

FAMILIARISATION MATERIALS

CANDIDATE INSTRUCTIONS

In this exercise you have five pages of preparatory information:

- Candidate instructions for the written exercise
- a memo from Ashley Cheema, The Westshire Centre Operations Manager
- a map of The Westshire Centre West Mall
- a letter from Tim Fowler, Manager of The Great Outdoors store
- a letter from Alison Price, Manager of Select Music.

During the written exercise you will write a proposal document for Ashley Cheema.

STORES IN CONFLICT

NOT PROTECTIVELY MARKED

CANDIDATE INSTRUCTIONS

Written Exercise – Stores in Conflict

This is an exercise in which you are required to prepare a proposal document for The Westshire Centre Operations Manager, Ashley Cheema. In the proposal document you will be required to write about issues relating to the topic of the exercise and make suggestions to resolve it. The specific considerations you will be asked to write about will be outlined in the exercise.

A memo on the next page outlines the written exercise. Do not turn over this page until you are told to do so.

Please note the following points:

- You must produce the first page of your written response on the proposal document template provided and any additional pages on the lined paper provided.
- You may make rough notes.
- Rough notes and any other papers that you **do not** wish to be assessed must have a diagonal line drawn from one corner of the page to the other.
- All paper must be handed to the invigilator at the end of the exercise.

You will have 20 minutes to complete the exercise. The finishing time for the exercise will be displayed at the front of the room.

Please write your full candidate number in the space provided on the proposal document template, if you use any additional pages please write your candidate number at top right hand corner of each page.

You will be advised when there are 5 minutes remaining and again when there is 1 minute remaining.

There are more pens and paper available should you need them.

Please write clearly, to allow your response to be marked accurately.

If you should complete the exercise early, please remain in your seat.

Do not turn over until you are told to do so.

STORES IN CONFLICT

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Memo

To: 'Candidate', Customer Services Officer
From: Ashley Cheema, Operations Manager
Date: 'today'
Re: Stores in Conflict

An issue was brought to my attention some weeks ago involving two stores in The Westshire Centre, The Great Outdoors and Select Music. They are in conflict about the use of the delivery lift. There is only one delivery lift available for both stores to use, and as both stores need to use this lift regularly there is some conflict about them using the lift at the same time.

This situation has been going on for several months, and I think I need to get involved to sort it out. I will be meeting with the managers from both The Great Outdoors and Select Music next week to try and resolve this situation. Due to other work commitments I am unable to prepare for this meeting myself. Please could you produce a proposal document outlining the main issues and their implications and suggest ways to resolve this situation.

I have asked each of the two managers to send me a letter outlining their main concerns which I have attached. I have also attached a map of the two stores and the location of the delivery area, lift and the stairs for your information.

Please could you produce a proposal document outlining the main issues and their implications and suggest ways to resolve this situation.

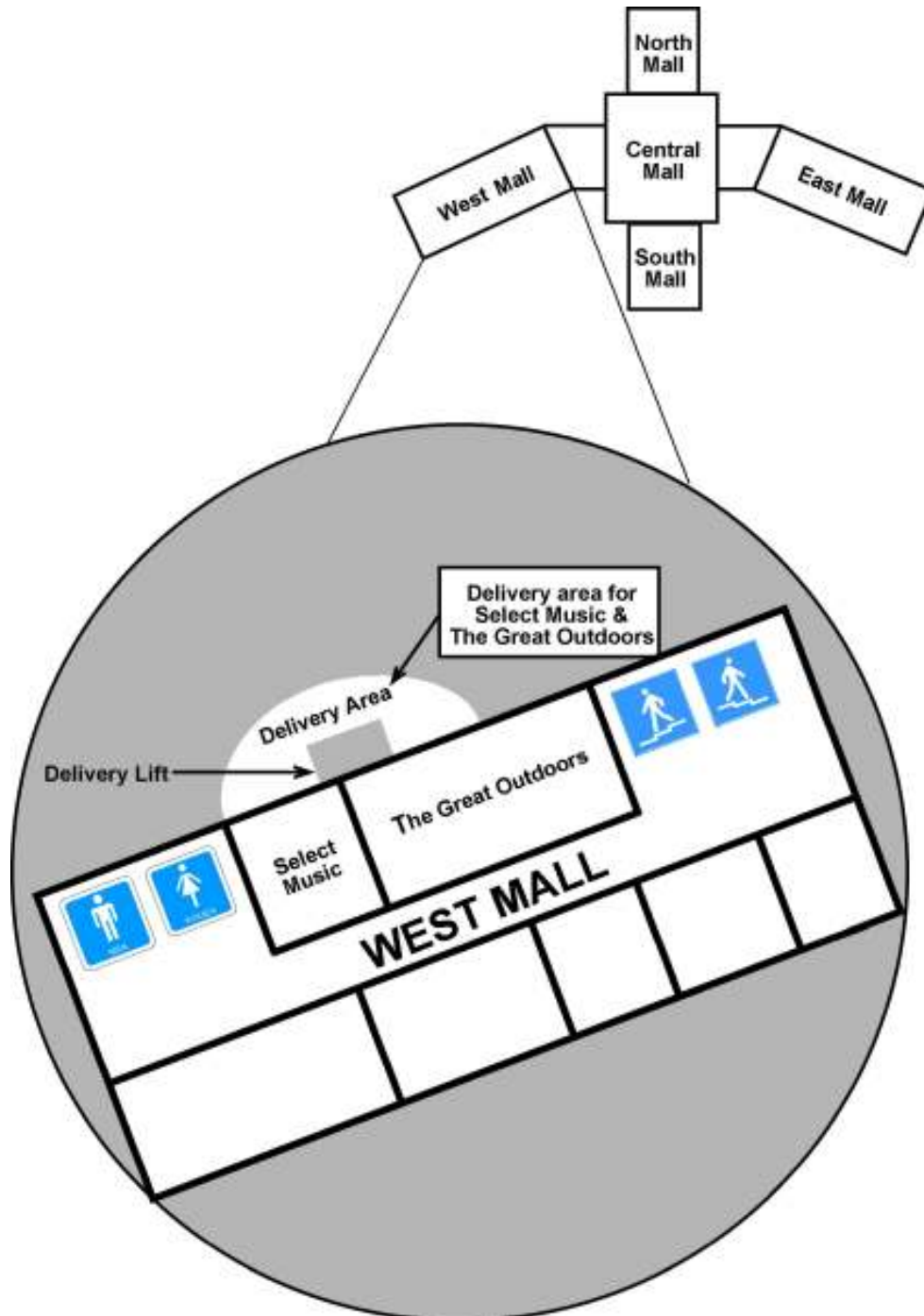
Regards



Ashley Cheema
Operations Manager

STORES IN CONFLICT

NOT PROTECTIVELY MARKED



Plan of The Westshire Centre West Mall, showing the location of Select Music and The Great Outdoors on the First Floor and the delivery area, lift and the stairs on the Ground Floor.

STORES IN CONFLICT



The Great Outdoors

To: Ashley Cheema
The Westshire Centre Operations Manager

Date: 'three days ago'

Dear Ashley

Further to our conversation regarding the recent conflict with Select Music I am writing to outline my concerns as requested.

Due to problems with access, I am no longer speaking to the Manager of the store next door to mine, Select Music. I believe we are working appropriately in using the lift for our deliveries, which surely is the reason for having a lift?

Over the last few months the Manager of Select Music has constantly nagged at me about the amount we use the lift. I don't think that we use it anymore than is necessary. How else are we supposed to get the boxes up to the store? Anyway The Great Outdoors is a bigger store than Select Music and our rent is twice as much as theirs. We are entitled to use the lifts more, as we pay more for the service. I admit we sometimes jam the lift doors open, but we have to because we have so much in each delivery and they always try to call the lift back up when we are trying to load the delivered goods in it. I'm sure they do it on purpose just to annoy us.

That stupid woman from Select Music, Alison Price, is becoming a real pain in the neck. I don't see why she and her staff have such a problem with the lift. We have three deliveries a day and Select Music only have one. Their delivery boxes are much smaller than ours, because they only have a few CDs to take up to the store. We have large boxes full of camping equipment, which would be impossible to carry up the stairs. Anyway I don't know what she is complaining about. She never carries any of the boxes, because she gets all her male shop assistants to carry everything for her. Perhaps she is worried she might break a nail?

I hope you can get this sorted out as soon as possible, and tell that stupid woman to stop having a go at me all the time.

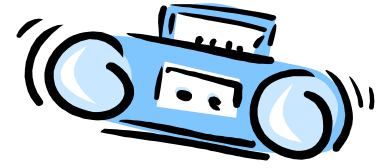
Yours sincerely

A handwritten signature in black ink that reads "Tim Fowler". The signature is written in a cursive, slightly slanted style.

Tim Fowler
Manager, The Great Outdoors

STORES IN CONFLICT

SELECT MUSIC



To: Ashley Cheema
The Westshire Centre Operations Manager

Date: 'two days ago'

Dear Ashley

Please find attached my viewpoint as requested, regarding the recent conflict with The Great Outdoors. The situation has got so bad that The Great Outdoors and my store are no longer communicating. I apologise that you have been brought in to try and resolve the situation. I just wish that The Great Outdoors could be mature and admit that they are in the wrong.

Although my store is a little smaller than The Great Outdoors, I do not see why they should have the power to control the lift.

I understand that I only have one delivery a day, whilst The Great Outdoors have three a day, but shouldn't it be up to their own Head Office to organise their deliveries better so they have one a day and consequently will not require the lift as much. I really do not understand why they need so many deliveries each day, it's not as though they sell as much as Select Music.

There is only myself and two male shop assistants working at Select Music, so when we have to resort to carrying the deliveries up and down the stairs when lifts are jammed by The Great Outdoors, it takes staff off the shop floor. Being a really popular music store, we are of course a target for shoplifters and I am convinced that the recent increase in shoplifting from Select Music is the result of this delivery fiasco, with my staff being taken off the shop floor. I can't really see that The Great Outdoors could be a target for shoplifters, as who really wants to steal waterproof jackets and tent pegs?

The stairs that we have to use when The Great Outdoors jams the lifts are located right next to their shop so really shouldn't they be the ones using the stairs. They are meant to be fit and healthy outdoor people, and I am sure the extra exercise will do them some good. I hope you can help me get this matter sorted and help The Great Outdoors see some sense.

Yours sincerely

Alison Price

Alison Price
Manager, Select Music

STORES IN CONFLICT

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