

Module: Developing and Managing Individuals and Teams

Individual Presentation

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Introduction

Scope of presentation:

- ☐ Overview of Store Manager role
- ☐ Recruitment and selection processes
- ☐ Training and development needs
- ☐ Application of learning theories



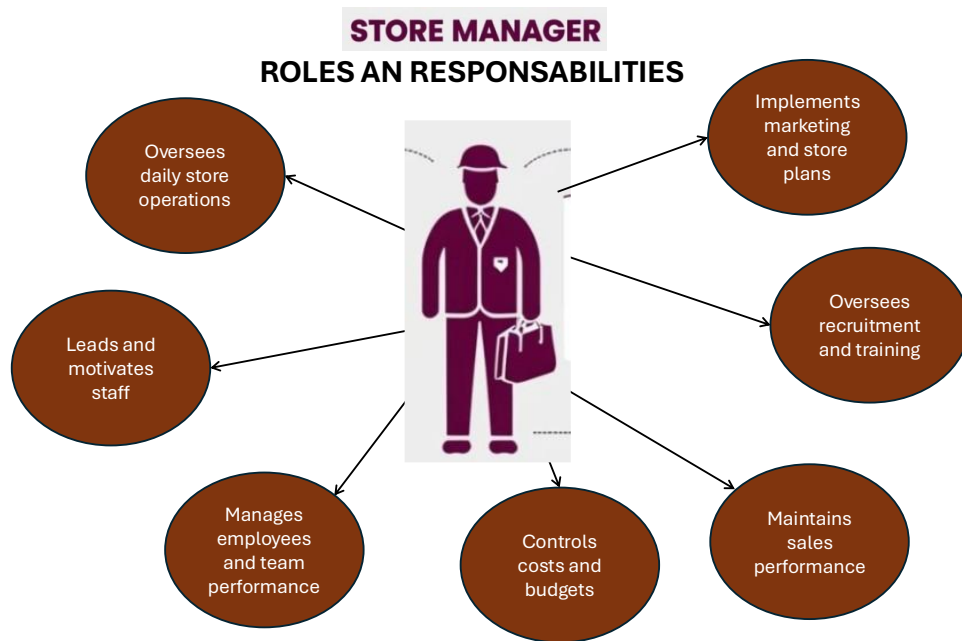
Company Overview

- ☐ Zara is a leading global fashion retailer
- ☐ Founded in 1975 in Spain
- ☐ Part of Inditex Group
- ☐ Known for fast fashion and rapid response to trends
- ☐ Operates in over 90 countries

My name is Ventsislav, and I work as a Human Resources Specialist at Zara, United Kingdom. In order to ensure that the activities of Zara continue to be carried out effectively, I am going to talk about the role of Store Manager today and give details about qualifications and the selection process.

Founded in 1975, today Zara has become one of the largest and most recognized clothing companies in the world, operating as part of the Inditex group (Jangid, 2022). It is well-known for implementing a fast-fashion strategy to be able to adapt quickly to the changing consumer preferences. For sustaining efficient operations and providing quality service to customers, Zara, operating in more than 90 countries globally, including the UK (Rocco, 2025), needs capable managers.

The goals of my presentation are as follows: (1) to define the Store Manager job position; (2) to describe the procedures used in the process of recruitment and selection of the Store Manager position; and (3) to list the qualifications and the areas in which trainings and development are necessary in this case. The topic will also touch upon different learning theories and approaches to apply them for employee performance improvement.



For example, as the Store Manager at Zara plays an important role in the organization's effectiveness, high-performance of the employees and their cooperation can be maintained only through good leadership and motivation.

Moreover, the Store Manager manages all operations on a day-to-day basis. He or she controls how the sales environment works, sets targets for sales, measures performance indicators and makes relevant decisions in order to increase efficiency and achieve better results.

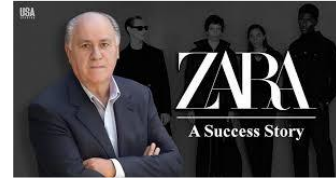
One of the tasks of the Store Manager involves financial aspects such as costs and budget management.

Apart from that, he or she needs to recruit new employees, develop them and organize training.

Overall, based on the above mentioned, it can be concluded that this position involves a number of important characteristics and requires certain skills that should be considered while selecting a Store Manager (Prospects, 2025).

Job Analysis and Person Specification

Job	Job Analysis
Oversee	Oversee daily store operations and performance
Manage and motivate	Manage and motivate staff to achieve targets
Monitor	Monitor sales, stock levels, and store layout
Ensure	Ensure high standards of customer service
Control	Control budgets, costs, and store profitability



Right candidate for role position

- ✓ Strong leadership and team management skills
- ✓ Excellent communication and customer service skills
- ✓ Ability to solve problems and make decisions
- ✓ Experience in retail or management roles
- ✓ Degree or relevant qualification (desirable)

Analysis of the job includes the process of determining the essential tasks and responsibilities that go along with the position. Some of the responsibilities of a Store Manager in Zara are to coordinate the running of daily operations, oversee staff members' performance, and meet sales targets.

It is the duty of the Store Manager to check the stock level, maintain the aesthetics of the store, and ensure quality customer services. Besides this, financial responsibilities like budget management are very important in order to make profits.

Person specifications refer to the necessary qualities needed by an employee to do the job effectively. Leadership qualities are required in order to guide the employees and interact with customers.

Problem-solving and decision-making are also essential in order to manage problems in the retail environment. Although the formal education of having a degree might be helpful, in reality, practical experience and interpersonal skills are more important in this field (Prospects, 2025).

Recruitment process at Zara



Recruitment involves a series of activities designed to identify, attract, and select the best candidates to meet organizational needs. Recruitment entails identifying and sourcing candidates in relation to job analysis to ensure the organization is adequately staffed (Durai, 2010). In Zara's case, recruitment begins with human resource planning. The Store Manager that Zara intends to hire for this position will be tasked with expanding the business and creating a motivating team.

This next stage would include job specification and job description. This is because the job specification and job descriptions specify what skills are required for that particular job. The applicants can thus be drawn towards applying for the job. Zara will advertise the vacancy on multiple online sites including its own website to gather many applicants. After which, these applicants shall then be screened based on experience.

The selected applicants will be called to an interview session in order to recruit the most suitable candidate. Finally, the selected candidate will be inducted into the organization.

Selection Process at Zara



Shortlisting candidates

Individual interviews

Group interviews

Assessing skills and behaviour

Final selection and job offer

Selection is the method whereby candidates are tested to establish whether they have the necessary qualifications to undertake a certain role. The assessment process determines if a candidate is competent, skilled, experienced, and displays good behavior that qualifies him/her for the job.

In the selection process at Zara, the first step will be to filter candidates based on their qualifications and retail experiences so as to narrow down the list of candidates to the ones who qualify for the job specifications.

Afterward, candidates are then interviewed either individually or as groups. Individual interviews allow the employer to test their communication skills, leadership and decision making capacities.

Group interviews prove crucial during the selection of candidates within the retail industry because through observation of how people interact in groups and solve problems, the employers will get a chance to see how well a person behaves when handling different situations in life. People working in retail business need to work in groups hence the importance of observing how a candidate does things (Priorityrecruitment, 2025).

This selection process will therefore give an opportunity to select a store manager who is qualified technically and can perform effectively as a group member.

Analysis of Recruitment and Selection Methods



Zara uses both internal and external means to recruit and select the best candidates.

Internal recruitment includes promotion and transfer of the existing workers in the organization. This method benefits in that it involves the existing workers who are conversant with the culture of the business; nevertheless, it can hinder innovation due to limited fresh perspectives from the outside.

External recruiting techniques include online recruiting and the use of recruitment agencies among others. These methods benefit in that they involve people with different backgrounds and experiences to enrich the company with new ideas and perspectives.

According to Durai (2010), organizations should make use of several channels when it comes to recruiting in order to create an extensive list of applicants for the position available, hence increasing the possibility of getting the right person for the job.

Short-listing and interviewing are some of the ways of evaluating candidates in depth.

Interviewing evaluates aspects like communication, leadership and decision making capabilities, while group interviews help to evaluate team working and social behaviors of the candidates (Armstrong, 2020; Priorityrecruitment, 2025).

Use of diversified methods of recruiting and selecting the right candidates lessens the risk of making poor decisions.

Training Needs for Store Manager at Zara

- Leadership and team management skills
- Customer service and communication
- Problem-solving and decision-making
- Stock and operations management
- Continuous professional development



Training needs are essential in order to ensure Store Managers of Zara can perform their role efficiently and meet business goals.

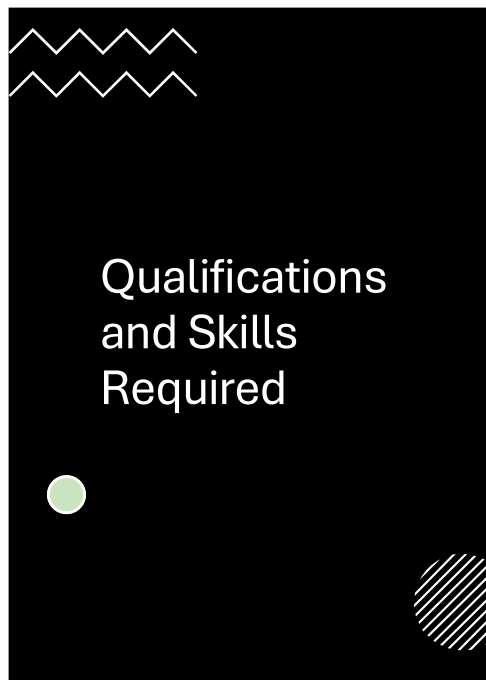
Management and teamwork abilities are essential for Store Managers role, to direct subordinates, encourage them, and ensure high team performance.

Customer service and communication skills are important for managers in the retail industry. As a matter of fact, the manager should ensure good customer service because sales depend on that.

Problem solving and decision-making skills are very important for the manager due to the presence of different difficulties related to customers, employees, and operations, efficient solution is required here.

In addition, operations and inventory management training is necessary to guarantee efficient operations within the store. In other words, Store Managers should monitor stock levels and facilitate operations in the store.

Professional development is absolutely necessary because it allows the manager to improve his/her skills continuously and cope with any new trends in the retail industry.



Degree or HND in business, marketing, or retail management



Relevant experience in retail or customer-facing roles



Apprenticeships (e.g. retail management or leadership)



Strong people skills, confidence, and customer focus



Career progression from Sales Assistant to Manager

The Store Manager role at Zara involves the combination of the necessary qualities and skills. Qualifications like a degree in business, marketing, or retail management may provide the individual with some advantages. In the retail industry, experience and interpersonal skills often rank higher than academic qualification in terms of hiring priorities. Apart from the educational requirements, soft skills are equally important. Being confident along with good communication and teamwork skills are valued very much. Thus, apart from qualifications, experience and personal abilities are critical to work as an efficient Store Manager (Prospects, 2025).

Learning and Development Theories

Behaviourism

Learning occurs through repetition and reinforcement, where behaviour is shaped by experience and feedback.

Cognitivism

Learning is based on internal thinking processes, where individuals understand, organise, and apply knowledge.

Humanism

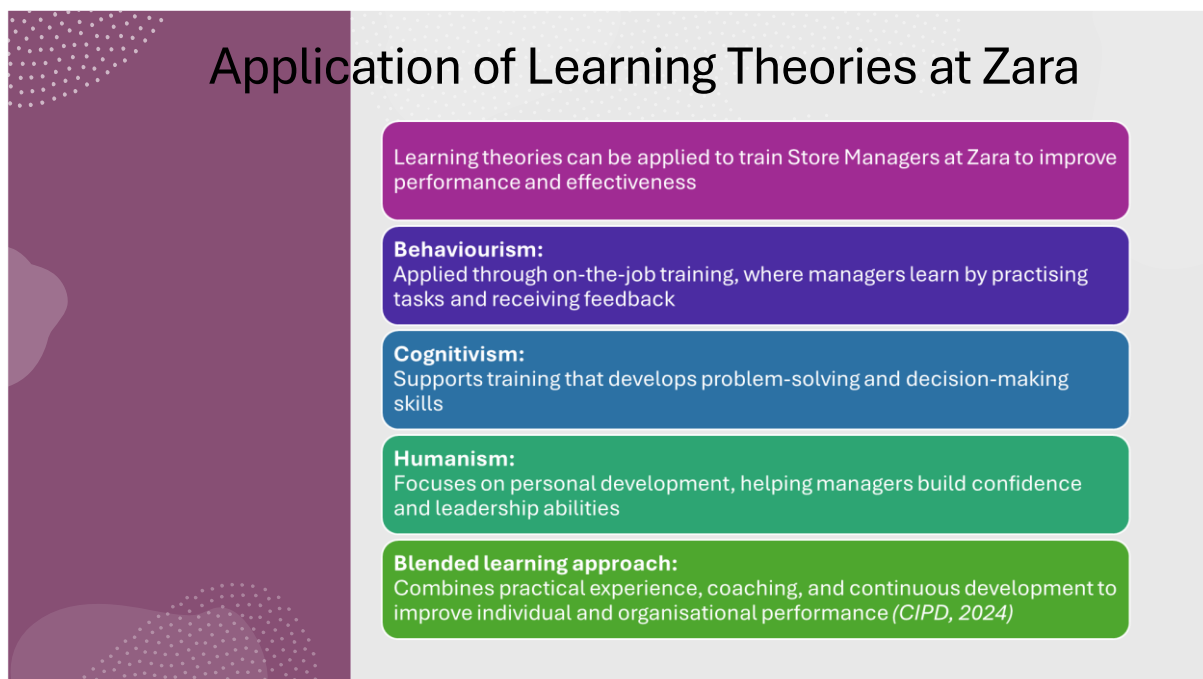
Learning focuses on personal growth, motivation, and self-development to achieve full potential.

Learning theories help in explaining the formation of knowledge and skills of the workforce in the organization. Various theories are helpful in formulating effective training programs for Store Managers in Zara.

According to Behaviourism, learning is an event driven by repeated experiences and reinforced through feedback. Training through job experience helps to enhance the performance of the managers by repeated practice and constant feedback (Armstrong, 2020). On the other hand, Cognitivism is concerned with mental processes like thinking and understanding. For the purpose of analysis and decision making by Store Managers, cognitivism is quite important since it provides for efficient organizing and processing of data (Affainie and Qutieshat, 2023).

Moreover, Humanism stresses the importance of personal development and self-motivation. It is useful in developing the leadership qualities of managers that help in enhancing the performance of their teams (CIPD, 2024).

In this way, different learning theories help to formulate training programs to develop individuals and achieve organizational success.



Learning theories can be effectively applied in the enhancement of training and development of Zara Store Managers.

The application of Behaviorism will involve on the job training. Under this method, store managers learn skills through the repetition of actions and receipt of feedback. This results in an improvement in their skills through reinforcement of appropriate behavior.

Under Cognitivism, there is need for training which focuses on cognitive processes and understanding. Store managers will be able to solve problems using learning strategies. Problem solving ability is very important for store managers who operate in an ever-changing environment.

Humanism focuses on personal development and growth of individuals. This theory will apply to Zara through coaching and mentoring. This helps in building the confidence and managerial skills of managers. This is an important aspect for effective team management. Zara will gain a lot by adopting a combination of learning theories including practical experience, coaching, and development. This will lead to personal development and organizational performance (CIPD, 2024).

Recommendation



Conclusion

- ☐ Recruitment and selection are essential for business success
- ☐ Zara uses structured methods to attract suitable candidates
- ☐ Effective selection reduces hiring risks
- ☐ Training and development improve performance
- ☐ Learning theories support effective employee development



In summary, recruitment and selection are key aspects that determine the success of Zara. An effective recruitment process ensures that appropriate people are attracted, while a well-designed selection process enables the selection of the most appropriate candidate for the post of Store Manager.

The use of various approaches to recruitment and selection, such as interviewing and group exercises, decreases the possibility of poor recruitment and improves the organization's overall performance.

Moreover, training and development are important processes in ensuring that the skill levels of employees are improved, thus ensuring that the organization performs successfully in the long run. Through needs analysis, Store Managers become effective in their roles within the dynamic environment of retailing.

Lastly, behaviorism, cognitivism, and humanism are some of the theories that form an excellent base for training programs.

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