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Walmart Case Study

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Walmart Case Study

Walmart is one of the companies keen on job analysis, and it uses an array of methods to conduct a job analysis. The institution's hierarchical functional framework is used to execute job design and analysis. Job evaluation at Walmart is divided into two categories: work-oriented and employee-oriented. Job-oriented job analysis is a process for analyzing salespeople's work circumstances by firsthand observation and interviews, and it gives the human resources a baseline of desired work outputs. Walmart created the Work Profiling System to examine managerial functions and keep tabs on perceptive, social, and critical-thinking skills (WPS). This worker-centric strategy focuses on the basic skill set required to succeed as a corporate or retail manager. The company adopted such evaluation mechanisms because it has a massive workforce comprising 2.3 million employees.

Moreover, every job description has functions, roles, knowledge, and job factors. Job roles are also divided into essential and desirable, which is progressive in my view. The vast bulk of Walmart's employees are salespeople. They must possess knowledge, excellent communication, and understanding about the business and products, which is standard practice for salespeople, as per Koponen et al. (2019). Another critical aspect of Walmart's human resource strategy is forecasting consumer purchasing patterns and staffing requirements. The company has ensured that it has aligned its staffing functions per its consumer demands, ensuring no employee surplus. In doing so, Walmart uses the bottom-up technique, trend analysis, and Delphi method in its forecasting technique. The bottom-up approach is, in my view, the best because it focuses on the lowest level of the chain of command. It addresses the needs of the store owners at the bottom level and gradually moves to the top managers. If this were my company, I would use the bottom-up approach and the trend analysis method.

The Delphi technique is problematic to a certain extent though it is common among businesses. I would drop its adoption and settle for the other two forecasting strategies if this were my company. The Delphi method makes use of expert feedback to forecast future staffing needs. The procedure of gathering feedback and compiling reports is repeated until the specialists reach a unanimous agreement. As a result, Fink-Hafner et al. (2019) argue that if specialists cannot agree, the Delphi technique can be a lengthy procedure, delaying the company's ability to fulfill its short-term goals. As a result, I would not use the Delphi method.

In addition, I would also change the work-oriented job analysis method that analyzes the performance of salespeople via interviews and observations. I would adopt a target-based approach of determining an employee's output in the company. An interview is not practical, in my view, because an employee who knows that his job will be evaluated through an interview will take their time to prepare on how to respond to interview questions. Also, the method is exhaustive, bearing in mind that Walmart has a diverse workforce comprising more than two million personnel, and interviewing even half of them to determine how they perform in their job roles is not feasible. Job analysis based on observation is also biased and involves subjective prejudices. If the analyst works for Walmart, the approach may include their personal preferences. This is a significant impediment to gathering valid and accurate data during the job analysis.

To sum it up, Walmart is a global conglomerate that has operations in every continent. Despite its success, it does not mean that some of its strategies are correct. Part of the problem is that the company has a vast workforce that grows based on consumer purchasing trends. If this were my company, the job analysis would be based on employee output based on the given targets and not the observation and interviewing methods. I would also maintain the bottom-up

approach that makes the lower-level dealers feel part of the company. More importantly, since there is a ready pool of job seekers interested in working for Walmart, I would not increase the wages when the demand increase. I will ensure that I keep remuneration costs at a minimum by paying employees above-average market rates.

References

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