




Occupational Qualification Document				
Occupational Code	Qualification Title		NQF Level	
142103-00-02	Occupational Certificate: Retail General Manager/Owner		6	
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**DQP Representative Signature**

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**Date**

## QUALIFICATION DETAILS

Qualification Title: Occupational Certificate: Retail General Manager/Owner

Occupational Code: 142103002

Quality Assuring Body: Quality Council for Trades and Occupations (QCTO)

Sub Framework: Occupational Qualifications Sub-Framework

Field: 11 (Services)

Subfield: Wholesale and Retail

NQF Level: 6

Credits: 340

Originator/Development Quality Partner (DQP): Wholesale and Retail Sector Education and Training Authority (W&R SETA)

Originating Provider/Assessment Quality Partner (AQP): QCTO

Qualification Type: Occupational Certificate

Registered qualifications and or learning programmes to be replaced: None

## RATIONALE

**Retail** is defined as the activity of selling goods or services to the public, usually in small amounts, for their own use, including the resale (sale without transformation) of new and used goods and products to the general public mainly for household use. Retail is distinct from **wholesale**, which is defined as an enterprise deriving 70% or more of its turnover from the sale of goods to other businesses and institutions.

In South Africa the "Retail and Wholesale Industry" daily serves millions of consumers who visit a wide spectrum of business establishments where goods are stored, displayed and sold. Increasingly retailing and wholesaling is taking place virtually where the customers do not physically visit a store but where they view, order and purchase and pay for products and goods using telephonic and/or digital channels. Products are then transported to the customers using a range of postal, courier and/or direct delivery methods.

The wholesale and retail sector is the fourth largest contributor to the South African Gross Domestic Product (GDP) and it employs plus minus 21% of the total, formal, South African workforce. However if we consider that the retail sector cuts across the formal and the informal sectors of our economy, the relevance and impact, of this sector, will be much bigger.

Globally, and specifically in South Africa, employment, retention and development of staff is problematic. A large part of the workforce is temporarily employed and many entrants to the industry does not see themselves making a career within the sector. The wholesale and retail sector touches the lives of every person in South Africa. It is critical to the quality of life of all

who live in, or travel through the country. The availability and quality of the services provided by this sector are key determinants of investor confidence and also contributes to the wellbeing and harmony within our communities.

This qualification aims at providing a platform and access to structured and professional leadership and management development for senior staff within the sector. It will therefore greatly contribute to the creation of quality jobs. Through the impact that these qualified employees will make there should be a significant impact on the communities in the country.

***The Occupational Qualification:*** Retail Manager was, originally, developed and approved in 2018 and its registration will end on 30 June 2023. There were several pilot programmes relating to the implementation of the qualification. Industry responded very positively to this qualification and indicated that it meets a critical need.

To optimise the effective utilisation of the qualification, industry identified the need to review the Qualifications (Supervisor and Retail Manager) and to ensure that they are properly aligned and updated.

The W&R SETA initiated a process to do this review.

This Qualification Document is a result of the above mentioned review process. The process consisted of a desktop alignment exercise followed by extensive industry consultation.

The following are the main aspects that are being addressed in the updated qualification:

- A. Alignment of the knowledge and skills content between the three qualifications to ensure smooth articulation from the one to the other and to cater for effective scaffolding within the qualification.
- B. Addition of specific knowledge and skills relating to the following knowledge focus areas:
  - a. Economics and Financial Management.
  - b. Operations Management.
  - c. People Management.
  - d. Marketing and sales.
  - e. The Future World of Work.
  - f. Specific Life Skills.
- C. Attention was also given to integrate the, so called, “Green Skills” throughout the learning components.
- D. The various Legal and Regulatory requirements are also integrated throughout the learning components.

- E. The credit allocation was reviewed to ensure that it caters for sufficient learning at the various levels of the qualification but that the required learning time remains relevant and practical to the needs of industry.
- F. A final aspect that has received attention is the use of SAQA level descriptors in the phrasing of the various learning outcomes.

The additions and recommended changes will ensure alignment between the three qualifications, and it will enhance recognition of prior learning (RPL) and articulation processes.

## **PURPOSE**

The purpose of this qualification is to prepare a learner to operate as a Retail General Manager/Owner.

A Retail General Manager/Owner , ensures the viability, profitability and sustainability of a retail business through the application of a full range of professional business and management practices.

A qualified learner will be able to:

- Analyse business feasibility and develop/implement appropriate business strategies and related business processes;
- Direct and oversee the professional management of all functions of a retail business (Business stability and growth - Driver of success);
- Facilitate critical decision making to ensure the ongoing sustainability of a retail business (Business protection - Custodian of sustainability);
- Manage the core activities of a retail business; and
- Take accountability for personal professional development and continuous personal growth in terms of education, emotional maturity and leadership ability.

## **RULES OF COMBINATION**

This qualification is made up of the following compulsory Knowledge Modules, Practical Skill Modules and Work Experience Modules:

### **Knowledge Modules**

Total number of credits for Knowledge Modules: 104

### **Practical Skill Modules**

Total number of credits for Practical Skill Modules: 168

### **Work Experience Modules**

Total number of credits for Work Experience Modules: 68

## **ENTRY REQUIREMENTS**

NQF Level: 4

## **EXIT LEVEL OUTCOMES AND ASSOCIATED ASSESSMENT CRITERIA**

### **Exit Level Outcome 1**

Analyse business feasibility and develop/implement appropriate business strategies and related business processes. (NQF Level 6)

#### **Associated Assessment Criteria**

- Demonstrate detailed knowledge of the theories and concepts of Business Economics, Financial Management and Operations Management and apply these theories, concepts and principles to analyse the performance of retail businesses and make decisions to improve business feasibility and sustainability within the complex and diverse retail business environment;
- Demonstrate the ability to select and apply appropriate methods and procedures to develop and/or improve the business strategies of retail businesses;
- Demonstrate the ability to identify analyse and solve unfamiliar problems related to the development and implementation of business strategies and related business processes within retail business operations.

### **Exit Level Outcome 2**

Direct and oversee the professional management of all functions of a retail business. (NQF Level 6)

#### **Associated Assessment Criteria**

- Demonstrate detailed knowledge of people and process management theories, schools of thought and related concepts and clearly indicate how these theories and concepts are utilised to optimise the professional management of a retail business;
- Demonstrate the ability to, pro-actively, identify analyse and solve problems, in collaboration with diverse stakeholders. The agreed solutions must be implementable and must enhance the management efficiency within a retail business;
- Demonstrate an understanding of the ethical and professional practices required at all levels of business management and develop integrated and sustainable policies, processes and procedures to entrench and ensure sustainable compliance with the policies, procedures and practices;
- Demonstrate the ability to evaluate, develop and implement integrated business processes and systems within a retail organisation. The processes and systems must enhance business performance, reduce business risk and facilitate business growth.

### **Exit Level Outcome 3**

Facilitate critical decision making to ensure the ongoing sustainability of a retail business. (NQF Level 6)

#### **Associated Assessment Criteria**

- Demonstrate the ability to make decisions and act appropriately in familiar and new contexts by applying appropriate analysis and decision making processes and techniques to deal with a wide range of management problems both internal to the specific retail business as well as problems emanating from the external socio economic environment;
- Demonstrate the ability to apply critical thinking and facilitate the professional evaluation of a range of diverse alternatives that could have significant implications for retail business sustainability;
- Demonstrate the ability to work effectively in a team or group, and to take responsibility for own decisions and actions and the decisions and actions of others within the retail business context. This includes the responsibility for the use of financial and non financial resources.

### **Exit Level Outcome 4**

Manage the core activities of a retail business (NQF Level 5)

#### **Associated Assessment Criteria**

- Demonstrate the ability to select and apply standard methods, procedures or techniques within the people and operations management field, discipline or practice, and to plan and manage an implementation of these methods, procedures and techniques process within a well-defined retail business.
- Demonstrate the ability to identify, evaluate and solve defined, routine and new problems within an operating retail business, and show how to apply solutions based on relevant evidence and procedures. In each instance the candidate must demonstrate a clear understanding of the consequences of the solutions to the problems;
- Demonstrate the ability to take account of, and act in accordance with, prescribed organisational and professional ethical codes of conduct, values and practices and to seek guidance on ethical and professional issues where necessary, when managing an established retail business.

### **INTERNATIONAL COMPARABILITY**

For international comparability this qualification was compared to the following internationally recognised qualifications:

- OAL Level 4: Diploma in Retail Management (QN): 603/7465/2 – Delivered by, amongst others, City & Guilds Group in the United Kingdom;

<https://www.oawards.co.uk/wp-content/uploads/2021/05/Retail-Manager-L4-Qualification-Specification.pdf>

- Diploma of Retail Leadership (SIR50116) – Delivered by, amongst others, the Australian College of Training. <https://auscollege.edu.au/short-courses/qualification-list/retail-and-merchandising/sir50112-diploma-of-retail-management/>

### ***United Kingdom:***

The Diploma in Retail Management offered by City & Guilds in the United Kingdom will facilitate the achievement of an “occupational Award” at RQF Level 4 which is equivalent to a NQF Level 6 Occupational Certificate in South Africa.

The purpose of this qualification is to build the knowledge and skills in retail and facilitate career development into taking up a senior role within the retail sector. Learners will be able to demonstrate their ability to lead and manage their teams through excellent organisation and communication, with a sound understanding of both business and people management skills. The role of the Retail Manager involves maximising income and minimising wastage through continuous improvement and engagement their team in enhancing business performance and productivity. This qualification will support progression of learners to roles such as:

- Retail Store Manager;
- Senior Retail Manager; and
- Area Manager

This qualification is suitable for individuals working in a retail setting who have supervisory experience and the aspiration to move to a leadership or management role in the retail sector.

### **This qualification covers areas such as:**

- Finance;
- Marketing;
- Leadership;
- Branding;
- Product and Services Merchandising; and
- Technology in the retail sector.

### ***Australia***

The Diploma of Retail Leadership is targeted to individuals who manage a retail business, multiple retail stores or departments, following a business strategy to deliver profitable results for the organisation. These individuals support senior management and provide leadership to retail teams. They plan and evaluate the work of self and others, operating with autonomy and responsibility for personal outputs. Potential job roles suitable for this qualification include store manager, cluster manager, merchandise manager, buyer, sales manager and area/regional manager. Entry into this qualification can be by direct entry with previous

industry employment experience in a job role that has involved the application of skills and knowledge described in core units of competency from the SIR40316 Certificate IV in Retail Management or after achieving SIR40316 Certificate IV in Retail Management.

This qualification covers the skills and knowledge required for a person to work in a range of retail settings including speciality retailers, supermarkets, department stores and quick service restaurants.

To achieve a Diploma of Retail Leadership (SIR50116), a total of ten (10) units of competency must be completed, including:

- Four (4) core units, plus six (6) elective units
  - SIRRSTR001 Undertake strategic planning in retail
  - SIRXCHA002 Lead the change process
  - SIRXMGT003 Provide leadership to others
  - SIRRFT003 Drive Retail Profitability
- Six (6) Elective Units
  - Communicate with Influence.
  - Manage recruitment selection and induction processes.
  - Manage employee relations;
  - Develop and use emotional Intelligence
  - Lead and Manage effective workplace relationships;
  - Plan and Manage retail projects;
  - Lead development of business opportunities;
  - Develop a marketing strategy;
  - Plan merchandising buying strategy;
  - Manage risk in a retail business;
  - Drive sales results;
  - Develop workplace learning environment;
  - Coach others for success;
  - Ensure safe workplace;
  - Manage personal work priorities and professional development.

## **Conclusion**

The Occupational Certificate: Retail Manager NQF Level 6 compares very favourably with both of the international qualifications reviewed here. There is alignment in terms of the purpose, level and content of these qualifications.



## **INTEGRATED ASSESSMENT**

### **Integrated Formative Assessment:**

The skills development provider will use the curriculum to guide them on the stipulated internal assessment criteria and weighting. They will also apply the scope of practical skills and applied knowledge as stipulated by the internal assessment criteria. This formative assessment leads to entrance into the integrated external summative assessment.

### **Integrated Summative Assessment:**

An external integrated summative assessment conducted through the relevant QCTO Assessment Quality Partner is required for the issuing of this qualification. The external integrated summative assessment will focus on the exit level outcomes and associated assessment criteria.

## **RECOGNITION OF PRIOR LEARNING (RPL)**

### **RPL for Access to the External Integrated Summative Assessment**

Accredited providers and approved workplaces must apply the internal assessment criteria specified in the related curriculum document to establish and confirm prior learning. Accredited providers and workplaces must confirm prior learning by issuing a statement of result or certifying a work experience record.

### **RPL for Access to the Qualification**

Accredited providers and approved workplaces may recognise prior learning against the relevant access requirements.

## **ARTICULATION**

### **Horizontal**

This qualification articulate horizontally with, amongst others, the following qualification:

- Further Education and Training Certificate: Retail Insurance, NQF Level 4

### **Vertical**

This qualification could articulate vertically to, amongst others, the following qualification:

- Occupational Certificate: Retail Manager, NQF Level 5

## **NOTES**

### **Qualifying For External Assessment:**

In order to qualify for the external summative assessment learners must provide proof of completion of all required modules by means of a statement of results and a signed Statement of Work Experience.

### **Additional legal or physical entry requirements:**

None

### **Criteria For The Accreditation Of Providers**

Accreditation of providers will be done against the criteria as reflected in the relevant curriculum on the QCTO website.

The curriculum title and code is:

- Occupational Certificate: Retail General Manager/Owner
- Curriculum Code: 142103-00-02

**This qualification encompasses the following trades as recorded on the NLRD:**

- This is not a trade qualification

**Assessment Quality Partner (AQP)**

- Quality Council for Trades & Occupations (QCTO)

**Curriculum Components**

This Qualification comprise of the following Knowledge, Practical Skills and Work Experience modules

COMPONENT	ID	MODULE TITLE	NQF LEVEL	CREDITS
Knowledge	142103002-KM01	Delivering Business Success and ensuring Business Sustainability	6	19
Knowledge	142103002-KM02	Building ,protecting and Managing the Human assets in a Retail Business	6	13
Knowledge	142103002-KM03	Advanced Operations Management within the Retail Sector	6	11
Knowledge	142103002-KM04	Business Financial Management and Decision Making	6	19
Knowledge	142103002-KM05	Marketing, Sales and Customer Management for Business Managers and Owners	5	16
Knowledge	142103002-KM06	Establishing and growing long term customer loyalty	5	9
Knowledge	142103002-KM07	Achieving personal purpose and leaving a legacy	5	17
Practical Skills	142103002-PM01	Evaluate and make decisions regarding Business Feasibility	6	16
Practical Skills	142103002-PM02	Establish and implement business strategy	6	12
Practical Skills	142103002-PM03	Establish and implement business structures, policies and processes	6	14

Practical Skills	142103002-PM04	Establish and drive professional business philosophy	6	3
Practical Skills	142103002-PM05	Enable and drive the achievement of business objectives	6	6
Practical Skills	142103002-PM06	Ensure appropriate risk prevention, mitigation and management	6	4
Practical Skills	142103002-PM07	Ensure total legal compliance	6	8
Practical Skills	142103002-PM08	Ensure effective decision making regarding business profitability	6	4
Practical Skills	142103002-PM09	Ensure effective decision making regarding asset management	6	6
Practical Skills	142103002-PM10	Facilitate professional and effective business crisis management	6	2
Practical Skills	142103002-PM11	Oversee the management functions within a retail business	5	48
Practical Skills	142103002-PM12	Oversee the supervision activities in a retail business	4	45
Work Experience	142103002-WM01	Analyse business feasibility and develop/implement appropriate business strategies and related business processes.	6	16
Work Experience	142103002-WM02	Direct and oversee the professional management of all functions of a retail business (Business stability and growth - Driver of success)	6	12
Work Experience	142103002-WM03	Facilitate critical decision making to ensure the ongoing sustainability of a retail business (Business protection - Custodian of sustainability)	6	12
Work Experience	142103002-WM04	Manage the core activities of a retail business	5	24
Work Experience	142103002-WM05	Take accountability for personal professional development and continuous personal growth in terms of education, emotional maturity and leadership ability.	5	4