleges and universities that offer retail management programs, and data indicating declining enrollments in retail management programs around the state over the past three years.

This investigation found little support for refocusing the current Retail Management program to Sales. Data collected here suggests that no post-secondary education is necessary to obtain most retail sales positions and that most employers provide in-house training to entry level sales personnel. There was also no clear indication that there is a need in the community for a Wholesale Management program. Although a higher percentage of wholesalers did indicate that they seek individuals with upper level degrees for both sales and management positions, there was no evidence that this degree had to be explicitly in wholesale. Furthermore, there appear to be fewer job opportunities in this field.

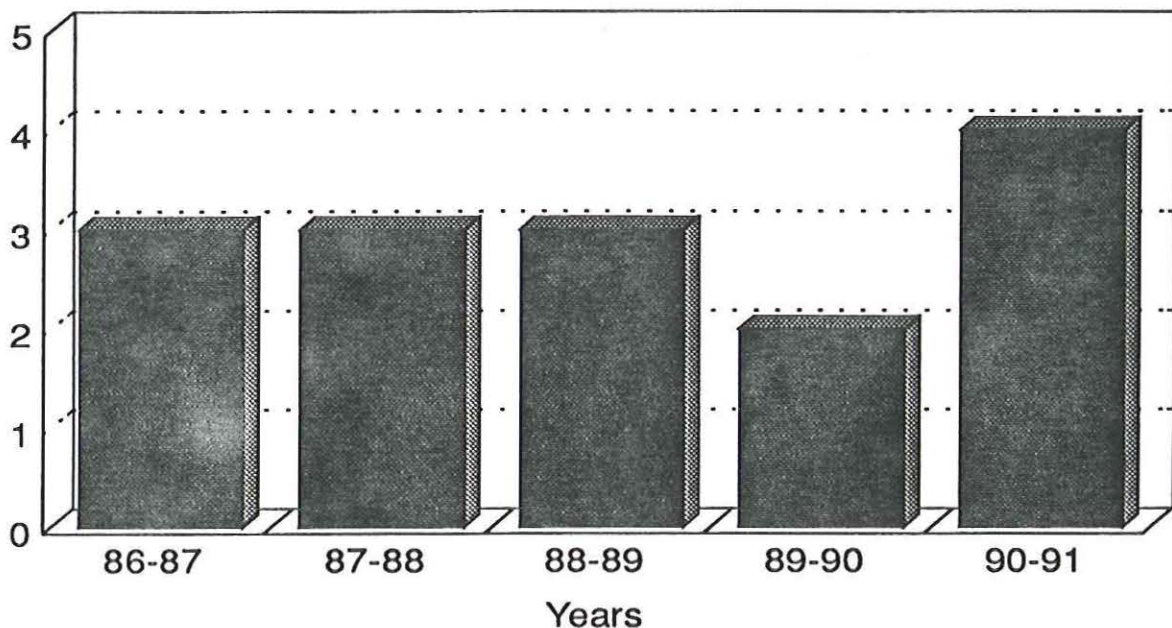
APPENDIX A

Oakland Community College SCH and Enrollment in Retail Management (1981-82 through 1990-91)



Source of Data: ACS-6 Enrollment Report

Degrees in Retail Management (1986-87 through 1990-91)

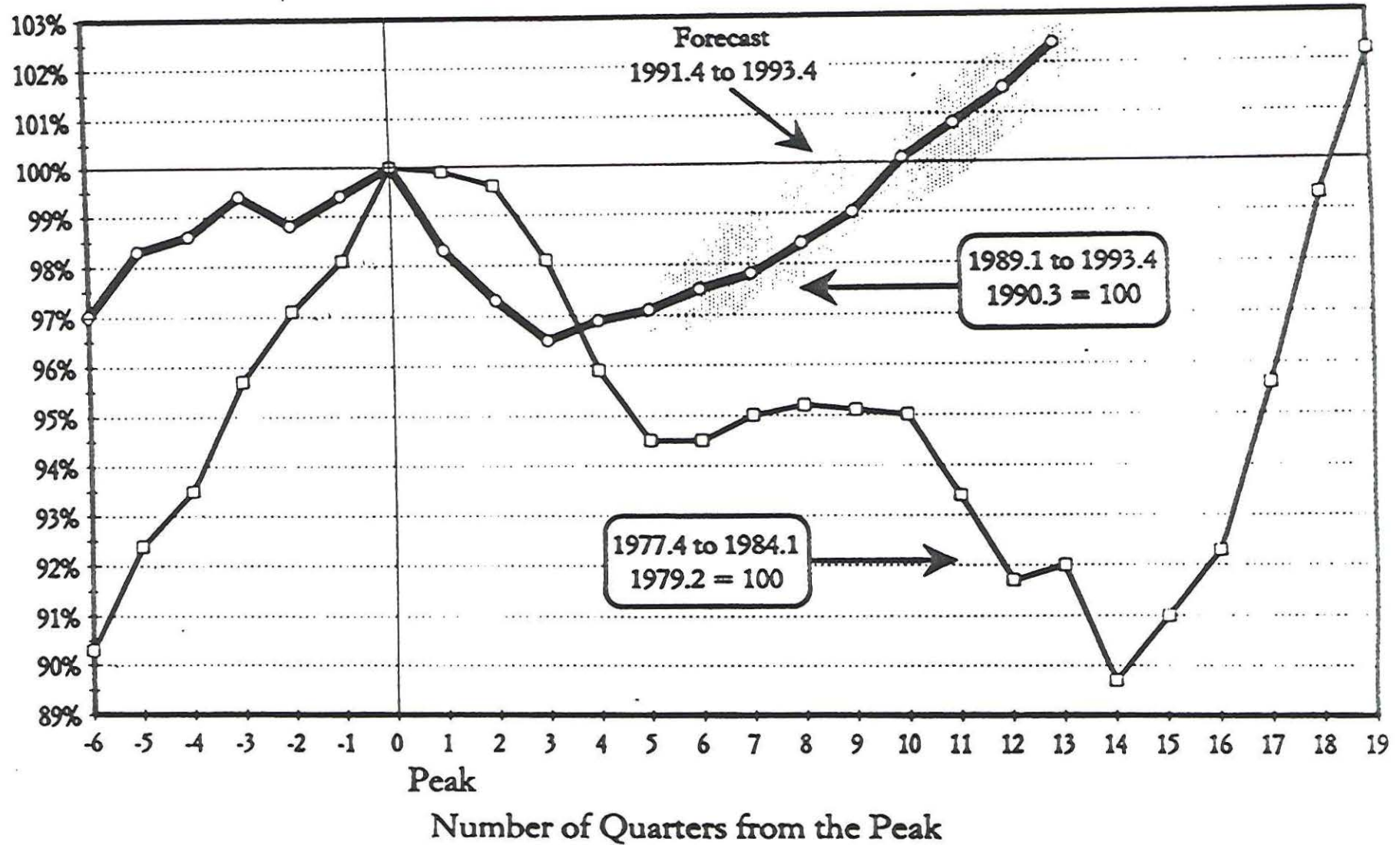


SOURCE: OCC Office of Institutional Planning & Analysis, March, 1992.

Figure 7

A Comparison of the Past Two Recessions in Oakland County

Index of Employment
(percent)



APPENDIX B

Management Development

Retail Management Option

Orchard Ridge

This Option leads to an Associate Degree in Applied Science. The management of retail establishments includes a variety of types of stores or other types of outlets of products. There is a need for individuals who specialize in a particular type of retailing. The program is designed to provide essential basic retail management abilities.

Major Requirements

Credits

The student must select, with approval of the Business Administration Department, 24 credits from the following:

BUS 203	Business Law I.....	3
BUS 253	Principles of Management	3
MKT 102	Salesmanship	3
MKT 252	Fundamentals of Marketing Theory and Practice.....	3
RET 101	Principles of Retailing	3
RET 122	Retail Sales Promotion	3
RET 151	Retail Buying	3
RET 240.3	Field Project	3
RET 241.3	Advanced Field Project	3

Additionally: The student must select, with approval of the Business Administration Department, six or more credits from the following:

CIS 105	Computer Applications	4
OR		
CIS 112	Principles of Structured Programming	3
ECO 261★	Economics I	3
MAT 101	Business Mathematics	3
RET 220	Fashion Merchandising and Coordination.....	3

Core Courses Required: (See Page 111)

General Education Requirements

See graduation requirements for an Associate in Applied Science Degree on Page 31.

★ General Education courses listed as Required Supportive may be used to meet requirements of the General Education component.

APPENDIX C

RETAIL MANAGEMENT NEEDS ASSESSMENT SURVEY RESULTS

JOB TITLES

SALES JOBS

- 1 Associate Sales Representative
- 2 Bagger
- 3 Boutique Salesperson
- 4 Cashier
- 5 Counter Sales
- 6 Department Manager
- 7 Department Manager-in-Training
- 8 Existing Accounts
- 9 Floater
- 10 Floor Sales
- 11 General Office Staff
- 12 Inside/Internal Sales
- 13 Marketing Trainee
- 14 Order Service
- 15 Outside/External Sales
- 16 Product Manager
- 17 Product Manager
- 18 Product Manager Junior
- 19 Register
- 20 Route Sales
- 21 Sales Associate
- 22 Sales Clerk
- 23 Sales Designer
- 24 Sales Estimator
- 25 Sales Manager
- 26 Sales Person
- 27 Stock Person
- 28 Telemarketing
- 29 Warehouse Sales
- 30 Specialty Positions:
 - APP Framer
 - Draftsman
 - Kitchen Sales
 - Meat Sales

MANAGEMENT JOBS

- 1 Account Manager
- 2 Administrative Services Manager
- 3 Assistant Manager
- 4 Assistant Manager-in-Training
- 5 Assistant Store Manager
- 6 Business Manager
- 7 Contract Manager
- 8 Co-manager
- 9 Customer Services Manager
- 10 Department Manager
- 11 Floor Supervisor
- 12 Foreman
- 13 General Manager
- 14 Management Trainee
- 15 Manager
- 16 Office Manager
- 17 Operations Manager
- 18 Owner
- 19 Procurement Services Manager
- 20 Production Manager
- 21 Purchasing Manager
- 22 Regional/Area Sales Manager
- 23 Sales Enhancement Manager
- 24 Sales Manager
- 25 Service/Repair Manager
- 26 Stock Manager
- 27 Store Manager
- 28 Store Manager-in-Training
- 29 Warehouse Manager
- 30 Specialty Manager:
 - Plumbing Manager

RETAIL MANAGEMENT NEEDS ASSESSMENT

RETAIL-WHOLESALE JOB TITLE COMPARISON

Jobs Exclusive to Retail

Sales

Associate Sales Representative
Bagger
Boutique Salesperson
Cashier/Register
Floater
Floor Sales
Sales Associate/Clerk
Sales Designer
Sales Estimator

Management

Admin. Services Mgr
Assistant Mgr
Contract Mgr
Co-manager
Department Mgr
Floor Supervisor
Management Trainee
Office Manager
Procurement Services Mgr
Sales Enhancement Mgr
Store Manager

Jobs Exclusive to Wholesale

Sales

Existing Accounts
Marketing Trainee
Order Service
Outside/External Sales
Product Manager
Route Sales
Sales Manager
Telemarketer
Warehouse Sales

Management

Account Mgr
Business Mgr
Customer Services Mgr
Foreman
Operations Manager
Production Mgr
Purchasing Mgr
Service/Repair Mgr
Stock Mgr
Warehouse Mgr

APPENDIX D

Survno _____

OAKLAND COMMUNITY COLLEGE RETAIL MANAGEMENT/SALES PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY

Name of Business: _____
Type of Business: _____
Sic Code: _____
City and Zip Code _____
Telephone #: _____

Hello, this is _____ (insert your name). I'm calling from Oakland Community College. May I please speak to the Director of Personnel or Human Resources?

1. If the person answering is the person you wish to speak to **GO TO A.**
2. If the person you wish to speak to **is not available** try to arrange a convenient callback time or simply leave your name and number. You may need to explain more about what you want. If so, use the following explanation:

"OCC is in the process of assessing the quality of our retail management program. We would like to ask _____ (name of dir. of personnel) about sales and management opportunities at _____ (name of store)."

Enter possible callback times below:

Day: _____ Date: _____ Time: _____
Day: _____ Date: _____ Time: _____

or

Leave name and number (check) _____

-
- A.** Once Director of Personnel or Human Resources is reached
Be sure you get Name : _____
Title: _____
Phone: _____

"Hello this is _____ (name). I'm calling from OCC. We are in the process of assessing the retail management program. Your knowledge about retail would be very helpful to us. Would you be willing to take part in a confidential 15-minute survey about sales and management.

(If "yes", go on to next page.)

SURVEY

1. Which entry level positions in your company are held by employees with backgrounds or qualifications in retail sales? What is the entry level salary range for these positions (including commissions)?

What position do you have in management? What is the entry level salary range for these positions?

Job Titles	Entry Level Salary Range
SALES:	
_____	_____ to _____
_____	_____ to _____
_____	_____ to _____
MANAGEMENT:	
_____	_____ to _____
_____	_____ to _____
_____	_____ to _____

- | | Yes | No |
|---|-------|-------|
| 2a. Are you currently hiring in sales? | _____ | _____ |
| 2b. Are you currently hiring in management? | _____ | _____ |

- 3a. How many employees do you expect to hire in sales in:
- Sales
- the next year? _____
- the next 3 years? _____
- the next 5 years? _____

- 3b. What is the most likely reason for hiring these staff?
- | | | |
|--------------------------|-------|-------|
| Expansion of the company | _____ | _____ |
| Employee turnover | _____ | _____ |
| Other reasons | _____ | _____ |
| Please explain: | _____ | |
-

- 4a. How many employees do you expect to hire in management in:
- management
- the next year? _____
- the next 3 years? _____
- the next 5 years? _____

- 4b. What is the most likely reason for hiring these staff?
- | | |
|--------------------------|-------|
| Expansion of the company | _____ |
| Employee turnover | _____ |
| Other reasons | _____ |
| Please explain: | _____ |

5a. In general, are sales positions filled by candidates selected from:

- A. Current personnel
- B. General public (external search)
- C. Both

5b. How about management positions, are they general filled by:

- A. Current personnel
- B. General public (external search)
- C. Both

6a. How would you rate the Retail trade as a field to enter currently?

- a. Excellent _____
- b. Good _____
- c. Average _____
- d. Fair _____
- e. Poor _____

6b. (Ask them to please explain why) _____

7a. Do you feel that the entry level sales personnel you hire are prepared for jobs in the retail field?

Prepared _____
Not prepared _____
No Response _____

7b. If they answered "not prepared" ask them in what ways they are unprepared for employment _____

8a. Do you feel that the entry level management personnel you hire are prepared for jobs in the retail field?

Management
Prepared _____
Not prepared _____
No Response _____

8b. If they answered "not prepared" ask them in what ways they are unprepared for employment _____

9a. Is a formal education, such as an AA Degree or better, needed to perform sales tasks?

Sales
Yes _____
No _____

9b. Is a formal education, such as an AA Degree or better, needed to perform management tasks?

Yes _____
No _____

10a. Does a person with a degree or some educational training in retail management have a better chance at advancement than those that do not?

_____ Yes
_____ No

10b. Why? : _____

11. What are the minimum hiring qualifications required by your company for sales representatives?

Sales
_____ No prior related work experience or education
_____ Prior related work experience
_____ Prior work experience in retail/wholesale
_____ Associate's Degree
_____ Bachelor's Degree
_____ Other, please explain: _____

12. What are the minimum qualifications required by your company for employees in management?

Mgmt
_____ No prior related work experience or education
_____ Prior related work experience
_____ Prior work experience in retail/wholesale
_____ Associate's Degree
_____ Bachelor's Degree
_____ Other, please explain: _____

13a. Please rate the importance of the following skills for sales personnel using a scale of (1) not important, (2) important, and (3) very important.

Salesmanship_____

Purchasing_____

Management_____

Accounting_____

Oral Communication_____

Writing skills_____

Marketing_____

Leadership_____

Merchandising_____

13b. Are there any others? Please explain_____

14a. Using the same scale please rate the importance of these skills for management:

Salesmanship_____

Purchasing_____

Management_____

Accounting_____

Oral Communication_____

Writing Skills_____

Marketing_____

Leadership_____

Merchandising_____

14b. Are there any others? Please explain: _____

15a. Does your company provide sales or management training?

Yes

No

15b. (if they answered yes) Please explain the nature of this training: _____

15c. (if they answered yes) Would you consider sending your employees to OCC for this training?

Yes

No

16. Do you perceive a need for a Community College Retail Management program?

Yes

No

17a. In your opinion would a program focusing on **Sales and Sales Techniques** better suit your personnel needs?
____ Yes
____ No

17b. (if yes) Why?: _____

(THIS IS OUR LAST QUESTION)

18. Lastly, would your organization be interested in offering student internships (non-paid) positions for students in the OCC Retail Management Program?
____ Yes
____ No
____ Uncertain, please explain _____

19. Are there any other comments you would like to make about this field at this time?
Comments: _____

Thank you very much for your time and assistance. We sincerely appreciate your help and we believe that your responses will help to influence what happens at OCC in the future. If you have any further questions you can contact the Office of Planning and Analysis at (313) 471-7746.

APPENDIX E

RETAIL MANAGEMENT NEEDS ASSESSMENT

RETAIL TELEPHONE LIST

Source: Dun's Regional Business Directory, Volume 3
Section: Businesses Ranked by Industry Classification (SIC)

* - Indicates some interest in hosting OCC interns.

** - Indicates definite interest in hosting OCC interns.

5032-Brick and Stone Cement for Fireplaces **

Arlington Transit Mix
Utica, 48316
731-5890

5084-Industrial Machinery and Supplies **

Welding Metals Inc.
Madison Heights 48071
585-0480

5211-Lumber, Building Materials **

Federal Pipe & Supply Co
6464 E. McNichols Detroit MI 48212
366-3000

5211-Lumber, Building Materials

Bridgewater Lumber Co.
8370 Boetherner, Bridgewater, MI 48115
428-8878

5251-Hardware Stores *

Aco Inc.
815 East St, Lapeer 48446
667-2827

5251-Hardware Stores *

Damman A L Co.
345 Livernois, Rochester 48370
652-6100

5261-Retail Nurseries, Garden Stores **

King's Bros Inc.
2391 Pontiac Rd, Auburn Hills 48326
373-0734

5411-Grocery Stores *

Kroger Co
401 W Genesee St, Lapeer, MI 48446
664-3847

5411-Grocery Stores **

Mishkooor Bros Inc
1042 Griswold St. Port Huron, 4e8060
982-0295

RETAIL MANAGEMENT NEEDS ASSESSMENT

WHOLESALE TELEPHONE LIST

Source: Dun's Regional Business Directory, Volume 3
Section: Businesses Ranked By Industry Classification(SIC)

* - Indicates some interest in hosting OCC interns.

** - Indicates definite interest in hosting OCC interns.

5012-Auto, other motor vehicles *

General Motors Corp
675 Oakland, Pontiac 48340
852-5000

5013-Motor vhcl supplies,parts **

Innovative Designs Inc.
15751 Martin Rd, Roseville, 48066
774-7722

5023-Home Furnishing *

Skolnick Photo Frames Inc
29245 Dequindre Rd, Madison Heights, MI 48071
313-547-0347

5043-Photo Equip, Supplies **

Jobo Fototechnic
25 Jackson Plz, Ann Arbor, MI 48103
313-995-4192

5063-Elec Apparatus, Equip **

Rogers Chas Electrical Supply Co
12745 Prospect St, Dearborn, MI 48126
313-581-2611

5064-Electrical Appliances, TV, Radio

Michigan Bell Telephone Co
Southfield, 48075
223-8170

5064-Electrical Appliances, TV, Radio

Commtron Corp
35245 Schoolcraft Rd, Livonia 48150
422-9955

5064-Electrical Appliance, TV, Radios **

Madison Electric Co
6000 Woodward Ave, Detroit, MI 48202
313-875-1560

5611-Clothing **

Edison Clothing Store Inc.
Southfield, 48075
424-8150

5621-Women's Clothing **

Marianne's (Petrie Store Corp)
Portland Center, Flint, 48509
751-1520

5621-Women's Clothing

Gucci America Inc
2881 West Big Beaver, Troy 48084
643-7630

5661- Shoe Stores **

Kinney Shoe Corp
35000 Warren Rd, Westland 48185
421-1020

5699- Misc apparel, Accesories Stores **

Cotton Island Inc
500 Robbins Dr., Troy 48083
583-6116

5712- Furniture Stores **

JMC Office Concepts Inc
2955 Big Beaver Rd, Troy 48083
689-0505

5712-Furniture Stores

Leeds Furniture Inc
13624 Michigan Ave, Dearborn 48126
846-4115

5713-Floor Covering Stores *

Conventional Carpeting Installation
36755 Metro Ct, Sterling Heights 48312
977-6090

5713-Contract Carpeter (Floor Covering Store)

Conventional Carpeting Installation
Sterling Heights, 48312
977-6090

5714-Draperly, Upholstery **

Draperly Boutique of Farmington
6046 Rochester Rd, Troy 48098
455-4400

5719-Misc Home Furnishings **

Clarks Store Fixtures Inc
1830 S Dort Hwy, Flint 48503
239-4667

5113-Indl, Prsnl SVC PPR **
King Group Inc
1139 Fenway Cricle, Fenton 48430
629-5454

5122-Drugs
Michigan Pharmaceutical Corp
3720 Lapeer Rd, Auburn Hills, MI 48326
370-0680

5191- Farm Supplies **
Saline Valley Fertilizer Inc
9325 W. Michigan Ave, Saline, MI 48176
429-2300

5192-Book Periodicals, Newspapers **
Merle Distributing Co
Detroit, 48239
937-8400

5199-Nondurable Goods **
Herman Bros Sales Corp
3005 Central St. Detroit, MI 48209
843-5444

5271-Mobile Home Dealers
Champion Enterprises, Inc
Dryden, 48321
340-9090

APPENDIX F

**TABLE 1
EMPLOYMENT OUTLOOK-RETAIL MANAGEMENT/SALES**

MICHIGAN

JOB TITLE	# EMPLOYED NATIONALLY	# EMPLOYED MICHIGAN	YEARLY JOB OPENINGS	GROWTH	REPLACEMENT	AVERAGE SALARY
RETAIL SALES CLERK	3,055,600	128,000	7,380	1,670 Faster than Average	5,710	\$11,000
RETAIL SALES MANAGER	406,200	35,400	1,825	500 Faster than Average	1,325	\$22,028
RETAIL SALES AGENT	726,000	10,900	650	195 Faster than Average	445	\$12,220
RETAIL BUYER	131,200	2,800	120	10 Average	110	\$25,118
WHOLESALE SALES REPRESENTATIVE	4,578,100	159,075	8,550	2,540 Faster than Average	6,010	\$30,922

DETROIT

JOB TITLE	# EMPLOYED DETROIT	YEARLY JOB OPENINGS	GROWTH	REPLACEMENT	SALARY
RETAIL SALES CLERK	63,650	3,550	405	3145	NA

*Source: Michigan Employment and Securities Commission, MOIS, 1988

APPENDIX G

Table 6

**ILIR Forecast:
Private Employment in Oakland County
(Thousands of persons)**

Industry	Estimate	Forecast	
	1991	1992	1993
TOTAL PRIVATE JOBS (Annual percentage change)	528 (-2.2)	534 (1.3)	551 (3.0)
MANUFACTURING	101	99	101
Transportation equipment	39	38	38
Other manufacturing	62	61	63
NONMANUFACTURING	427	435	450
Construction	21	21	21
Transportation & utilities	14	14	14
Wholesale trade	43	43	44
Retail trade	114	115	118
Eating & drinking	39	40	41
Other retail	75	75	77
Finance	45	46	47
Services	186	192	201
Business & professional	88	91	96
Health	51	53	55
Other services	47	48	50
Other nonmanufacturing	4	4	5

APPENDIX H

RETAIL MANAGEMENT NEEDS ASSESSMENT INSTITUTIONAL PROGRAM COMPARISON

RETAILING AND RETAIL MANAGEMENT

Two-Year Colleges

Delta Community College
Gogebic Community College
Henry Ford Community College
Kirtland Community College
Lake Michigan College
Monroe Community College
Oakland Community College

Four-year Colleges and Universities

Davenport College
Ferris State University
Western Michigan University

Vocational Schools

Human Resource Development Specialists
Pontiac Business Institute - Pontiac - Retail Clerk
Professional Careers Institute

SALES/MARKETING

Two-Year Colleges

Jackson Community College - Marketing
Kirtland Community College - Marketing
Lake Michigan College - Marketing
Lansing Community College - Field Sales and Marketing
Macomb Community College - Marketing
Mid-Michigan Community College - Marketing
Monroe Community College - Marketing
Mott Community College - Marketing Management Program
Washtenaw Community College - Sales and Marketing

Four-Year Colleges and Universities

Davenport College - Sales and Marketing
Ferris State University - Marketing
Western Michigan University - Marketing

Vocational Schools

Argubright Business College - Marketing & Management
Educational Institute - Marketing & Sales Management
I.D.E.A. Career Training - Sales & Marketing

APPENDIX I

OAKLAND COMMUNITY COLLEGE RETAIL MANAGEMENT PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY
QUESTION NO. 3b

- 3a. How many employees do you expect to hire in sales?
3b. What is the most likely reason for hiring these staff?

OTHER Response

RETAIL

SURVEY NO.	ANSWER
014	Not hiring full staff since 1987.
033	Promotions.
039	Retirement.
064	Increase in sales.
073	Seasonal sales increase.
102	Retirement.
119	Pick up in business.
145	Attrition, promotion, expansion.
165	Promotions.

WHOLESALE

SURVEY NO.	ANSWER
208	Increase in sales.
239	Retirements.
250	Promotion.
253	Market penetration.

OAKLAND COMMUNITY COLLEGE RETAIL MANAGEMENT PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY
QUESTION NO. 4b

- 4a. How many employees do expect to hire in management?
4b. What is the most likely reason for hiring these staff?

OTHER Response

RETAIL

SURVEY NO.	ANSWER
014	Not hiring full staff since 1980.
033	Promotions.
039	Retirement.
061	Promotion from within.
062	Promotion from within.
102	Retirement.
145	Moves, promotion, expansion.
146	Promotion.
165	Promotion from within.

WHOLESALE

SURVEY NO.	ANSWER
239	Retirements.
250	Promotions.
253	Market penetration.
260	Promotions from within.

OAKLAND COMMUNITY COLLEGE RETAIL MANAGEMENT PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY
QUESTION NO. 6b

6b. How would you rate the Retail trade as a field to enter currently?

RETAIL

SURVEY NO.	ANSWER
003	Great potential. It takes awhile to get recognized but the opportunities are good. The field is hungry for aggressive people.
007	Average because of the economy.
014	Average because of the economy.
019	Average because of the pay factor. The industry does not allow to pay higher wages.
025	Slow right now.
029	Excellent because it pays well, the pharmacy area in particular.
032	For career minded people the field is very good and very open.
033	Sales are stagnate because of the automotive industry.
039	Fair because the economy is still sluggish. It has improved a little over the last year.
042	Poor because of the economy. It is a competitive market. With products their is a high cost of operating a business.
060	Poor, because of the number of companies that have gone out of business.
061	Poor because of economics.
063	Excellent, always a position.
064	Fair, because the economy is bad. No one is buying.
073	Toys R Us has experienced continued growth even during the current economic slump.

RETAIL

SURVEY NO.	ANSWER
101	Retail positions offer low wages and poor hours particularly for someone coming out of school with a four year degree.
102	Nothing like it, clean work although the hours can be irregular.
104	Poor because of the economy.
112	Good because of a slight pickup in the economy.
117	Good, in the food retail field, it is always at a high demand. The turn over is good because people always need to eat.
119	The economy has not really hit the market industry very hard and people will always need to eat.
123	Depends on the location of the store.
127	Economy is too bad to enter right now.
130	Fair because of the economy.
133	The money is good, there will always be a need for a sales person to sell something.
137	Poor because the economy is really down.
138	Fair, the economy is affecting this industry and has been since the early 1980s.
139	Fair, because of the economy.
140	Average, the economy is down right now and it is affecting our business.
145	The service industry in general is always in need for people.
146	Fair, because it is seasonal.
149	The economy really has not hit our industry yet. We do not perceive it to.
150	The industry is doing well. It is unique and difficult to learn.
151	Poor, because of the economy.

RETAIL

SURVEY NO.	ANSWER
158	The economy has hit all of the retail industry very hard.
159	Average, because people are holding their jobs longer.
161	There is a real need for people who are motivated but entry level positions do not pay very much. Modern field.
165	It depends on the location. In Ann Arbor store business is good but in Toledo business is bad.
210	Busy.
222	Poor, due to economy.

WHOLESALE

SURVEY NO.	ANSWER
004	Very optimistic future.
208	I feel that the wholesale industry is a fading industry from the past and soon there won't be one.
211	Varied. There is quite a bit of consolidation. Therefore, it is hard to get into it at the current time.
216	Average, the economic times are tough. All out of wholesalers.
217	Career opportunities are stronger than represented, some form of the industries skills become portable.
219	Steady growth
223	Things aren't moving that quickly, pretty slow. But it is picking up a little. Tough field.
224	Always a demand and always growing
239	Good field for young, the market is growing because of quality custom satisfaction, personal contact. Sales are not shrinking.
249	Good, because stores retail industry in videos have diminished.

WHOLESALE

SURVEY NO.	ANSWER
250	People are going into sales now because of the lack of other jobs available.
253	Average due to the economy, there is a trend toward efficiency.
254	Average, same level as last year.
256	Average, no big change with economy.
257	So much opportunity for self-starters.
260	Poor because of new competition.
266	Good perspective on business, for both retailer and supplier.
225	Poor because of the economy.
227	Number of wholesale businesses are over capacity and there is low demand.
228	There are good opportunities to get into a pharmacy.
234	Farmer's business poor.
235	The long chain of product changing hands squeezes business profits.
237	Good, based on sales volume.

OAKLAND COMMUNITY COLLEGE WHOLESALE MANAGEMENT PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY
QUESTION NO. 7a and 7b

7a. Do you feel that the entry level sales personnel you hire are prepared for jobs in the retail field?

7b. If they answered "not prepared" ask then in what ways they are unprepared for jobs in the retail field?

RETAIL

SURVEY NO.	ANSWER
003*	Because you find out at the interview how equipped perspective personnel are with critical sales skills such as people skills, aggressiveness and motivation.
007	Low experience with people skills.
014	Need training in sales field.
064*	They already have experience with in this field.
073	Sometimes they are not prepared because they do not have any experience.
102*	We train them through the ranks.
104*	Most employees need more experience and improvement in their math skills.
119	Lack of general knowledge.
133	They have poor communication skills, work habits and little knowledge of the field coming off the street.
138	Lacking in personal awareness skills, math and the ability to work and take direction from others.
140	No motivation and low general knowledge
149	No formal training and no drive to learn.
150	Training is necessary for the need of specific product knowledge.

* Indicates respondents who answered "prepared" for question 7a. but had additional narrative comments

RETAIL

SURVEY NO.	ANSWER
158	Low self esteem skills, low math abilities and little knowledge of the business world.
161	Some people lack in basic skills-- spelling, math, and common sense.
222	Need handle on experience.

WHOLESALE

SURVEY NO.	ANSWER
211*	But need knowledge about photography and photographic supplies.
216	They lack specific product knowledge.
219	Lack of knowledge about the business.
224	Lacking in experience.
225	Need training in people skills.
227	Have willingness to learn marketing or paper merchant.
234	Specialized field.
235	Need experience.
237	College helps.
239	Only able to hire one out of 16 people so we need high level of maturity, confidence, people skills, enthusiasm, and a positive attitude.
253	Encourage more honesty in students (i.e. fudge experience).
254	Need training.
255	Jobs are technical therefore employees should stay in the shop 1-2 years to be good.
266	Contracts are important and they might be put into the grad. warehouse.

RETAIL

SURVEY NO.

ANSWER

- 117 We prefer to hire educated people with AA or better for our upper management positions.
- 119 They, college graduates, have a better outlook upon the industry as opposed to someone who does not have any college training.
- 123 No, there is short advancement within our company.
- 127 Their, college graduates, knowledge and skills have been refined much better than one who has no formal training.
- 130 College graduates are better trained in oral communications and more in tune with the needs of the dealer and consumer.
- 133 We base our promotions on personal merit and not whether they have a degree or not.
- 137 No, because I promote within and it is based on merit only.
- 138 College graduates generally have a better understanding of the retail field.
- 139 Yes, because they are better prepared to handle the job and its duties that are asked of them.
- 140 Depends on the person.
- 145 Eventually run into a time when you will need a degree to advance.
- 146 The person with the degree will usually get the job.
- 149 The educated have more discipline and stamina than those that do not have any formal training.
- 150 For our field there is not a college prep. program available.
- 151 To have knowledge of business is better.
- 158 Yes, they are more adapted to the business world of today.

RETAIL

SURVEY NO.	ANSWER
161	Yes, they are looked on with more consideration. It shows a certain commitment to the field and more independence.

WHOLESALE

SURVEY NO.	ANSWER
004	Yes, they have a more sophisticated understanding of business.
208	Yes, they have a higher level of knowledge than those who do not have an education of college
216	Yes, they can see the big picture.
217	Yes, they would be primed a little better with a field in particular.
223	Yes because they are better adapted, more flexible
224	No, based on performance.
249	Yes, they understand basic principle of distribution.
250	The more educated the better writing skills, the employees need a technical background, they prefer engineers.
253	Yes, more exposure to different sciences combined with experience.
254	Schooling is an advantage.
255	Yes, unless a lot of practical experience.
256	No, practical experience depends on customer based knowledge.
225	No, we base advancement on performance reviews.
227	No, knowledge of marketing with a specialty in wholesale is better.
234	Just have a degree.
237	Better prepared because more education.

OAKLAND COMMUNITY COLLEGE MANAGEMENT PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY
QUESTION NUMBER 8a and 8b

8a. Do you feel that the entry level management personnel you hire are prepared for jobs in the retail field?

8b. If they answered "not prepared" ask them in what ways they are unprepared for employment?

RETAIL

SURVEY NO.	ANSWER
003	Hire from within.
014	Need training in cost sequence and general management.
025	They need some on the training specific to the company.
029	They have to be prepared. They only hire individuals with a degree in pharmacology.
032	Lacking in experience.
039	Must be trained in management techniques.
073*	They are somewhat prepared. Coming out of college, many individuals have unrealistic expectations about the salaries and jobs they can obtain. Interviewing skills are often poor.
104	Not prepared for the work load and duties at the time of being hired.
123	Not enough experience dealing with employee communications as well as customer complaints.
138	Lacking in leadership abilities.
149	No formal training, no drive to learn and succeed.

WHOLESALE

SURVEY NO.	ANSWER
223*	Because they come from within.
235	They need experience.
239	Need more knowledge of business finance.

* Indicates respondents who answered "prepared" for question 7a. but had additional narrative comments.

OAKLAND COMMUNITY COLLEGE RETAIL MANAGEMENT PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY
QUESTION NO. 10a

10a. Does a person with a degree or some educational training in retail management have a better chance at advancement than those that do not?

RETAIL

SURVEY NO.	ANSWER
003	Education is not a requirement, but they would have advantages from what they have learned about management and handling personnel.
007	They, the person with the degree, have knowledge of the field as opposed to someone with no formal training.
014	No, because the best salesmen are un-educated.
019	No, just have honesty and aggressiveness.
025	Overall experience is more important than education. The owner has found no difference between the employees with a college education and those that have no college education.
032	The employer is going to spend less time and money on a training program for and educated person.
033	The person with the college education will be more prepared in the long run.
039	It depends on the intelligence of the individual.
060	Yes, because there are lots of qualified applicants with experience and education.
064	Credentials count.
073	Depends on performance.
101	Performance based.
104	Based on the work experience with the company. We only promote within our company for management personal.
112	People with a degree usually have a better understanding of the business world than someone who does not have a degree.

OAKLAND COMMUNITY COLLEGE RETAIL MANAGEMENT PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY
QUESTION NO. 11 OTHER

11. What are the minimum hiring qualifications required by your company for sales representatives?
OTHER response.

RETAIL

No response to question 11. other for **RETAIL**

WHOLESALE

SURVEY NO.	ANSWER
004	Sometimes hire college graduates.
211	Experience and thorough knowledge of photography.
239	3.0 overall grade point average and prior work experience helps.
250	If being hired from the outside the company they need to have past experience within the field.
253	Engineering/strong technical marketing degree.
256	Work up through the company through warehouse.
257	A degree is helpful.
227	Outgoing personality, type A person.
228	Have to be aggressive.

OAKLAND COMMUNITY COLLEGE RETAIL MANAGEMENT PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY
QUESTION NO. 12 OTHER

12. What are the minimum qualifications required by your company for employees in management?

RETAIL

SURVEY NO.	ANSWER
003	Experience within company.
029	Pharmacology.
033	If from outside they need a degree.
073	Must have one or the other; Bachelor's or Associate's Degree or prior related work experience.
102	Degree is preferred but not essential.

WHOLESALE

SURVEY NO.	ANSWER
004	Have worked through ranks.
223	1 - 3 years experience.
239	3.0 overall grade point average and prior work experience.
250	Only from within, last recent would have to be a candidate with management experience in the telecommunications industry.
253	Possibly a Master's Degree.
260	3 - 5 years formal education.
266	A degree is preferred.

OAKLAND COMMUNITY COLLEGE RETAIL MANAGEMENT PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY
QUESTION NO. 13a and 13b

13a. Please rate the importance, using a scale of (1) not important, (2) important, (3) very important; to rate the following skills for sales personnel:

13b. Are there any others? Please explain

RETAIL

SURVEY NO.	ANSWER
025	They need to be able to read blueprints.
073	Flexibility is important, ability to work in supervised environment, with a fast pace and to be able to handle physical and mental challenges.
102	Anything having to do with communicating with the customer.
150	Previous experience.
161	Honesty and initiative.

WHOLESALE

SURVEY NO.	ANSWER
216	Computer knowledge.
219	Product knowledge.
250	Technical attitude.
255	Product knowledge.

OAKLAND COMMUNITY COLLEGE RETAIL MANAGEMENT PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY
QUESTION NO.14a and 14b

14a. Using the same scale please rate the importance of these skills for management:

14b. Are there any others? Please explain:

RETAIL

SURVEY NO.	ANSWER
073	Flexibility, ability to work in supervised environment, fast pace, to handle physical and mental challenges.
101	Leadership, foresight, people skills, They need to consider and care about how the company will grow.
102	Must work through the ranks.
145	Recruiting and motivational skills.
161	Motivating skills.

WHOLESALE

SURVEY NO.	ANSWER
213	Interpersonal skills and problem solving.
219	Product knowledge.

OAKLAND COMMUNITY COLLEGE RETAIL MANAGEMENT PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY
QUESTION NO. 15a and 15b

15a. Does your company provide sales or management training?

15b. (if they answered yes) Please explain the nature of this training:

RETAIL

SURVEY NO.	ANSWER
003	We occasionally send personnel to seminars.
007	On the job.
014	On the job.
025	On the job training.
029	System training - acclimating them to the stores organization, computer systems, etc.
032	On the job, point of sale.
033	On the job training.
039	On the job and sent to seminars.
060	Video and on the job.
061	In store videos and training.
062	Sales guide and a new checklist.
063	On the job manufacturers training.
064	Some sales training.
073	Hourly training, cross training and management training program and continued management courses.
101	Leadership training, on the job training.
102	All kinds; sales, marketing, bookkeeping, stock.
104	To complete national retail and hardware management program and national management program, video tapes made for ACO Inc.
112	Two weeks in house school for the sales positions on the job training for managers.

RETAIL

SURVEY NO.	ANSWER
117	Local group meeting, IST program, one on one training.
127	By franchise (independents) company sponsorship to the car manufacturers classes.
130	Through Ford corp.
133	Through the Ford program at the Ford marketing and development department.
137	Hands on training by myself.
138	On the job, in house seminars.
139	By the main manufacturers.
140	Video, bi-weekly meetings, company book work program.
1	
145	Manager training, 3 or 5-6 days per year.
149	School training, on the job training.
150	Seminars, management training, outside sources.
151	Video, school training and on the job.
158	Video, written aids and on the job training.
161	Both informal training in sales and management, on the job.
165	Seminars, time management, manager meetings, weekly store manager meetings.
210	2 weeks at first, going out to seminars.

WHOLESALE

SURVEY N.	ANSWER
208	Informal program.
217	Managers train products and sales.
219	Yes, but very little training.
223	Maundering, outside sales, informal training, on the job.

WHOLESALE

SURVEY NO.	ANSWER
224	Sales and management training.
227	In house training, hands on work in each department; outside training for manufacturers have schools for 1-7 days.
234	Both in house and outside, manufacture training and professors come from colleges.
249	In house programs/1 week.
250	In house training - 1 week overview policy procedure, sales as well as management.
254	In house and manufacturers, outside and inside.
255	2 week course sent from suppliers.
256	In house company brought to do it 1 day every 2 months.
256	In house manufacturer techniques.
260	In house during sales meeting (1/2 hour) tapes, videos, 1 weekly and 3 every quarter.
266	Use outside sales and motivational training courses.

OAKLAND COMMUNITY COLLEGE RETAIL MANAGEMENT PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY
QUESTION NO. 18 a. AND b

18 a. In your opinion would a program focusing on Sales and Sales Techniques better suit your personnel needs?

18 b. (if yes) Why?

RETAIL

SURVEY NO.	ANSWER
003	For sales positions, yes but for management positions, no.
007	More background knowledge.
032	To give the student a fair and objective view point of sales and retail management field.
033	The bottom line is that good sales makes everything prosper.
039	Would probably send sales and management to this kind of program.
042	Definitely, not all concepts can be known.
060	Needed for sales approach.
061	Dealing with customers.
062	Some people are lost and this could be what helps.
101	Salesmanship is important.
102	Definitely because we can develop a good manager after a salesman.
104*	Product knowledge is more important.
112	Because if people came to us with an amount of knowledge of the sales trade it would help in keeping our turn over rate down.
117	It is important that my employees have great sales techniques to improve the customer satisfaction area of out stores.
119	To better the youth of today and to prepare them to enter into the business field with some knowledge of what is going on.

* Signifies an answer of (No) with an explanation

RETAIL

SURVEY NO.	ANSWER
130	So the sales staff would be more assured of themselves and have more confidence.
133	Need for more people with great communication skills, people skills and a knowledge of the industry; itself.
137	So the applicants would be more qualified to perform the duties that are at hand.
138	To give these kids of today a better knowledge of the sales industry.
139	It would cut the cost of training programs and increase the amount of sales due to positive training in school.
140	So the employee can be hired by us and trained in general sale techniques by OCC.
145	Ahead of the game.
149	We find that they are lacking in customer service.
150	On a Community College level it would be useful. It would allow sales personnel and companies to pick and choose the courses they wanted to take.
151	It will prepare people to the retail field better.
159	Most people do not know how to sell anything.
161	Because it is the biggest void as far as background.
165	Harder and harder to make sales now.

WHOLESALE

SURVEY NO.	ANSWER
208	Everybody needs sales and sales techniques training.
211	Whole sale with sales training would be good. Our marketing staff need to have good sales skills.
216	Sales techniques would benefit us and our employees.
217	Good when taking on your own.

WHOLESALE

SURVEY NO.	ANSWER
219	Both would be good.
223	Sales is the hardest to teach - any techniques learned before they enter the field.
224	For experience in the area.
225	Low basic skills working with others.
227	Sales - yes, Technique classes - no.
235	Any knowledge of sales helps.
239	It could be combined with sales\marketing\and management, sales alone would be to narrow.
249	It could help you relate to retails.
250*	Technical ability is more important.
253	To gain more experience in sales while in school.
254	Would be good if we could have both whole and sales classes.
256	Better prepared.
257	If we could learn distribution it would be helpful.
260	For continuative.

OAKLAND COMMUNITY COLLEGE RETAIL MANAGEMENT PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY
QUESTION NO. 19

19. Lastly, would your organization be interested in offering student internships (non-paid) positions for students in the OCC Retail Management Program? Yes, No, and Uncertain; if uncertain please explain

RETAIL

SURVEY NO.	ANSWER
003	Would like to find out more about it.
032	I would need to ask the home office which is out of state.
102	A possibility.
104	Need to direct question to the main head quarters personnel department.
117	You need to ask our main office (Human Resources Department) to answer this.
127	Please send more information to me about this.
130	Cannot answer.
146	Cannot make that decision.
149	Please send out information to this company ATTN: Personal Director Maryland.
151	Eastern Michigan University has an internship program with us.
158	Please send me more information concerning this program.

WHOLESALE

SURVEY NO.	ANSWER
208	Possible for someone in an art program.
211	Contact : Leo Leone.
239	At normal times yes, but not at the present time.

OAKLAND COMMUNITY COLLEGE RETAIL MANAGEMENT PROGRAM
NEEDS ASSESSMENT TELEPHONE SURVEY
QUESTION NO. 20

20. Are there any other comments you would like to make about this field at this time?

Comments from question 17 are added to this section, they are referred to with an * at the right side of the question.

17. Do you perceive a need for a Community College Retail Management program? Yes or No

RETAIL

SURVEY NO.	ANSWER
003*	Because of the benefit of education. Educated personnel can apply learned principles to the job.
025*	Problem is that they are in Macomb- employers send employees there.
039	They are too far from OCC, closer to Washtenaw Community College.
073	Would like to see more diversity in college management programs (for instance; greater concentration on hardline products).
101*	On the job is better, Experience out weighs classroom situations.
101	Not really familiar with the OCC program. They are involved with retail and wholesale. Finds field experience invaluable.
102	There are a lot of part-time people in retail now.
123	Needs more experience with communication skills dealing with the management\employer level as well as the customer relations.
130	Very aggressive field.
138	You need to make local employers aware of the job program office at the campus.
149	Need more self motivated people to be introduced into the work force.
150*	Four year more important, but, maybe AA useful.
161	Would like results sent to him.

RETAIL

SURVEY NO.

ANSWER

210*

Computers more important.

WHOLESALE

SURVEY NO.

ANSWER

218

They hire so few sales personnel that Jill did not feel comfortable answering the questions about sales.

239*

Two year degree not enough for Pontiac.

239

Sum-up: Most important factor in hiring entry level is self-esteem, confidence, can not be quiet, studious, must also show interest in product. Pizazz and polish counts

249*

Not necessary to have a program but to accent a program.

250

Could not answer.

227

Marketing is more beneficial within curriculum because have wholesaling.

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REFERENCES

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OFFICE OF INSTITUTIONAL PLANNING & ANALYSIS
 RETAIL MANAGEMENT NEEDS ASSESSMENT SURVEY
 (RMSUR.BOK)
 CODE BOOK

Variable	Column	Description/Code
=====	=====	=====
SURVNO	1-3	Survey number Actual number
INDUSTRY	4	Industry Type 1=Retail (White surveys) 2=Wholesale (Green surveys)
SIC	5-8	SIC (Standard Industrial Code) See attached sheet
ZIP	9-13	Zip Code
SJOB1	14-15	1a. Which sales positions are held by by employees with backgrounds or qualifications in retail? 01= 02= 03= 04= 05= 88=Does not apply 99=No response
SJOB2	16-17	1b. Same as question 1a. same as question 1a.
SJOB3	18-19	1c. Same as question 1a. same as question 1a.
SJOB4	20-21	1d. Same as question 1a. same as question 1a.
MJOB1	22-23	1e. Which management positions are held by employees with backgrounds in retail? 01= 02= 03= 04= 88=Does not apply 99=No Response

MJOB2	24-25	1f.	Same as question 1e. same as question 1e.
MJOB3	26-27	1g.	Same as question 1e. same as question 1e.
MJOB4	28-29	1h.	Same as question 1e. same as question 1e.
SSALARY1	30-34	1i.	What is the salary range (average) for these sales positions? Range averages (actual amount) 88888=Does not apply 99999=No response
SSALARY2	35-39	1j.	Same as question 2a. Same as question 2a.
SSALARY3	40-44	1k.	Same as question 2a. Same as question 2a.
SSALARY4	45-49	1l.	Same as question 2a. same as question 2a.
MSALARY1	50-54	1m.	What is the salary range (average) for these management positions? Range averages (actual amount) 88888=Does not apply 99999=No response
MSALARY2	55-59	1n.	Same as question 2a. Same as question 2a.
MSALARY3	60-64	1o.	Same as question 2a. Same as question 2a.
MSALARY4	65-69	1p.	Same as question 2a. same as question 2a.
HIRESALE	70	2a.	Are you currently hiring in sales. 1=yes 5=no 8=does not apply 9=no response
HIREMGMT	71	2b.	Are you currently hiring in management. Same as question 2a.

SEXPECT1	72-75	3a. How many employees do you expect to hire in sales in: 1. the next year? Actual number 8888=Does not apply 9999=No response
SEXPECT3	76-79	How many employees do you expect to hire in sales: 2. in the next 3 years? Same as in 3a.
SEXPECT5	80-83	How many employees do you expect to hire in sales: 3. in the next 5 years? Same as in 3a.
		3b. What is the most likely reason for hiring these staff?
✓✓ AS PRIOR 55 PRIOR	SEXPAND 84	Expansion of the company 1=yes 5=no 8=Does not apply 9=No response
	STURNOVR 85	Employee turnover Same as 3b, #1.
	SOTHER 86	Other reasons Same as 3b, #1.
	MEXPECT1 87-90	4a. How many employees do you expect to hire in management in: 1. the next year? Actual number 8888=Does not apply 9999=No response
	MEXPECT3 91-94	How many employees do you expect to hire in management: 2. in the next 3 years? Same as in 4a
	MEXPECT5 95-98	How many employees do you expect to hire in management: 3. in the next 5 years? Same as in 4a.
		4b. What is the most likely reason for hiring these staff?

MEXPAND	99	1. Expansion of the company 1=yes 5=no 8=Does not apply 9=No response
MTURNOVR	100	2. Employee turnover Same as 4b, #1.
MOTHER	101	3. Other reasons Same as 4b, #1.
SSELECT	102	5a. In general, are sales positions filled by candidates selected from: 1=current personnel 2=general public (external search) 3=both 9=No response <i>8=DNA</i>
MSELECT	103	5b. How about management position, are they generally filled by: Same as 5a.
RATE	104	6. How would you rate retail trade as a afield to enter currently? 1=poor 2=fair 3=average 4=good 5=excellent 9=No response
SPREPARE	105	7a. Do you feel that the entry level sales personnel you hire are prepared for jobs in the retail field? 1=Prepared 2=Not prepared 9=No response <i>8=DNA</i>
MPREPARE	106	8a. Do you feel that the entry level management personnel you hire are prepared for jobs in the retail field? 1=Prepared 2=Not prepared 9=No response <i>8=DNA</i>

SEDNEED 107 9a. Is a formal education, such as an AA Degree or better, needed to perform sales tasks?
1=Yes
5=No
9=No response

MEDNEED 108 9b. *8 = DNA* Is a formal education, such as an AA Degree or better, needed to perform management tasks?
1=Yes
5=No
9=No response

ADVANCED 109 10a. *8 = DNA* Does a person with a degree or some educational training in retail management have a better chance at advancement than those that do not?
1=Yes
5=No
9=No response
8 = DNA

11. What are the minimum qualifications required by your company for sales representatives?

SNOPRIOR 110 No prior experience or education
1=Yes
5=No
9=No response

SPRIOR 111 *9 - Does not Apply*
Prior related work experience
Same as SNOPRIOR

SPRIORWK 112 Prior work experience in retail/wholesale
Same as SNOPRIOR

SAA 113 Associates Degree
Same as SNOPRIOR

SBA 114 Bachelors Degree
Same as SNOPRIOR

SOTHR 115 Other experience
Same as SNOPRIOR

12. What are the minimum qualifications required by your company for management representatives?

MNOPRIOR	116	No prior experience or education 1=Yes 5=No 9=No response
MPRIOR	117	Prior related work experience Same as SNOPRIOR
MPRIORWK	118	Prior work experience in retail/wholesale Same as SNOPRIOR
MAA	119	Associates Degree Same as SNOPRIOR
MBA	120	Bachelors Degree Same as SNOPRIOR
MOTHR	121	Other experience Same as SNOPRIOR

13. Please rate the importance of the following skills for sales personnel using a scale of (1) not important, (2) important, and (3) very important.

SSALES	122	Salesmanship 1=not important 2=important 3=very important 9=No Response
SPURCH	123	Purchasing Same as SSALES
SMGMT	124	Management Same as SSALES
SACCNT	125	Accounting Same as SSALES
SORAL	126	Oral Communication Same as SSALES
SWRITING	127	Writing Skills Same as SSALES
SMARKET	128	Marketing Same as SSALES
SLEADER	129	Leadership Same as SSALES

SMERCH 130 Merchandising
Same as SSALES

14. Please rate the importance of the following skills for management personnel using a scale of (1) not important, (2) important, and (3) very important.

MSALES 131 Salesmanship
1=not important
2=important
3=very important
9=No Response

MPURCH 132 Purchasing
Same as MSALES

MMGMT 133 Management
Same as MSALES

MACCNT 134 Accounting
Same as MSALES

MORAL 135 Oral Communication
Same as MSALES

MWRITING 136 Writing Skills
Same as MSALES

MMARKET 137 Marketing
Same as MSALES

MLEADER 138 Leadership
Same as MSALES

MMERCH 139 Merchandising
Same as MSALES

TRAIN 140 15. Does your company provide sales or management training?
1=Yes
5=No
9=No response

SEND 141 15c. If yes, would you consider sending your employees to OCC for this training?

1=yes
5=no
8=Does not apply
9=No response

MGMTNEED 142 17. Do you perceive a need for a Community College Retail Management program?
1=yes
5=no
9=No response

SALENEED 143 18. In your opinion would a program focusing on Sales and Sales Techniques better suit your personnel needs?
1=yes
5=no
9=No response

INTERN 144 19. Would your organization be interested in offering student internships (non-paid) positions for students in the OCC Retail Management program?
1=yes
5 2=no
3=uncertain
9=No response