



	Curriculum Document			
Curriculum Code	Curriculum Title			Logo
142103001	Retail Chain Store Manager			
	Name	Email	Phone	Logo
Development Quality Partner	Wholesale & Retail SETA	imarrrian@wrseta.org.za	012 622 9500	

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SECTION 1: CURRICULUM SUMMARY

1. Occupational Information

1.1 Associated Occupation

142103: Retail Manager - General

1.2 Occupation or Specialisation Addressed by this Curriculum

142103001: Retail Chain Store Manager

1.3 Alternative Titles used by Industry

- Branch manager
- Business unit manager
- Store Manager
- Floor Manager

2. Curriculum Information

2.1 Curriculum Structure

This qualification is made up of the following compulsory Knowledge and Practical Skills Modules:

Knowledge Modules:

- 142103001-KM-01, Concept and principles of retail operations management - NQF Level 5 - Credits 4
- 142103001-KM-02, Concept and principles of communication in retail - NQF Level 4 - Credits 4
- 142103001-KM-03, Concepts and principles of leading teams in a retail chain store environment - NQF Level 5 - Credits 7
- 142103001-KM-04, Concept and principles of managing service standards of a retail chain store - NQF Level 5 - Credits 2
- 142103001-KM-05, Concepts and principles of stock control in a retail chain store - NQF Level 5 - Credits 3
- 142103001-KM-06, Concept and principles of implementing promotional activities in a retail chain store - NQF Level 5 - Credits 3
- 142103001-KM-07, Concept and principles of improving the financial performance of a retail chain store - NQF Level 5 - Credits 3

Total number of credits for Knowledge Modules: 26

Practical Skill Modules:

- 142103001-PM-01, Manage retail chain store employee performance - NQF Level 5 - Credits 3
- 142103001-PM-02, Manage retail chain store operational processes - NQF Level 5 - Credits 2
- 142103001-PM-03, Manage retail chain store service standards - NQF Level 5 - Credits 2
- 142103001-PM-04, Maintain effective retail chain store stakeholder relations - NQF Level 5 - Credits 2
- 142103001-PM-05, Manage stock control in a retail chain store - NQF Level 5 - Credits 3

- 142103001-PM-06, Propose improvements to a retail chain store's range and layout - NQF Level 5 - Credits 2
- 142103001-PM-07, Implement plans to improve sales in a retail chain store - NQF Level 5 - Credits 2
- 142103001-PM-08, Implement plans to improve a retail chain store's financial performance - NQF Level 5 - Credits 2
- 142103001-PM-09, Manage risk and maintain assets in a retail chain store - NQF Level 5 - Credits 3

Total number of credits for Practical Skill Modules: 21

This qualification also requires the following Work Experience Modules:

- 142103001-WM-01, Processes and procedures for planning and implementing retail chain store operations - NQF Level 5 - Credits 9
- 142103001-WM-02, Processes and procedures for leading teams in a retail chain store environment - NQF Level 4 - Credits 8
- 142103001-WM-03, Processes and procedures for managing retail chain store service standards - NQF Level 5 - Credits 8
- 142103001-WM-04, Processes and procedures for maintaining effective retail chain store stakeholder relations - NQF Level 5 - Credits 4
- 142103001-WM-05, Processes and procedures for managing stock levels and influencing store range and layout - NQF Level 5 - Credits 8
- 142103001-WM-06, Processes and procedures for improving the retail chain store's bottom line - NQF Level 5 - Credits 8
- 142103001-WM-07, Processes and procedures for managing sales and promotional activities - NQF Level 5 - Credits 6
- 142103001-WM-08, Processes and procedures for managing risk and maintaining assets in a retail chain store - NQF Level 5 - Credits 8

Total number of credits for Work Experience Modules: 59

2.2 Entry Requirements

National Senior Certificate (NSC) or National Vocational Certificate (NCV) at NQF level 4

3. Assessment Quality Partner Information

Name of body: Wholesale & Retail SETA

Address of body: South Riverside Office Park Cnr Heuwel and Lenchen Roads Centurion 0157

Contact person name: Inger Marrian

Contact person work telephone number: 012 622 9500

4. Part Qualification Curriculum Structure

SECTION 2: OCCUPATIONAL PROFILE

1. Occupational Purpose

A Retail Chain Store Manager manages the functions of a branch of a retail chain organisation.

2. Occupational Tasks

- Lead teams to achieve retail chain store operational objectives (NQF Level 5)
- Manage service standards of a retail chain store (NQF Level 5)
- Manage stock control in a retail chain store (NQF Level 5)
- Improve the financial performance of a retail chain store (NQF Level 5)

3. Occupational Task Details

3.1. Manage service standards of a retail chain store (NQF Level 5)

Unique Product or Service:

Service compliant to standards

Occupational Responsibilities:

- Manage retail chain store service standards
- Maintain effective retail chain store stakeholder relations

Occupational Contexts:

- Processes and procedures for managing retail chain store service standards
- Processes and procedures for maintaining retail chain store stakeholder relations

3.2. Manage stock control in a retail chain store (NQF Level 5)

Unique Product or Service:

Required stock levels on hand

Occupational Responsibilities:

- Manage stock control in a retail chain store
- Propose improvements to a retail chain store's range and layout

Occupational Contexts:

- Processes and procedures for placing orders and influencing store range and layout

3.3. Lead teams to achieve retail chain store operational objectives (NQF Level 5)

Unique Product or Service:

Motivated and productive employees

Occupational Responsibilities:

- Manage retail chain store employee performance
- Manage retail chain store operational processes

Occupational Contexts:

- Processes and procedures for planning and implementing retail chain store operations
- Processes and procedures for leading teams in a retail chain store environment

3.4. Improve the financial performance of a retail chain store (NQF Level 5)

Unique Product or Service:

Improved financial contribution to the organisation

Occupational Responsibilities:

- Implement plans to improve sales in a retail chain store
- Implement plans to improve a retail chain store's financial performance
- Manage risk and maintain assets in a retail chain store

Occupational Contexts:

- Processes and procedures for improving the retail chain store's bottom line
- Processes and procedures for managing sales and promotional activities
- Processes and procedures for managing risk and maintaining assets in a retail chain store

SECTION 3: CURRICULUM COMPONENT SPECIFICATIONS

SECTION 3A: KNOWLEDGE MODULE SPECIFICATIONS

List of Knowledge Modules for which Specifications are included

- 142103001-KM-01, Concept and principles of retail operations management - NQF Level 5 - Credits 4
- 142103001-KM-02, Concept and principles of communication in retail - NQF Level 4 - Credits 4
- 142103001-KM-03, Concepts and principles of leading teams in a retail chain store environment - NQF Level 5 - Credits 7
- 142103001-KM-04, Concept and principles of managing service standards of a retail chain store - NQF Level 5 - Credits 2
- 142103001-KM-05, Concepts and principles of stock control in a retail chain store - NQF Level 5 - Credits 3
- 142103001-KM-06, Concept and principles of implementing promotional activities in a retail chain store - NQF Level 5 - Credits 3
- 142103001-KM-07, Concept and principles of improving the financial performance of a retail chain store - NQF Level 5 - Credits 3

1. 142103001-KM-01, Concept and principles of retail operations management - NQF Level 5 - Credits 4

1.1 Purpose of the Knowledge Modules

The main focus of learning in this knowledge module is to build an understanding of the concepts and principles for managing the operations of a retail chain store. Learning contact time - the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 5 days.

The learning will enable learners to demonstrate an understanding of:

- KM-01-KT01: Principles of retailing (30%)
- KM-01-KT02: Principles of building stakeholder relations (10%)
- KM-01-KT03: Concepts and principles of retail chain store operations management (40%)
- KM-01-KT04: Concepts and principles of staff scheduling (20%)

1.2 Guidelines for Topics

1.2.1. KM-01-KT01: Principles of retailing (30%)

Topic elements to be covered include:

- KT0101 Nature of retailing locally and internationally
- KT0102 Characteristics of the current retail environment, including shopping patterns, working hours, staffing issues
- KT0103 Categories and sectors of retailing in South Africa and their role in the community
- KT0104 The relationship and inter-dependence between the outlet and store's support functions and the organisation
- KT0105 The relationship and inter-dependence between the various departments within a retail outlet
- KT0106 The concept and principles of "Green" retailing and how it is impacting on the industry

Internal Assessment Criteria and Weight

- IAC0101 Describe the nature of retailing locally and internationally
- IAC0102 Describe and discuss the characteristics of the current retail environment, including shopping patterns, working hours, staffing issues
- IAC0103 Describe the categories and sectors of retailing in South Africa with examples and discuss their role in the community
- IAC0104 Describe and explain the relationship and inter-dependence between the outlet and store support functions
- IAC0105 Describe and explain the relationship and inter-dependence between the various departments within a retail outlet
- IAC0106 Describe the concept and principles of "Green" retailing and explain how it is impacting on the industry

(Weight 30%)

1.2.2. KM-01-KT02: Principles of building stakeholder relations (10%)

Topic elements to be covered include:

- KT0201 The concept of stakeholders and the relevant stakeholders of a retail chain organisation
- KT0202 The stakeholders relevant to the retail chain store
- KT0203 The retail chain store manager's involvement in building stakeholders relations
- KT0204 Legislation impacting on stakeholders

Internal Assessment Criteria and Weight

- IAC0201 Define the concept of stakeholders and discuss the stakeholders relevant to a retail chain organisation
- IAC0202 Discuss the stakeholders relevant to the retail chain store
- IAC0203 Discuss the retail chain store manager's involvement in building stakeholder relations with examples
- IAC0204 Discuss the different legislation and its purpose that impact on the different stakeholders of the industry

(Weight 10%)

1.2.3. KM-01-KT03: Concepts and principles of retail chain store operations management (40%)

Topic elements to be covered include:

- KT0301 Concepts and principles of retail chain store operations management
- KT0302 Capacity and resource planning and control
- KT0303 Methods and tools used in retail chain store operations management
- KT0304 Elements of daily, weekly and monthly operational activities in the retail chain store

Internal Assessment Criteria and Weight

- IAC0301 Describe and explain the key concepts and principles of operations management in a retail chain store
- IAC0302 Explain the principles and processes involved in capacity and resources planning and control
- IAC0303 Describe methods and tools used in retail chain store operations management and their application
- IAC0304 Describe and explain the key elements to be included in the management of daily, weekly and monthly operational activities in a retail chain store

(Weight 40%)

1.2.4. KM-01-KT04: Concepts and principles of staff scheduling (20%)

Topic elements to be covered include:

- KT0401 Categories of staff in retailing, their legal hours of work and costs to the company
- KT0402 Concepts and principles of staff scheduling and tools used to manage scheduling
- KT0403 Concepts and principles of recruitment in a retail chain store environment
- KT0404 Concept and principles of induction of new staff in a retail chain store environment

Internal Assessment Criteria and Weight

- IAC0401 Describe and explain the categories of staff in retail, their legal hours of work and their cost to the business
- IAC0402 Describe the concept and principles of staff scheduling and explain generally accepted tools used to manage scheduling
- IAC0403 Describe the concept and principles of recruitment in a retail chain store environment
- IAC0404 Describe and explain the concept and principles of induction of new staff in a retail chain store environment

(Weight 20%)

1.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Training materials, Learner Guide, Facilitator Guide, Handouts, Visual Aids, Examples of induction checklists

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject.
- Ratio of 1 facilitator to maximum of 30 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as a retail chain store manager or higher for at least 3 years'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

1.4 Exemptions

- None

2. 142103001-KM-02, Concept and principles of communication in retail - NQF Level 4 - Credits 4

2.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge module is to build an understanding of the concepts and principles for communicating verbally and in writing, in a professional manner in a retail chain store environment. Learning contact time - the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 5 days

The learning will enable learners to demonstrate an understanding of:

- KM-02-KT01: Communication theory (25%)
- KM-02-KT02: Concepts and principles of business correspondence (30%)
- KM-02-KT03: Concepts and principles of holding meetings in a retail store (15%)
- KM-02-KT04: Concepts and principles of interpersonal communication (30%)

2.2 Guidelines for Topics

2.2.1. KM-02-KT01: Communication theory (25%)

Topic elements to be covered include:

- KT0101 Definitions of communication
- KT0102 The communication process
- KT0103 Verbal and nonverbal communication
- KT0104 Types of communication
- KT0105 Barriers to communication
- KT0106 Organisational lines of communication
- KT0107 Management of internal and external communication in the retail chain store environment
- KT0108 Principles of plain language and jargon
- KT0109 Implications and consequences of poor communication

Internal Assessment Criteria and Weight

- IAC0101 Define, and describe communication and the communication process
- IAC0102 Describe and explain the nature of verbal and non-verbal communication
- IAC0103 Describe various types of communication and the purpose of each type
- IAC0104 Describe and discuss various barriers to communication and methods of overcoming them
- IAC0105 Describe and explain lines of communication in a retail chain store organisation
- IAC0106 Describe and discuss internal and external communication in the retail chain store environment, and its management
- IAC0107 Describe the characteristics and benefits of using plain language and when jargon should be used
- IAC0108 Describe the consequences and impact of poor communication

(Weight 25%)

2.2.2. KM-02-KT02: Concepts and principles of business correspondence (30%)

Topic elements to be covered include:

- KT0201 Principles of sound business correspondence
- KT0202 Principles and management of e-mail communication
- KT0203 Implications and consequences of poor business correspondence and report writing
- KT0204 Principles of report writing

Internal Assessment Criteria and Weight

- IAC0201 Describe the principles of sound business correspondence
- IAC0202 Describe and explain the format, advantages and limitations of e-mail communication
- IAC0203 Describe the principles of managing e mails
- IAC0204 Describe the consequences and impact of poor business correspondence and report writing
- IAC0205 Describe the principles of report writing

(Weight 30%)

2.2.3. KM-02-KT03: Concepts and principles of holding meetings in a retail store (15%)

Topic elements to be covered include:

- KT0301 Structure of various types of meetings
- KT0302 Principles of meeting planning, agendas and preparing notices
- KT0303 Principles of minute taking and writing
- KT0304 Principles of managing meetings
- KT0305 Implications and consequences of poor meeting management

Internal Assessment Criteria and Weight

- IAC0301 Describe the structure of various types of meetings
- IAC0302 Describe the procedures to be followed when conducting a meeting
- IAC0303 Describe and explain the nature and layout of agendas and notices of meetings
- IAC0304 Describe and explain the nature and layout of minute taking and writing
- IAC0305 Describe the nature of managing meetings using examples of including quiet people, handling disruptive people and the handling of arguments
- IAC0306 Describe the consequences and impact of poor meeting management

(Weight 15%)

2.2.4. KM-02-KT04: Concepts and principles of interpersonal communication (30%)

Topic elements to be covered include:

- KT0401 Concepts and principles of effective verbal communication to staff

- KT0402 Concepts and principles of effective verbal communication to customers
- KT0403 Concepts and principles of effective verbal communication to senior management
- KT0404 Principles of effective listening

Internal Assessment Criteria and Weight

- IAC0401 Discuss the concept and principles of effective verbal communication to staff
- IAC0402 Discuss the concept and principles of effective verbal communication to customers
- IAC0403 Discuss the concepts and principles of effective verbal communication to senior management
- IAC0404 Discuss the principles of effective listening

(Weight 30%)

2.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Training materials, Learner Guide, Facilitator Guide, Handouts, Visual Aids, Examples of e mail communication, Examples of written reports, Examples of operational meeting agendas, Examples of operational meeting minutes

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject.
- Ratio of 1 facilitator to maximum of 30 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as a retail chain store manager or higher for at least 3 years'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

2.4 Exemptions

- None

3. 142103001-KM-03, Concepts and principles of leading teams in a retail chain store environment, NQF Level 5, Credits 7

3.1 Purpose of the Knowledge Modules

The main focus of learning in this knowledge module is to build an understanding of the concepts and principles of management and leadership. Learning contact time - the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 9 days.

The learning will enable learners to demonstrate an understanding of:

- KM-03-KT01: The principles of management in a retail business (20%)
- KM-03-KT02: Concept and principles of leadership (20%)
- KM-03-KT03: Concepts and principles of self-management (10%)
- KM-03-KT04: Principles of industrial relations (15%)
- KM-03-KT05: Labour related legislation (15%)
- KM-03-KT06: Concepts and principles of diversity management (10%)
- KM-03-KT07: Human Resources administration and management standards (10%)

3.2 Guidelines for Topics

3.2.1. KM-03-KT01: The principles of management in a retail business (20%)

Topic elements to be covered include:

- KT0101 The nature of management in a retail environment
- KT0102 The nature and components of planning in a retail chain store
- KT0103 The concept of organising in a retail chain store
- KT0104 The nature and elements of leading in a retail chain store
- KT0105 The nature of controlling in a retail chain store
- KT0106 The nature of the decision-making process in a retail chain store

Internal Assessment Criteria and Weight

- IAC0101 Describe and explain the nature and role of management in a retail chain store
- IAC0102 Describe and explain the nature and components of planning in a retail chain store
- IAC0103 Explain and discuss the concept of organising in a retail chain store
- IAC0104 Describe and discuss the nature and elements of leading in a retail chain store
- IAC0105 Describe and discuss the nature of controlling in a retail chain store
- IAC0106 Describe and explain the nature of the decision-making process in a retail chain store

(Weight 20%)

3.2.2. KM-03-KT02: Concept and principles of leadership (20%)

Topic elements to be covered include:

- KT0201 The concepts, principles, function of leadership and role and function of a team leader
- KT0202 The difference between management and leadership
- KT0203 The concept and principles of motivation
- KT0204 Group behaviour in the organisation
- KT0205 The fundamentals of leadership and leadership styles

Internal Assessment Criteria and Weight

- IAC0201 Describe and discuss the concepts, principles, function of leadership and role and function of a team leader
- IAC0202 Differentiate between management and leadership
- IAC0203 Explain and discuss the concept of motivation in a retail environment
- IAC0204 Describe and discuss the nature of group behaviour and explain its relevance in a retail chain store
- IAC0205 Describe and discuss various leadership styles and their applications in different situations

(Weight 20%)

3.2.3. KM-03-KT03: Concepts and principles of self-management (10%)

Topic elements to be covered include:

- KT0301 Principles of self-analysis and gap identification
- KT0302 Factors impacting on self-image and development gaps
- KT0303 The concept of a personal development plan
- KT0304 The concept of self-discipline and of positive reframing
- KT0305 The concept of self-motivation
- KT0306 The impact and consequences of procrastination in self-development

Internal Assessment Criteria and Weight

- IAC0301 Describe and discuss the principles of self-analysis and gap identification
- IAC0302 Describe and discuss factors impacting on self-image and development gaps
- IAC0303 Describe and explain the process of personal development planning
- IAC0304 Describe and explain the concept self-discipline and positive reframing
- IAC0305 Describe and explain the concept of self-motivation
- IAC0306 Describe the impact and consequences of procrastination in self-development

(Weight 10%)

3.2.4. KM-03-KT04: Principles of industrial relations (15%)

Topic elements to be covered include:

- KT0401 Role players and their roles in the industrial relations landscape of retail in South Africa

- KT0402 Concepts, principles and generally accepted processes of discipline and grievances handling in a retail chain environment and the consequences of not following legal and organisational procedures
- KT0403 The generally accepted dismissals process in a retail chain environment
- KT0404 The nature and purpose of recognition agreements

Internal Assessment Criteria and Weight

- IAC0401 Discuss the role players and their roles in the industrial relations landscape of retail in South Africa
- IAC0402 Describe the concepts, principles and generally accepted processes of discipline and grievances handling in a retail chain environment and explain the consequences of not following legal and organisational procedures
- IAC0403 Describe the generally accepted dismissals process in a retail chain environment
- IAC0404 Discuss the nature and purpose of recognition agreements

(Weight 15%)

3.2.5. KM-03-KT05: Labour related legislation (15%)

Topic elements to be covered include:

- KT0501 The Labour Relations Act and its impact on team leadership in a retail chain store
- KT0502 The Basic Conditions of Employment Act and its impact on team leadership in a retail chain store
- KT0503 The Employment Equity Act and its impact on team leadership in a retail chain store
- KT0504 The Sectoral Determination in retail and its impact on team leadership in a retail chain store
- KT0505 Skills development legislation and its impact on team leadership in a retail chain store
- KT0506 The wage determination Act and its impact on team leadership in a retail chain store

Internal Assessment Criteria and Weight

- IAC0501 Describe the impact of the Labour Relations Act on team leadership in a retail chain store
- IAC0502 Describe the impact of the Basic Conditions of Employment Act on team leadership in a retail chain store
- IAC0503 Describe the impact of the Employment Equity Act on team leadership in a retail chain store
- IAC0504 Describe the impact of the Sectoral Determination on team leadership in a retail chain store
- IAC0505 Describe the impact of skills development legislation on team leadership in a retail chain store
- IAC0506 Describe the impact of the Wage Determination Act on team leadership in a retail chain store

(Weight 15%)

3.2.6. KM-03-KT06: Concepts and principles of diversity management (10%)

Topic elements to be covered include:

- KT0601 The different forms of diversity including race, gender, age, class and disability
- KT0602 Concepts and principles of diversity management
- KT0603 Typical stereotyping of the different groups
- KT0604 Characteristics of an environment that is conducive for cultural diversity
- KT0605 Principles of dealing with cultural conflict situations

Internal Assessment Criteria and Weight

- IAC0601 Discuss, with examples the different forms of diversity
- IAC0602 Describe the concepts and principles of diversity management
- IAC0603 Discuss with examples typical stereotyping of the different groups
- IAC0604 Describe the characteristics of an environment that is conducive for cultural diversity
- IAC0605 Discuss the principles of dealing with cultural conflict situations with examples

(Weight 10%)

3.2.7. KM-03-KT07: Human Resources administration and management standards (10%)

Topic elements to be covered include:

- KT0701 The management standards used in Human Resource management
- KT0702 The cost of staff turnover and absenteeism to the store
- KT0703 The role of the chain store manager and Store Support Centre in Human Resource management
- KT0704 The role of the chain store manager and Store Support Centre in recruitment, selection and placement
- KT0705 The role of the chain store manager and Store Support Centre in training and development
- KT0706 The role of the chain store manager and Store Support Centre in administrative requirements relating to staffing

Internal Assessment Criteria and Weight

- IAC0701 Describe the management standards used in Human Resource management
- IAC0702 Explain the costs to the store of staff absenteeism and staff turnover
- IAC0703 Describe with examples the role of the chain store manager and Store Support Centre in Human Resource management
- IAC0704 Describe with examples the role of the chain store manager and Store Support Centre in recruitment, selection and placement
- IAC0705 Describe with examples the role of the chain store manager and Store Support Centre in training and development
- IAC0706 Describe with examples the role of the chain store manager and Store Support Centre in administrative requirements relating to staffing

(Weight 10%)

3.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Training materials, Learner Guide, Facilitator Guide, Handouts, Visual Aids, Examples of a personal development plan

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject.
- Ratio of 1 facilitator to maximum of 30 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as a retail chain store manager or higher for at least 3 years'.
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

3.4 Exemptions

- None

4. 142103001-KM-04, Concept and principles of managing service standards of a retail chain store, NQF Level 5, Credits 2

4.1 Purpose of the Knowledge Modules

The main focus of learning in this knowledge module is to build an understanding of customer service, including service standards, health, safety and housekeeping and their impact on customer service. Learning contact time - the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 3 days

The learning will enable learners to demonstrate an understanding of:

- KM-04-KT01: Principles of customer service and service standards (60%)
- KM-04-KT02: Health, safety and housekeeping (40%)

4.2 Guidelines for Topics

4.2.1. KM-04-KT01: Principles of customer service and service standards (60%)

Topic elements to be covered include:

- KT0101 The function and purpose of customer service
- KT0102 Customer service as a competitive strategy
- KT0103 Customer service principles and standards in a retail store
- KT0104 Areas of customer service in a retail store
- KT0105 The concept of “Moments of Truth” and principles of managing “Moments of Truth”
- KT0106 The concept of quality and the impact of quality on the customer’s perceptions of service
- KT0107 Legislation impacting on customer service in retail
- KT0108 Concepts and principles of dealing with dissatisfied customers and the impact on the store of not doing so correctly

Internal Assessment Criteria and Weight

- IAC0101 Explain the function and purpose of customer service
- IAC0102 Describe the relationship between customer satisfaction and business competitiveness
- IAC0103 Describe and explain customer service principles and standards in a retail store
- IAC0104 Describe all areas of customer service in a retail chain store
- IAC0105 Describe with examples the concept of “Moments of Truth” and the principles of managing “Moments of Truth”
- IAC0106 Discuss the concept of quality and the impact of quality on the customer’s perceptions of service
- IAC0107 Interpret and explain relevant legislation impacting on customer service in retail
- IAC0108 Describe the concepts and principles of dealing with dissatisfied customers and discuss the impact on the store of not doing so correctly

(Weight 60%)

4.2.2. KM-04-KT02: Health, safety and housekeeping (40%)

Topic elements to be covered include:

- KT0201 The concepts of health and safety in a retail business
- KT0202 Health and safety and housekeeping legislation impacting on a retail store and the importance of compliance
- KT0203 Principles and generally accepted standards of cleanliness and neatness of a retail store
- KT0204 Principles and generally accepted standards of Health and Safety in a retail store

Internal Assessment Criteria and Weight

- IAC0201 Define and explain health and safety in a retail business
- IAC0202 Interpret and explain relevant Health and Safety and housekeeping legislation and how it applies to a retail chain store and explain the consequences of not adhering to legislation
- IAC0203 Describe and explain concepts, principles and generally accepted standards of cleanliness and neatness of a retail business
- IAC0204 Describe and explain concepts, principles and generally accepted standards of health and safety in a retail business

(Weight 40%)

4.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Training materials, Learner Guide, Facilitator Guide, Handouts, Visual Aids,

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject.
- Ratio of 1 facilitator to maximum of 30 learners.
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as a retail chain store manager or higher for at least 3 years.'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

4.4 Exemptions

- None

5. 142103001-KM-05, Concepts and principles of stock control in a retail chain store, NQF Level 5, Credits 3

5.1 Purpose of the Knowledge Modules

The main focus of learning in this knowledge module is to build an understanding of the concepts and principles for managing stock in a retail chain store. Learning contact time - the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 4 days.

The learning will enable learners to demonstrate an understanding of:

- KM-05-KT01: Concepts and principles of logistics and the supply chain (20%)
- KM-05-KT02: Principles of controlling stocks (30%)
- KM-05-KT03: Concepts and principles of buying and replenishment in a chain store organisation (20%)
- KM-05-KT04: Concepts and principles of product mix and range (30%)

5.2 Guidelines for Topics

5.2.1. KM-05-KT01: Concepts and principles of logistics and the supply chain (20%)

Topic elements to be covered include:

- KT0101 The product flow from source to customer
- KT0102 Generally accepted measures of stock performance including stock turns, days cover, weeks supply
- KT0103 The impact of logistics and the supply chain on stock availability
- KT0104 Generally accepted methods of retail chain store managers influencing the supply chain in order to improve stock availability in the store

Internal Assessment Criteria and Weight

- IAC0101 Describe and explain the flow of products from supplier to customer in the retail environment
- IAC0102 Describe and explain the concepts of stock turns, days cover, weeks supply
- IAC0103 Describe and explain the impact of logistics and the supply chain on stock availability
- IAC0104 Discuss with examples how a retail chain store managers can influence the supply chain in order to improve stock availability in the store

(Weight 20%)

5.2.2. KM-05-KT02: Principles of controlling stocks (30%)

Topic elements to be covered include:

- KT0201 The impact of stock management on minimising overstocks and sold outs
- KT0202 Concepts and principles of managing stock levels in the retail chain store environment
- KT0203 Concepts and principles of managing stock counts
- KT0204 Principles of managing in-store ordering and the receiving and dispatch processes

- KT0205 Principles of managing stock in a stockroom
- KT0206 Principles of managing stock in the sales area
- KT0207 Concepts and principles of managing under, over and dead stock situations

Internal Assessment Criteria and Weight

- IAC0201 Describe the impact of stock management on minimising overstocks and sold outs
- IAC0202 Describe and explain the concepts and principles of managing stock levels in the retail chain store environment
- IAC0203 Describe and explain the concepts and principles of managing stock counts
- IAC0204 Describe and explain the principles of managing in-store ordering and the receiving processes
- IAC0205 Describe and explain the principles of managing stock in a stockroom
- IAC0206 Describe and explain the principles of managing stock in the sales area
- IAC0207 Describe and explain the concepts and principles of managing under, over and dead stock situations

(Weight 30%)

5.2.3. KM-05-KT03: Concepts and principles of buying and replenishment in a chain store organisation (20%)

Topic elements to be covered include:

- KT0301 The concepts and principles of ordering and replenishment and different models used in a retail chain store organisations
- KT0302 Advantages and disadvantages of different ordering and replenishment models
- KT0303 The role of the Buyer and Planner in a retail chain store organisation
- KT0304 Generally accepted methods of retail chain store managers influencing the buying and replenishment process in order to improve stock turns in the store

Internal Assessment Criteria and Weight

- IAC0301 Discuss the concepts and principles of ordering and replenishment and different models used by retail chain stores along with their advantages and disadvantages
- IAC0302 Describe the role of the Buyer and Planner in a retail chain store organisation
- IAC0303 Discuss with examples how a retail chain store managers can influencing the buying and replenishment process in order to improve stock turns in the store

(Weight 20%)

5.2.4. KM-05-KT04: Concepts and principles of product mix and range (30%)

Topic elements to be covered include:

- KT0401 The concept of product mix and its influence on the bottom line of the store
- KT0402 The principles of category management
- KT0403 The impact of the Brand's image and store target market on mix and range allocation

- KT0404 Generally accepted methods for retail chain store managers to influence product mix and range for the store

Internal Assessment Criteria and Weight

- IAC0401 Describe the concept of product mix and explain its influence on the bottom line of the store
- IAC0402 Describe and explain the key principles of category management
- IAC0403 Discuss the impact of the Brand's image and store target market on mix and range allocation and the disadvantages of all stores in the chain having to sell the same
- IAC0404 Discuss with examples how a retail chain store managers can influencing the product mix and range for the store

(Weight 30%)

5.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Training materials, Learner Guide, Facilitator Guide, Handouts, Visual Aids, Examples of the supply chains, Examples of stock management reports

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject.
- Ratio of 1 facilitator to maximum of 30 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as a retail chain store manager or higher for at least 3 years'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

5.4 Exemptions

- None

6. 142103001-KM-06, Concept and principles of implementing promotional activities in a retail chain store, NQF Level 5, Credits 3

6.1 Purpose of the Knowledge Modules

The main focus of learning in this knowledge module is to build an understanding of the concepts and principles for implementing Store Support Centre planned promotional activities. Learning contact time - the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 4 days.

The learning will enable learners to demonstrate an understanding of:

- KM-06-KT01: Advertising and promotions principles and strategies (15%)
- KM-06-KT02: Principles of visual merchandising (20%)
- KM-06-KT03: Ticketing principles (50%)
- KM-06-KT04: Head Office control of promotional displays (15%)

6.2 Guidelines for Topics

6.2.1. KM-06-KT01: Advertising and promotions principles and strategies (15%)

Topic elements to be covered include:

- KT0101 The concept of marketing in the retail environment
- KT0102 Typical advertising principles and strategies used to attract customers to a retail chain store
- KT0103 Types of retail advertising, promotional methods and media
- KT0104 The principles of sales and sales management in a retail business
- KT0105 Types of sales promotions used in a retail business
- KT0106 The principles of display and its effect on sales
- KT0107 The principles of promotional ticketing and its effect on sales

Internal Assessment Criteria and Weight

- IAC0101 Describe and explain, with examples, the concept of marketing in the retail environment
- IAC0102 Describe and explain typical advertising principles and strategies used to attract customers to a retail chain store
- IAC0103 Describe and discuss types of retail advertising, promotional methods and media
- IAC0104 Describe the principles of sales and sales management in a retail business
- IAC0105 Discuss the types of sales promotions used in a retail business
- IAC0106 Describe the principles of display and describe its effect on sales
- IAC0107 Describe the principals of point of sale ticketing and their effect on sales

(Weight 15%)

6.2.2. KM-06-KT02: Principles of visual merchandising (20%)

Topic elements to be covered include:

- KT0201 Concepts and purpose of visual merchandising

- KT0202 The potential impact of visual merchandising on sales
- KT0203 Basic principles of visual merchandising

Internal Assessment Criteria and Weight

- IAC0201 Define visual merchandising and explain and describe its key concepts and purpose
- IAC0202 Discuss the potential impact that visual merchandising could have on sales in a retail chain store
- IAC0203 Describe and explain with examples the basic principles of visual merchandising

(Weight 20%)

6.2.3. KM-06-KT03: Ticketing principles (50%)

Topic elements to be covered include:

- KT0301 Types of ticketing and its uses including wash lines, hanging banners, shelf tickets, wobblers etc.
- KT0302 Generally accepted methods for displaying ticketing
- KT0303 Concepts and principles of detailing information on ticketing

Internal Assessment Criteria and Weight

- IAC0301 Identify types of ticketing and describe their uses
- IAC0302 Describe and explain generally accepted methods for displaying ticketing
- IAC0303 Discuss the impact on the store of the information detailed on ticketing

(Weight 50%)

6.2.4. KM-06-KT04: Head Office control of promotional displays (15%)

Topic elements to be covered include:

- KT0401 The concepts and principles of centralised and decentralised Head Office control over promotional displays
- KT0402 The conflict between set layouts and promotional displays
- KT0403 Generally accepted principles of implementing promotional activity within centralised Head Office control
- KT0404 Generally accepted principles of implementing promotional activity within decentralised Head Office control

Internal Assessment Criteria and Weight

- IAC0401 Describe and explain the concepts and principles of centralised and decentralised Store Support Centre control over promotional displays
- IAC0402 Discuss the conflict between set layouts and promotional displays
- IAC0403 Describe generally accepted principals of implementing promotional activity within centralised Store Support Centre control
- IAC0404 Describe generally accepted principals of implementing promotional activity within decentralised Store Support Centre control

(Weight 15%)

6.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Training materials, Learner Guide, Facilitator Guide, Handouts, Visual Aids, Examples of various retail adverts, Examples of different retail promotional methods, Examples of retail promotional displays, Examples of promotional ticketing, Examples of visual merchandising displays

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject.
- Ratio of 1 facilitator to maximum of 30 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as a retail chain store manager or higher for at least 3 years'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

6.4 Exemptions

- None

7. 142103001-KM-07, Concept and principles of improving the financial performance of a retail chain store, NQF Level 5, Credits 3

7.1 Purpose of the Knowledge Modules

The main focus of learning in this knowledge module is to build an understanding of the concepts and principles for improving the bottom line contribution of a retail chain store to the organisation. Learning contact time - the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 4 days.

The learning will enable learners to demonstrate an understanding of:

- KM-07-KT01: Financial reports used by retail chain stores (15%)
- KM-07-KT02: Principles of chain store financial report analyses (15%)
- KM-07-KT03: Concept and principles of shrinkage and loss control (15%)
- KM-07-KT04: Concept and principles of risk management (15%)
- KM-07-KT05: Concept and principles of asset control and maintenance (10%)
- KM-07-KT06: Principles for improving the store's bottom line (30%)

7.2 Guidelines for Topics

7.2.1. KM-07-KT01: Financial reports used by retail chain stores (15%)

Topic elements to be covered include:

- KT0101 The goals of financial management in a retail chain store
- KT0102 The concept and principle of budgets
- KT0103 Generally accepted methods for budgeting for a retail chain store
- KT0104 The various financial reports used in a retail chain store on a daily, weekly, monthly, quarterly and annual basis

Internal Assessment Criteria and Weight

- IAC0101 Describe the goals of financial management of a retail chain store manager
- IAC0102 Describe and explain the concept and principles of budgets
- IAC0103 Discuss generally accepted methods for budgeting for a retail chain store
- IAC0104 Describe and explain the various financial reports used in a retail chain store on a daily, weekly, monthly, quarterly and annual basis

(Weight 15%)

7.2.2. KM-07-KT02: Principles of chain store financial report analyses (15%)

Topic elements to be covered include:

- KT0201 Basic retail chain store financial performance measures and ratios
- KT0202 Concepts and principles for calculating the bottom line contribution of a retail chain store
- KT0203 The various types of costs related to retail business operations
- KT0204 The concept of fixed and variable cost in a retail business
- KT0205 The expenses controllable at retail chain store level

Internal Assessment Criteria and Weight

- IAC0201 Identify and explain the various financial performance measures and ratios used in retail chain stores
- IAC0202 Identify the major components on a retail chain store income statement and describe their impact on the bottom line of the store
- IAC0203 Differentiate between fixed and variable costs of a retail chain store
- IAC0204 Identify and describe the expenses controllable at retail chain store level

(Weight 15%)

7.2.3. KM-07-KT03: Concept and principles of shrinkage and loss control (15%)**Topic elements to be covered include:**

- KT0301 Definition, calculation and impact of shrinkage on a retail business
- KT0302 Concept and definition of risk and the difference between risk and shrinkage
- KT0303 Types of internal shrinkage in a retail business including staff theft, waste and damages
- KT0304 Types of external shrinkage in a retail business including shoplifting and theft by service agents
- KT0305 Detecting and preventing internal shrinkage
- KT0306 Detecting and preventing external shrinkage
- KT0307 Legal requirements in respect of apprehending suspected shoplifters

Internal Assessment Criteria and Weight

- IAC0301 Define and describe the concepts and difference between shrinkage and risk
- IAC0302 Define and describe the impact of shrinkage on a retail business
- IAC0303 Discuss and describe the various types of shrinkage in a retail business
- IAC0304 Discuss methods for preventing losses other than theft
- IAC0305 Describe methods of detecting and preventing shoplifting
- IAC0306 Describe methods of reducing employee theft
- IAC0307 Describe the legal requirements in the apprehension of a suspected shoplifter

(Weight 15%)

7.2.4. KM-07-KT04: Concept and principles of risk management (15%)**Topic elements to be covered include:**

- KT0401 Concepts and principles of risk management planning
- KT0402 Generally accepted areas of risk in a retail store
- KT0403 Risk assessment in a retail chain store
- KT0404 Risk control strategies

Internal Assessment Criteria and Weight

- IAC0401 Identify and discuss the concepts and principles of risk management planning
- IAC0402 Identify the areas of risks in a retail chain store
- IAC0403 Describe risk assessment processes applicable to a retail chain store
- IAC0404 Describe risk control strategies applicable to a retail chain store

(Weight 15%)

7.2.5. KM-07-KT05: Concept and principles of asset control and maintenance (10%)

Topic elements to be covered include:

- KT0501 Definition and types of retail store assets
- KT0502 Purpose and principles of asset control
- KT0503 The impact of asset maintenance on the bottom line

Internal Assessment Criteria and Weight

- IAC0501 Define and describe the concept of assets in a retail store
- IAC0502 Explain the purpose and key principles of asset control
- IAC0503 Explain the impact of asset maintenance on the bottom line
- IAC0504 Identify the controls of assets required by chain store managers

(Weight 10%)

7.2.6. KM-07-KT06: Principles for improving the store's bottom line (30%)

Topic elements to be covered include:

- KT0601 Concepts and principles of comparing store performance to budgets and or forecasts to evaluate store performance
- KT0602 Concept and principles of comparing present to past store financial performance
- KT0603 Generally accepted methods for improving store financial performance

Internal Assessment Criteria and Weight

- IAC0601 Describe the use of budgets in the analyses of store financial performance
- IAC0602 Describe the use of present and past performance in the analyses of store financial performance
- IAC0603 Describe 3 methods for improving the performance of 4 expenses controllable at store level

(Weight 30%)

7.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Training materials, Learner Guide, Facilitator Guide, Handouts, Visual Aids, Examples of financial reports used at retail chain store level, Examples of retail chain store asset register,

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject.
- Ratio of 1 facilitator to maximum of 30 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as a retail chain store manager or higher for at least 3 years'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

7.4 Exemptions

- None

SECTION 3B: PRACTICAL SKILL MODULE SPECIFICATIONS

List of Practical Skill Module Specifications

- 142103001-PM-01, Manage retail chain store employee performance - NQF Level 5 - Credits 3
- 142103001-PM-02, Manage retail chain store operational processes - NQF Level 5 - Credits 2
- 142103001-PM-03, Manage retail chain store service standards - NQF Level 5 - Credits 2
- 142103001-PM-04, Maintain effective retail chain store stakeholder relations - NQF Level 5 - Credits 2
- 142103001-PM-05, Manage stock control in a retail chain store - NQF Level 5 - Credits 3
- 142103001-PM-06, Propose improvements to a retail chain store's range and layout - NQF Level 5 - Credits 2
- 142103001-PM-07, Implement plans to improve sales in a retail chain store - NQF Level 5 - Credits 2
- 142103001-PM-08, Implement plans to improve a retail chain store's financial performance - NQF Level 5 - Credits 2
- 142103001-PM-09, Manage risk and maintain assets in a retail chain store - NQF Level 5 - Credits 3

1. 142103001-PM-01, Manage retail chain store employee performance, NQF Level 5, Credits 3

1.1 Purpose of the Practical Skill Modules

The focus of learning in this module is on providing the learner an opportunity to practice communicating for a variety of purposes in a variety of situations in a retail business, and to manage employee performance. Learning contract time, the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 4 days.

The learner will be required to:

- PM-01-PS01: Communicate in a retail environment
- PM-01-PS02: Manage meeting processes
- PM-01-PS03: Manage people dynamics
- PM-01-PS04: Evaluate employee performance

1.2 Guidelines for Practical Skills

1.2.1. PM-01-PS01: Communicate in a retail environment

Scope of Practical Skill

Given a case study in which a manager communicated both well and badly and which had positive and negative effects on the store the learner must be able to:

- PA0101 Identify the successful communication and its impact on the staff and store
- PA0102 Identify the negative and unsuccessful communication and its impact on the staff and store
- PA0103 Propose how the negative communication could have been handled to make it positive and successful and to have a positive impact on the staff and store

Applied Knowledge

- AK0101 Techniques for analysing case studies
- AK0102 Positive communication techniques
- AK0103 Negative communication techniques

Internal Assessment Criteria

- IAC0101 The successful communication is identified along with its impact on the staff and business as per the given case study
- IAC0102 The negative and unsuccessful communication is identified along with its impact on the staff and store as per the given case study
- IAC0103 The proposal on how the negative communication could have been handled to make it positive and successful is practical and would have the desired effect of having a positive impact on the staff and store

1.2.2. PM-01-PS02: Manage meeting processes

Scope of Practical Skill

Given a variety of in-store meeting scenarios including daily operational focused meetings, and investigative and problem solving meetings, a learner must be able to:

- PA0201 Plan and prepare for the meetings
- PA0202 Manage the meetings
- PA0203 Analyse and deal with obstructive or time wasting behaviour
- PA0204 Compile follow-up documentation and specify actions required

Applied Knowledge

- AK0201 Presentation techniques applicable to in-store meetings
- AK0202 Communication techniques
- AK0203 Meeting etiquette and protocols
- AK0204 Meeting structure and documentation
- AK0205 Techniques for keeping meetings on track
- AK0206 Techniques for dealing with time-wasting or obstructive behaviour

Internal Assessment Criteria

- IAC0201 The planning and preparation ensures all attendees know of the meeting and are given the agenda in advance and any required visual aids are readied
- IAC0202 The meeting is managed in a manner that encourages participation and gets the message across in a clear and concise manner
- IAC0203 Obstructive behaviour and time wasting is identified and handled in a constructive manner
- IAC0204 Minutes of the meeting are accurate and follow up action identified and recorded

1.2.3. PM-01-PS03: Manage people dynamics

Scope of Practical Skill

Given a variety of case studies related to customer, supplier and employee problems and grievances, individual conflicts, discrimination and interpersonal conflicts, a learner must be able to:

- PA0301 Determine signs of unhappiness, resentments, disagreements or conflict
- PA0302 Clarify underlying causes and issues, including diversity and ethics
- PA0303 Determine and propose the most appropriate options for dealing with interpersonal conflict, including external help applicable to the retail chain store environment
- PA0304 Develop action plans for reducing resentment or conflict

Applied Knowledge

- AK0301 Techniques for identifying signs and possible causes of unhappiness, resentment or conflicts
- AK0302 Techniques for dealing with and defusing emotions
- AK0303 External options for conflict resolution applicable to the retail chain store environment
- AK0304 Techniques for maintaining self-control and for showing respect
- AK0305 Techniques for resolving unhappiness, resentments, disagreements or conflict
- AK0306 Active listening techniques
- AK0307 Techniques for recognising and addressing diversity issues

Internal Assessment Criteria

- IAC0301 Signs of unhappiness, resentments, disagreements or conflict are recognised according to the information in the case study
- IAC0302 The underlying causes and issues, are recognised as applicable to the case study
- IAC0303 The options proposed for dealing with interpersonal conflict are practical for a chain store manager and applicable to the situation and would have the desired effect of resolving the issue
- IAC0304 The action plans developed are practical and appropriate to the situation and would have the desired effect of minimising the resentment or conflict

1.2.4. PM-01-PS04: Evaluate employee performance

Scope of Practical Skill

Given a case study detailing performance standards required in a retail chain store and the performance standards being delivered along with the policies and procedures of the organisation a learner must be able to:

- PA0401 Analyse performance standards and identify where performance meets, exceeds and falls short of required standards
- PA0402 Propose action to take where performance meets or exceeds required performance
- PA0403 Propose action to take where performance falls short of required performance

Applied Knowledge

- AK0401 Performance evaluation techniques
- AK0402 Techniques for encouraging improvement where standards meet or exceed required performance
- AK0403 Techniques for correcting performance standards where standards fall short of required performance
- AK0404 Feedback and counselling techniques

Internal Assessment Criteria

- IAC0401 The analyses of staff performance identifies where performance exceeds, meets and falls short of required performance as detailed in the case study
- IAC0402 The action proposed where performance meets or exceeds required performance is practical, to given policy and would have the desired effect of encouraging the staff member to continue their level of performance
- IAC0403 The action proposed where performance falls short of required performance is practical, to given policy and would have the desired effect of encouraging the staff member to improve their performance

1.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Learning material covering the managing of retail chain store employee performance
- Case studies, scenarios or DVDs,

Human Resource Requirements:

- Facilitators to have relevant knowledge and experience in managing supplier and merchandiser performance
- Ratio of 1 facilitator to maximum of 15 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as retail chain store manager or higher for at least 3 years'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

1.4 Exemptions

- None

2. 142103001-PM-02, Manage retail chain store operational processes - NQF Level 5 - Credits 2

2.1 Purpose of the Practical Skill Modules

The focus of learning in this module is to provide a learner with an opportunity to manage retail chain store operational processes. Learning contract time, the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 3 days.

The learner will be required to:

- PM-02-PS01: Manage retail chain store operational processes
- PM-02-PS02: Manage and control work processes

2.2 Guidelines for Practical Skills

2.2.1. PM-02-PS01: Manage retail chain store operational processes

Scope of Practical Skill

Given a variety of scenarios comprising typical operational activities of a retail chain store, expected time taken for each activity and staffing levels a learner must be able to:

- PA0101 Determine priorities and develop operational plans for daily and weekly activities
- PA0102 Decide on permanent and non-permanent staffing required to complete required work
- PA0103 Schedule staff and allocate staffing to all activities

Applied Knowledge

- AK0101 Techniques for analysing and prioritising operational requirements
- AK0102 Techniques for developing operational plans
- AK0103 Staff scheduling techniques
- AK0104 Techniques for calculating the cost of non-permanent staff
- AK0105 Techniques for allocating staff to achieve operational plans

Internal Assessment Criteria

- IAC0101 The operational plans allocate activities to daily and weekly schedules and prioritise activities as detailed in the case study
- IAC0102 The plans identify the permanent staff that can be allocated to the plans and identify non-permanent staff required to complete required work according to the case study
- IAC0103 Staff is scheduled to minimise costs to the store while ensuring all activities would be completed within required timeframes

2.2.2. PM-02-PS02: Manage and control work processes

Scope of Practical Skill

Given a variety of scenarios detailing operational action plans compiled along with the success of the implementation with details of those meeting deadlines as well as those not meeting deadlines with reasons such as staff not coming to work, staff ill and working slowly, staff unhappy and not working to standard and other activities suddenly required with urgency, a learner must be able to:

- PA0201 Identify where activities are not going to be completed by deadlines
- PA0202 Propose action to ensure activities are completed by deadline
- PA0203 Reschedule staff to complete new urgent activities

Applied Knowledge

- AK0201 Techniques for monitoring the implementation of operational plans
- AK0202 Possible corrective action where activities are not going to plan
- AK0203 Techniques for rescheduling where new and urgent activities are suddenly required

Internal Assessment Criteria

- IAC0201 The success of the implementation of the action plan is analysed and all those actions that would not be completed by deadline are identified along with the cause as per the given scenario
- IAC0202 The corrective action proposed is practical and would have the desired effect of ensuring the task is completed in time
- IAC0203 Staffing is rescheduled to ensure the new activity is completed in time without delaying the other activities in the operation plan

2.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Learning material covering the managing retail chain store operational processes
- Scenarios or DVDs,

Human Resource Requirements:

- Facilitators to have relevant knowledge and experience in managing supplier and merchandiser performance
- Ratio of 1 facilitator to maximum of 15 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as retail chain store manager or higher for at least 3 years'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

2.4 Exemptions

- None

3. 142103001-PM-03, Manage retail chain store service standards - NQF Level 5 - Credits 2

3.1 Purpose of the Practical Skill Modules

The focus of learning in this module is to provide a learner with an opportunity to practice managing the standards of service in a retail chain store. Learning contract time, the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 3 days.

The learner will be required to:

- PM-03-PS01: Plan and control housekeeping activities
- PM-03-PS02: Plan and control health and safety activities
- PM-03-PS03: Determine customer service requirements and plan to achieve these requirements

3.2 Guidelines for Practical Skills

3.2.1. PM-03-PS01: Plan and control housekeeping activities

Scope of Practical Skill

Given pictures showing examples of housekeeping in a retail chain store, a learner must be able to:

- PA0101 Develop a schedule for monitoring housekeeping in a retail chain store
- PA0102 Evaluate the housekeeping standards in a retail chain store
- PA0103 Develop action plans to improve housekeeping in a retail chain store that takes into account customer service priorities

Applied Knowledge

- AK0101 Techniques for developing schedules for monitoring housekeeping standards
- AK0102 Evaluation techniques
- AK0103 Techniques for evaluating and prioritising actions required
- AK0104 Techniques for developing action plans

Internal Assessment Criteria

- IAC0101 The schedule developed takes into account all aspects of housekeeping to be monitored in a retail store
- IAC0102 The evaluation of the housekeeping standards identifies all aspects requiring improvement in the pictures given
- IAC0103 The action plans proposed take into account all points requiring improvement and prioritise them taking into account those that would impact on customer service first

3.2.2. PM-03-PS02: Plan and control health and safety activities

Scope of Practical Skill

Given scenarios of the health and safety performance in a retail chain store, some of which meet required standards and some of which do not meet required standards a learner must be able to:

- PA0201 Analyse and identify the performances that meet health and safety requirements

- PA0202 Analyse and identify the performances that fall short of the required health and safety requirements
- PA0203 Develop action plans to address all issues that fall short of required standards

Applied Knowledge

- AK0201 Techniques for analysing case studies
- AK0202 Techniques for identifying shortfalls in performance
- AK0203 Techniques for developing action plans

Internal Assessment Criteria

- IAC0201 All performances meeting health and safety requirements are identified in terms of the scenario given
- IAC0202 All performances not meeting health and safety requirements are identified in terms of the scenario given
- IAC0203 The action plan developed is practical and would have the desired effect of ensuring the health and safety issues not meeting standards would be corrected and would meet the required standards

3.2.3. PM-03-PS03: Determine customer service requirements and plan to achieve these requirements

Scope of Practical Skill

Given sets of information comprising of the target market of the store, data on products and customer service delivery and customer comments on service, a learner must be able to:

- PA0301 Determine and propose customer service standards requirements for a variety of target markets
- PA0302 Analyse information and identify shortcomings in service delivery
- PA0303 Develop action plans to meet customer service requirements

Applied Knowledge

- AK0301 Techniques for matching service standards to different target markets
- AK0302 Techniques for analysing information and identify shortcomings
- AK0303 Techniques for developing action plans

Internal Assessment Criteria

- IAC0301 The service standards proposed meet the expectations of the target markets given
- IAC0302 Areas of shortfalls in service delivery are all identified in terms of the scenario given
- IAC0303 The plans developed will result in resolution of the service delivery problems and are achievable and cost effective

3.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Learning material covering the managing retail chain store service standards
- Scenarios or DVDs, Pictures or photographs, Sets of information

Human Resource Requirements:

- Facilitators to have relevant knowledge and experience in managing supplier and merchandiser performance
- Ratio of 1 facilitator to maximum of 15 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as retail chain store manager or higher for at least 3 years'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

3.4 Exemptions

- None

4. 142103001-PM-04, Maintain effective retail chain store stakeholder relations - NQF Level 5 - Credits 2

4.1 Purpose of the Practical Skill Modules

The focus of learning in this module is to provide a learner with an opportunity to practice maintaining stakeholder relations of a retail chain store. Learning contract time, the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 3 days.

The learner will be required to:

- PM-04-PS01: Maintain effective relations with stakeholders within the organisation
- PM-04-PS02: Maintain effective relations with stakeholders external to the organisation

4.2 Guidelines for Practical Skills

4.2.1. PM-04-PS01: Maintain effective relations with stakeholders within the organisation

Scope of Practical Skill

Given sets of information comprising typical data on a variety of chain store stakeholders within the organisation, the current relationships some of which are bad and the reason for this, and problems experienced by the store that involve the given stakeholders, a learner must be able to:

- PA0101 Determine all the stakeholders involved
- PA0102 Discuss the expectations of the different parties
- PA0103 Describe how the store manager can solve store problems involving the different stakeholders while maintaining or improving current relationships

Applied Knowledge

- AK0101 Techniques for identifying stakeholders within the organisation
- AK0102 Techniques for identifying their roles and expectations and the expectations of the retail chain store manager
- AK0103 Relationship building techniques applicable to the different stakeholders

Internal Assessment Criteria

- IAC0101 The list of stakeholders identifies all stakeholders in the scenario given
- IAC0102 The expectations of all parties identified is practical and applicable to a retail chain store organisation
- IAC0103 The explanation of how the store manager can solve problems involving the stakeholders are practical and would have the effect of maintaining good relationships and improving bad relationships

4.2.2. PM-04-PS02: Maintain effective relations with stakeholders external to the organisation

Scope of Practical Skill

Given sets of information comprising typical data on a variety of chain store stakeholders external to the organisation, the current relationships some of which are bad and the reason for this, and problems experienced by the store that involve the given stakeholders, a learner must be able to:

- PA0201 Determine all the stakeholders involved

- PA0202 Discuss the expectations of the different parties
- PA0203 Explain how the store manager can solve store problems involving the different stakeholders while maintaining or improving current relationships

Applied Knowledge

- AK0201 Techniques for identifying stakeholders external to the organisation
- AK0202 Techniques for identifying their roles and expectations and the expectations of the retail chain store manager
- AK0203 Relationship building techniques applicable to the different stakeholders

Internal Assessment Criteria

- IAC0201 The list of stakeholders identifies all stakeholders in the scenario given
- IAC0202 The expectations of all parties identified is practical and applicable to a retail chain store organisation and its external stakeholders
- IAC0203 The explanation of how the store manager can solve store problems involving the stakeholders are practical and would have the effect of maintaining good relationships and improving bad relationships

4.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Learning material covering maintaining effective retail chain store stakeholder relations
- Sets of information

Human Resource Requirements:

- Facilitators to have relevant knowledge and experience in managing supplier and merchandiser performance
- Ratio of 1 facilitator to maximum of 15 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as retail chain store manager or higher for at least 3 years'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

4.4 Exemptions

- None

5. 142103001-PM-05, Manage stock control in a retail chain store - NQF Level 5 - Credits 3

5.1 Purpose of the Practical Skill Modules

The focus of learning in this module is to provide a learner with an opportunity to manage stock control in a retail chain store. Learning contract time, the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 4 days.

The learner will be required to:

- PM-05-PS01: Manage operational tasks impacting on the management of stock balances
- PM-05-PS02: Manage under, over and dead stock situations

5.2 Guidelines for Practical Skills

5.2.1. PM-05-PS01: Manage operational tasks impacting on the management of stock balances

Scope of Practical Skill

Given information on the type of retail chain store and its operational processes involved in stock control, a learner must be able to:

- PA0101 Develop a checklist to monitor all aspects of operations in the store that will impact on accurate stock balances
- PA0102 Develop a schedule to monitor all aspects on the above checklist

Applied Knowledge

- AK0101 Techniques for developing monitoring checklists
- AK0102 Techniques for analysing operations so that all aspects of stock control are identified
- AK0103 Techniques for developing schedules

Internal Assessment Criteria

- IAC0101 The checklist includes the operational aspects of stock counts, stock receipts and dispatch, the recording of these aspects, packing in the stockroom, merchandising and filling of shop floor displays and recording of sales
- IAC0102 The monitoring schedule is practical and ensures all aspects are monitored at least weekly

5.2.2. PM-05-PS02: Manage under, over and dead stock situations

Scope of Practical Skill

Given sets of information comprising organisational policies and procedures, the organisation's supply chain and details of current stock on hand, outstanding orders, sales history sales forecasts and information on lead times, a learner must be able to:

- PA0201 Calculate and identify overstocks that need to be eliminated
- PA0202 Calculate and identify under stocks that need to be reordered
- PA0203 Calculate and identify dead stocks that needs to be eliminated
- PA0204 Communicate with stakeholders in the supply chain to correct these problem areas
- PA0205 Calculate quantities to order for products that are store orderable

Applied Knowledge

- AK0201 Methods for calculating stock performance
- AK0202 Actions for rectifying stock problems in a retail chain store environment
- AK0203 Techniques for communicating stock problems to stakeholders
- AK0204 Techniques for calculating orders

Internal Assessment Criteria

- IAC0201 The overstock that need to be eliminated are identified according to the information in the scenario given
- IAC0202 The under stocks that need to be reordered are identified according to the information in the scenario given
- IAC0203 The dead stock that need to be eliminated is identified according to the information in the scenario given
- IAC0204 The communication lists all products requiring action and gives detailed information on the performance of the stock and practical proposals to eliminate the stock problems
- IAC0205 All products orderable at store level are identified and accurate orders calculated based on the information given

5.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Learning material covering managing stock control in a retail chain store
- Sets of information, Calculators

Human Resource Requirements:

- Facilitators to have relevant knowledge and experience in managing supplier and merchandiser performance
- Ratio of 1 facilitator to maximum of 15 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as retail chain store manager or higher for at least 3 years'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

5.4 Exemptions

- None

6. 142103001-PM-06, Propose improvements to a retail chain store's range and layout - NQF Level 5 - Credits 2

6.1 Purpose of the Practical Skill Modules

The focus of learning in this module is to provide a learner with an opportunity to practice influencing the range of stock carried and layouts in a retail chain store. Learning contract time, the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 3 days.

The learner will be required to:

- PM-06-PS01: Propose improvements to range and product mix
- PM-06-PS02: Propose improvements to layouts

6.2 Guidelines for Practical Skills

6.2.1. PM-06-PS01: Propose improvements to range and product mix

Scope of Practical Skill

Given sets of information comprising the target market of a store and details of ranges and products, a learner must be able to:

- PA0101 Analyse existing store range and target market requirements
- PA0102 Compare existing store range and target market requirements and identify where range does not meet requirements
- PA0103 Propose to Head Office a change to store range detailing products to be dropped and products that should be considered

Applied Knowledge

- AK0101 Analysing techniques
- AK0102 Techniques for writing proposals
- AK0103 Stock performance measures
- AK0104 Techniques for analysing target markets and their shopping behaviours

Internal Assessment Criteria

- IAC0101 Items not fitting the range expected of the target market are identified in terms of the scenario given
- IAC0102 The products proposed be introduced match the requirements of the given target market
- IAC0103 The proposal to Head Office identifies the unwanted merchandise and new merchandise required and details measurements used and uses retail terminology in context

6.2.2. PM-06-PS02: Propose improvements to layouts

Scope of Practical Skill

Given sets of information comprising stock performance and a floor plan showing layouts of categories within the store, the target market of the store and margins of different categories of stock, a learner must be able to:

- PA0201 Determine customer profiles, needs and buying behaviour

- PA0202 Evaluate the positioning of the various categories
- PA0203 Propose to Head Office recommend changes to layouts based on target market of the branch

Applied Knowledge

- AK0201 Analysing techniques
- AK0202 Techniques for writing proposals
- AK0203 Techniques for matching shopping expectations to target markets

Internal Assessment Criteria

- IAC0201 The customer profile of the store is determined along with their buying habits in terms of the given target market
- IAC0202 The positioning of the various categories is evaluated in terms of their margins and sales
- IAC0203 The proposal to Head Office identifies categories of merchandise that should be promoted and others that should not be promoted and details measurements used and uses retail terminology in contract in suggesting new layouts to the store

6.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Learning material covering proposing improvements to a retail chain store's range and layout
- Sets of information

Human Resource Requirements:

- Facilitators to have relevant knowledge and experience in managing supplier and merchandiser performance
- Ratio of 1 facilitator to maximum of 15 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as retail chain store manager or higher for at least 3 years'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

6.4 Exemptions

- None

7. 142103001-PM-07, Implement plans to improve sales in a retail chain store - NQF Level 5 - Credits 2

7.1 Purpose of the Practical Skill Modules

The focus of learning in this module is to provide a learner an opportunity to practice drawing up and implementing plans to improve sales in a retail chain store. Learning contract time, the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 3 days.

The learner will be required to:

- PM-07-PS01: Break up budgets and set individual targets
- PM-07-PS02: Merchandise promotional product and display ticketing

7.2 Guidelines for Practical Skills

7.2.1. PM-07-PS01: Break up budgets and set individual targets

Scope of Practical Skill

Given sets of information comprising the different departments and categories within a store, percentage of floor space per department, historical sales data per department and total sales budget for the store for a month, a learner must be able to:

- PA0101 Calculate individual targets for each departments and category by breaking up the store's total sales target
- PA0102 Calculate weekly sales targets for each departments and category by breaking up each departments and category's monthly sales target

Applied Knowledge

- AK0101 Techniques for breaking up monthly sales budgets into departmental and category targets
- AK0102 Techniques for breaking up monthly sales budgets into weekly sales targets based on expected trading patterns of each week
- AK0103 Techniques for identifying trading patterns throughout a month

Internal Assessment Criteria

- IAC0101 The monthly sales budget is spread appropriately between the departments and categories
- IAC0102 The monthly target for each departments and category is broken up into weekly targets based on expected trading patterns according to the week of the month

7.2.2. PM-07-PS02: Merchandise promotional product and display ticketing

Scope of Practical Skill

Given sets of information comprising typical promotional information, product, staff levels, display instructions, time taken to complete each task and display methods the learner must be able to:

- PA0201 Develop an action plan with staffing schedules and activities to ensure the products and ticketing are displayed
- PA0202 Develop a schedule for staff to ensure all tasks are completed

Applied Knowledge

- AK0201 Techniques for developing action plans

- AK0202 Techniques for scheduling staff

Internal Assessment Criteria

- IAC0201 The action plan covers all required tasks and will ensure all stock and ticketing is displayed as instructed
- IAC0202 The schedule developed will ensure sufficient staff are available to complete the required tasks as per the action plan

7.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Learning material covering implementing plans to improve sales in a retail chain store
- Sets of information, Calculators

Human Resource Requirements:

- Facilitators to have relevant knowledge and experience in managing supplier and merchandiser performance
- Ratio of 1 facilitator to maximum of 15 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as retail chain store manager or higher for at least 3 years'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

7.4 Exemptions

- None

8. 142103001-PM-08, Implement plans to improve a retail chain store's financial performance - NQF Level 5 - Credits 2

8.1 Purpose of the Practical Skill Modules

The focus of learning in this module is to provide a learner an opportunity to practice analysing store financial printouts and developing action plans to improve the financial performance of a retail chain store. Learning contract time, the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 3 days.

The learner will be required to:

- PM-08-PS01: Analyse and interpret chain store financial performance reports
- PM-08-PS02: Plan corrective actions to improve financial performance

8.2 Guidelines for Practical Skills

8.2.1. PM-08-PS01: Analyse and interpret chain store financial performance reports

Scope of Practical Skill

Given typical chain store financial reports covering income and expenditure for the current year, the past year to date and the budgets for the year and inflation for the past year, a learner must be able to:

- PA0101 Analyse and interpret chain store financial reports
- PA0102 Report on financial performance to budget
- PA0103 Report on financial performance this year compared to last year

Applied Knowledge

- AK0101 Techniques for analysing and interpreting chain store financial report
- AK0102 Techniques for calculating financial performance
- AK0103 Report writing techniques

Internal Assessment Criteria

- IAC0101 The analyses of the financial reports are accurate
- IAC0102 The report highlights both acceptable and unacceptable areas of performance in terms of the store's budget
- IAC0103 The report highlights both acceptable and unacceptable areas of performance in terms of the year's performance compared to the previous year's performance

8.2.2. PM-08-PS02: Plan corrective actions to improve financial performance

Scope of Practical Skill

Given the analyses of the financial reports in the previous practical skills, a learner must be able to:

- PA0201 Develop an action plan to correct identified shortfalls in financial performance
- PA0202 Develop an action plan to further improve areas of acceptable performance that can be improved

Applied Knowledge

- AK0201 Corrective actions applicable to shortfalls in financial performance in a chain store

- AK0202 Actions to further improve acceptable financial performance
- AK0203 Techniques for developing action plans

Internal Assessment Criteria

- IAC0201 The action plan to correct areas of shortfall in financial performance are practical and achievable
- IAC0202 The action plan to further improve areas of acceptable financial performance are practical and achievable

8.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Learning material covering implementing plans to improve a retail chain store's financial performance
- Typical chain store financial reports

Human Resource Requirements:

- Facilitators to have relevant knowledge and experience in managing supplier and merchandiser performance
- Ratio of 1 facilitator to maximum of 15 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as retail chain store manager or higher for at least 3 years'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

8.4 Exemptions

- None

9. 142103001-PM-09, Manage risk and maintain assets in a retail chain store - NQF Level 5 - Credits 3

9.1 Purpose of the Practical Skill Modules

The focus of learning in this module is to provide a learner an opportunity to practice identifying, evaluating and mitigating a variety of risks encountered in a retail chain store and to manage the assets of the store. Learning contract time, the total amount of time during which the learner needs to have access to the provider to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) as well as required to prepare for and complete assessments is 4 days.

The learner will be required to:

- PM-09-PS01: Identify and assess areas of risk in a retail chain store
- PM-09-PS02: Manage the reduction of shrinkage and losses
- PM-09-PS03: Manage assets

9.2 Guidelines for Practical Skills

9.2.1. PM-09-PS01: Identify and assess areas of risk in a retail chain store

Scope of Practical Skill

Given information regarding a typical chain store and sets of information comprising typical company policies, procedures, list of high risk stocks, reason for lost sales and lost customers, examples of miscommunication and non-compliance within the store that causes loss and negligence and reports of crime in the area, a learner must be able to:

- PA0101 Develop checklists to analyse the risks to the store
- PA0102 Assess the risks to the store

Applied Knowledge

- AK0101 Types and areas of risk in retail
- AK0102 Techniques for identifying risk
- AK0103 Techniques for prioritising risks
- AK0104 Techniques for compiling checklists
- AK0105 Techniques for analysing reports to determine areas of risk

Internal Assessment Criteria

- IAC0101 The checklist developed identifies areas of risk in a retail chain store including opening and closing, cash control, stock control, receiving and dispatch risk and the risk of robbery and unauthorised entry to the store
- IAC0102 The risk assessment using the developed checklist identifies all areas of risk as detailed in the case study

9.2.2. PM-09-PS02: Manage the reduction of shrinkage and losses

Scope of Practical Skill

Given a variety of typical shrinkage and loss scenarios, data such as quantities, values, receipts, sales, stock count information, policies and procedures, shrinkage and loss guidelines, measurement criteria and data, causes of waste and damage, a learner must be able to:

- PA0201 Analyse. identify and report on areas where shrinkage and losses occurred
- PA0202 Compile action plans to reduce further shrinkage and losses

Applied Knowledge

- AK0201 Techniques for analysing case studies
- AK0202 Techniques for identifying causes of shrinkage and losses
- AK0203 Techniques for developing action plans

Internal Assessment Criteria

- IAC0201 The causes of shrinkage are identified and reported on in terms of the information in the case study
- IAC0202 The action plans are relevant and feasible and within legal framework and address the factors causing shrinkage and losses to the store

9.2.3. PM-09-PS03: Manage assets

Scope of Practical Skill

Given information on the assets of a retail chain store, and their uses along with which assets are under contract and which require contacting of a repair agent, documentation required to be completed when calling in a repair agent and documentation to be completed when a contracted agent calls and a case study detailing the breakdown of an asset not covered by maintenance contracts, a learner must be able to:

- PA0301 Develop a cleaning schedule applicable to the various assets in the store
- PA0302 Complete the documentation for a scheduled, contracted maintenance call
- PA0303 Complete the documentation for an unscheduled repair of an asset not covered by a maintenance contract.

Applied Knowledge

- AK0301 Techniques for identifying the frequency for cleaning of assets
- AK0302 Techniques for developing schedules
- AK0303 Techniques for completing documentation for scheduled and unscheduled maintenance/repair of assets call outs

Internal Assessment Criteria

- IAC0301 The schedule developed takes into account trading patterns and minimises disruption to the business and customer service
- IAC0302 The documentation for the scheduled contracted maintenance call details the contractor, the date and scheduled maintenance completed
- IAC0303 The documentation for the unscheduled repair not covered by maintenance contract details the repair agent, work completed, time taken and costs

9.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Learning material covering managing risk and maintain assets in a retail chain store Scenarios, Information on assets

Human Resource Requirements:

- Facilitators to have relevant knowledge and experience in managing supplier and merchandiser performance
- Ratio of 1 facilitator to maximum of 15 learners
- Persons compiling the internal assessments must have either an industry related qualification at least one level higher than this qualification, or have operated as retail chain store manager or higher for at least 3 years'
- Assessors must have relevant industry experience related to the subject.

Legal Requirements:

- A legal business entity
- Meet health and safety standards

9.4 Exemptions

- None

SECTION 3C: WORK EXPERIENCE MODULE SPECIFICATIONS

List of Work Experience Module Specifications

- 142103001-WM-01, Processes and procedures for planning and implementing retail chain store operations - NQF Level 5 - Credits 9
- 142103001-WM-02, Processes and procedures for leading teams in a retail chain store environment - NQF Level 4 - Credits 8
- 142103001-WM-03, Processes and procedures for managing retail chain store service standards - NQF Level 5 - Credits 8
- 142103001-WM-04, Processes and procedures for maintaining effective retail chain store stakeholder relations - NQF Level 5 - Credits 4
- 142103001-WM-05, Processes and procedures for managing stock levels and influencing store range and layout - NQF Level 5 - Credits 8
- 142103001-WM-06, Processes and procedures for improving the retail chain store's bottom line - NQF Level 5 - Credits 8
- 142103001-WM-07, Processes and procedures for managing sales and promotional activities - NQF Level 5 - Credits 6
- 142103001-WM-08, Processes and procedures for managing risk and maintaining assets in a retail chain store - NQF Level 5 - Credits 8

1. 142103001-WM-01, Processes and procedures for planning and implementing retail chain store operations - NQF Level 5 - Credits 9

1.1 Purpose of the Work Experience Modules

The focus of the work experience is to provide a learner with an opportunity to:

Gain exposure to planning and implementing retail chain store operations. The Learner will be required to successfully complete each Work Experience module for at least 5 months under supervision before operating for 1 months independently. Learning contract time, the total amount of time during which the learner needs to have access to the workplace to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) is 11 days. The Work Experience modules can be completed at the same time.

The learner will be required to:

- WM-01-WE01: Plan daily and weekly operations
- WM-01-WE02: Hold operational meetings

1.2 Guidelines for Work Experiences

1.2.1. WM-01-WE01: Plan daily and weekly operations

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Compile at least 14 daily operational plans for different days that take into account peak and off peak days
- WA0102 Compile at least five weekly operational plans
- WA0103 Schedule staff to complete task within timeframes according to schedules compiled
- WA0104 Implement and adjust plans as required to complete required tasks within required timeframes

Supporting Evidence

- SE0101 Copies of the 14 daily operational plans showing staff scheduled to complete them
- SE0102 Copies of the 5 weekly operational plans showing staff scheduled to complete them
- SE0103 Documentary evidence from the learner's superior detailing the learner's success in implementing operational plans and achieving operational goals

1.2.2. WM-01-WE02: Hold operational meetings

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0201 Participate constructively in at least five operational meetings in the retail chain store
- WA0202 Hold at least 10 operational meetings

Supporting Evidence

- SE0201 A report compiled by the learner reflecting his/her participation in and contribution to operational meetings, signed by the learner's superior

- SE0202 Agendas, notes and action lists arising from operational meetings held by the learner reflecting a range of issues and how they were dealt with signed by the learner's superior

1.3 Contextualised Workplace Knowledge

1. Organisational methods, policies and procedures for scheduling staff
2. Organisational policies and procedures for holding in-store operational meetings
3. Organisational policies and procedures for planning and scheduling operational tasks
4. Organisational policies and procedures for recording minutes of operational in-store meetings

1.4 Criteria for Workplace Approval

Physical Requirements:

- A minimum of 5 separately trading stores in separate locations with a central Head Office.
- Documented in-store policies and procedures.

Human Resource Requirements:

- Manager with at least 2 year experience in managing a retail chain store

Legal Requirements:

- Registered as a formal business
- Compliant with all relevant legal requirements for a wholesale or retail business
-

1.5 Additional Assignments to be Assessed Externally

None

2. 142103001-WM-02, Processes and procedures for leading teams in a retail chain store environment - NQF Level 4 - Credits 8

2.1 Purpose of the Work Experience Modules

The focus of the work experience is to provide a learner with an opportunity to:

Gain exposure to leading teams in a retail chain store environment. The Learner will be required to successfully complete each Work Experience module for at least 5 months under supervision before operating for 1 months independently. Learning contract time, the total amount of time during which the learner needs to have access to the workplace to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) is 10 days. The Work Experience modules can be completed at the same time.

The learner will be required to:

- WM-02-WE01: Lead teams to achieve operational objectives
- WM-02-WE02: Improve staff performance
- WM-02-WE03: Induct a new staff member into the store

2.2 Guidelines for Work Experiences

2.2.1. WM-02-WE01: Lead teams to achieve operational objectives

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Motivate a team to achieve operational objectives
- WA0102 Organise and control the work of a team to achieve operational objectives and standards

Supporting Evidence

- SE0101 Documented evidence detailing how the learner went about motivating the members of the team to achieve operational objectives
- SE0102 Documented evidence detailing how the learner organised the members of the team and controlled their work to ensure the achievement of operational objectives and standards within required timeframes

2.2.2. WM-02-WE02: Improve staff performance

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0201 Successfully resolve problems for at least two different performance issues
- WA0202 Participate in disciplinary processes including counselling, disciplinary investigations, corrective action processes, disciplinary hearings

Supporting Evidence

- SE0201 Notes compiled by the learner explaining what performance issues were resolved and how this was done signed by the learner's superior
- SE0202 Disciplinary records and minutes reflecting the learner's participation in and contribution to all disciplinary processes in accordance with company procedure

2.2.3. WM-02-WE03: Induct a new staff member into the store

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0301 Plan the induction of at least two employees
- WA0302 Conduct the induction of at least two employees
- WA0303 Complete and check the documentation for a new employee prior to forwarding to head office

Supporting Evidence

- SE0301 The plan details all topics to be covered and details what store management must do and allocates experience staff in store to perform other required tasks
- SE0302 Documented evidence by the learner signed by the staff member inducted detailing the process followed by the learner and staff member new to the store
- SE0303 Copies of documentation completed and checked by the learner signed off by the learners superior

2.3 Contextualised Workplace Knowledge

1. Organisational policies and procedures for motivating store staff
2. Organisational policies and procedures for managing staff
3. The organisations informal disciplinary procedure
4. The organisation's formal disciplinary procedures
5. Organisational policies and procedures for counselling staff
6. The organisation's performance management policies and procedures
7. Organisational policies and procedures for inducting store staff
8. The organisation's forms to be completed when inducting a staff member into a store

2.4 Criteria for Workplace Approval

Physical Requirements:

- A minimum of 5 separately trading stores in different locations with a central Head Office.
- Documented in-store policies and procedures.

Human Resource Requirements:

- Manager with at least 2 year experience in managing a retail chain store

Legal Requirements:

- Registered as a formal business
- Compliant with all relevant legal requirements for a wholesale or retail business

2.5 Additional Assignments to be Assessed Externally

None

3. 142103001-WM-03, Processes and procedures for managing retail chain store service standards - NQF Level 5 - Credits 8

3.1 Purpose of the Work Experience Modules

The focus of the work experience is to provide a learner with an opportunity to:

Gain exposure to managing retail chain store service standards. The Learner will be required to successfully complete each Work Experience module for at least 5 months under supervision before operating for 1 months independently. Learning contract time, the total amount of time during which the learner needs to have access to workplace to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) is 10 days. The Work Experience modules can be completed at the same time.

The learner will be required to:

- WM-03-WE01: Manage health, safety and housekeeping
- WM-03-WE02: Manage customer shopping experience

3.2 Guidelines for Work Experiences

3.2.1. WM-03-WE01: Manage health, safety and housekeeping

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Evaluate daily and weekly health, safety and housekeeping activities for a period of three months and identify areas not up to standard
- WA0102 Compile at least three action plans to improve the health, safety and housekeeping of the store
- WA0103 Manage relevant health, safety and housekeeping activities in the retail chain store for at least two month

Supporting Evidence

- SE0101 Evaluation reports/checklists completed by the learner along with recommendations made by the learner that are appropriate to addressing the improvements needed, signed by the learner's superior
- SE0102 Action plans compiled by the learner to raise health, safety and housekeeping standards to the required standards of the store
- SE0103 Documentary evidence of the learner having managed health, safety and housekeeping to required standards for two months

3.2.2. WM-03-WE02: Manage customer shopping experience

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0201 Develop a checklists to evaluate all points that impact on the customer's perception of the organisation
- WA0202 Complete a minimum of 5 checks to evaluate the customer shopping experience and identify areas not up to standard

- WA0203 Develop action plans to improve shortfalls in service delivery identified on the 5 checks completed
- WA0204 Participate in and manage the resolution of customer queries and complaints for a period of two months

Supporting Evidence

- SE0201 Checklist created to evaluate all areas of customer service within the store signed off by the learner's superior confirming all areas are included
- SE0202 5 completed checks evaluating service levels in the store and identifying areas for improvement
- SE0203 5 action plans developed to improve the shopping experience for the customer
- SE0204 Action plans and implementation reports that reflect the learner's ability to identify customer service shortfalls and the ability to make the necessary improvements
- SE0205 Records of at least 10 customer queries and 3 complaints and their resolutions as handled by the learner and signed by the learner's superior

3.3 Contextualised Workplace Knowledge

1. Organisational health, safety and housekeeping standards, policies and procedures
2. Organisation's standards for customer service
3. Organisational policies and procedures for resolving customer queries and complaints

3.4 Criteria for Workplace Approval

Physical Requirements:

- A minimum of 5 separately trading stores in separate locations with a central Head Office.
- Documented in-store policies and procedures.

Human Resource Requirements:

- Manager with at least 2 year experience in managing a retail chain store

Legal Requirements:

- Registered as a formal business
- Compliant with all relevant legal requirements for a wholesale or retail business

3.5 Additional Assignments to be Assessed Externally

None

4. 142103001-WM-04, Processes and procedures for maintaining effective retail chain store stakeholder relations - NQF Level 5 - Credits 4

4.1 Purpose of the Work Experience Modules

The focus of the work experience is to provide a learner with an opportunity to:

Gain exposure to for maintain retail chain store stakeholder relations. The Learner will be required to successfully complete each Work Experience module for at least 5 months under supervision before operating for 1 months independently. Learning contract time, the total amount of time during which the learner needs to have access to the workplace to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) is 5 days. The Work Experience modules can be completed at the same time.

The learner will be required to:

- WM-04-WE01: Maintain or build effective internal stakeholder relations
- WM-04-WE02: Maintain or build effective external stakeholder relations

4.2 Guidelines for Work Experiences

4.2.1. WM-04-WE01: Maintain or build effective internal stakeholder relations

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Evaluate the performance of at least 3 stakeholders within the organisation
- WA0102 Build or maintain effective relations with at least one internal stakeholder

Supporting Evidence

- SE0101 The reports accurately details the performance of the internal stakeholders and is signed off by the learner's superior
- SE0102 Documentary evidence detailing the steps taken by the learner to build or maintain effective relations with the internal stakeholder

4.2.2. WM-04-WE02: Maintain or build effective external stakeholder relations

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0201 Evaluate the performance of at least 2 stakeholders external to the organisation
- WA0202 Build or maintain effective relations with at least one external stakeholder

Supporting Evidence

- SE0201 The report accurately details the performance of the 2 external stakeholders and is signed off by the learner's superior
- SE0202 Documentary evidence detailing the steps taken by the learner to build or maintain effective relations with an external stakeholder

4.3 Contextualised Workplace Knowledge

1 Organisational strategy in dealing with the various external stakeholders

2 Organisational policies and procedures for dealing with internal stakeholders

4.4 Criteria for Workplace Approval

Physical Requirements:

- A minimum of 5 separately trading stores in separate locations with a central Head Office.
- Documented in-store policies and procedures.

Human Resource Requirements:

- Manager with at least 2 year experience in managing a retail chain store

Legal Requirements:

- Registered as a formal business
- Compliant with all relevant legal requirements for a wholesale or retail business

4.5 Additional Assignments to be Assessed Externally

None

5. 142103001-WM-05, Processes and procedures for managing stock levels and influencing store range and layout - NQF Level 5 - Credits 8

5.1 Purpose of the Work Experience Modules

The focus of the work experience is to provide a learner with an opportunity to:

Gain exposure to placing orders and influencing store range and layout. The Learner will be required to successfully complete each Work Experience module for at least 5 months under supervision before operating for 1 months independently. Learning contract time, the total amount of time during which the learner needs to have access to the workplace to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) is 10 days. The Work Experience modules can be completed at the same time.

The learner will be required to:

- WM-05-WE01: Manage stock balances
- WM-05-WE02: Manage stock levels
- WM-05-WE03: Propose range and layout improvement

5.2 Guidelines for Work Experiences

5.2.1. WM-05-WE01: Manage stock balances

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Prepare or use an organisational checklist detailing all in store operational processes that impact on correct stock on hand balances
- WA0102 Evaluate the in store processes impacting on stock on hand balances at least once a month for 3 months and take corrective action where standards are not being met.

Supporting Evidence

- SE0101 The checklist details all in-store operational processes including the receiving and dispatch of stock, stock counts and recording of sales and returned merchandise
- SE0102 Documented evidence showing that the learner has checked all these in store processes monthly for 3 months and taken action to correct processes where they have not been followed correctly and accurately signed by the learner's superior

5.2.2. WM-05-WE02: Manage stock levels

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0201 Order stock across a variety of categories for at least four months
- WA0202 Identify and take action to clear obsolete stock and over stocks monthly for at least 4 months
- WA0203 Identify stock shortages and take corrective action to reduce stock shortages fortnightly for at least four month

Supporting Evidence

- SE0201 Copies of orders placed by the learner and documentary evidence showing how these order were calculated

- SE0202 Documentary evidence listing identified products, the calculations to determine the obsolete and excess stock and the action taken to clear the identified stock
- SE0203 Documentary evidence listing identified shortage of stock and the action taken to reduce the stock shortage situation
- SE0204 Report by the learner's superior detailing the accuracy of the learner's calculations, orders and success of actions taken

5.2.3. WM-05-WE03: Propose range and layout improvement

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0301 Identify improvements to range to increase store sales
- WA0302 Identify changes to store layout to promote sales and improve store margins
- WA0303 Write a motivation to Head Office to make the identified changes to range and layout

Supporting Evidence

- SE0301 Documentary evidence showing that the proposed changes to the store range could have the effect of improving sales
- SE0302 Documentary evidence showing that the proposed changes to the store layout could have the effect of improving the sales of high margin products
- SE0303 Copy of the motivation written by the learner showing the correct use of terminology and giving sound evidence that the proposals could improve the store's sales and margins

5.3 Contextualised Workplace Knowledge

1. Organisational in-store operational processes that impact on stock on hand balances
2. Organisational policies and procedures for all operational processes that impact on stock on hand balances
3. Organisational policies and procedures for the ordering of stock in store
4. Organisational policies and procedures for clearing overstocks and obsolete stock
5. Organisational policies and procedures for reducing stock shortages
6. Organisational policies and procedures for laying out and merchandising stores
7. Organisational policies and procedures for proposing changes to store layouts and ranges
8. The organisation's in store stock management reports

5.4 Criteria for Workplace Approval

Physical Requirements:

- A minimum of 5 separately trading stores in separate locations with a central Head Office.
- Documented in-store policies and procedures.

Human Resource Requirements:

- Manager with at least 2 year experience in managing a retail chain store

Legal Requirements:

- Registered as a formal business
- Compliant with all relevant legal requirements for a wholesale or retail business

5.5 Additional Assignments to be Assessed Externally

None

6. 142103001-WM-06, Processes and procedures for improving the retail chain store's bottom line - NQF Level 5 - Credits 8

6.1 Purpose of the Work Experience Modules

The focus of the work experience is to provide a learner with an opportunity to:

Gain exposure to improving the retail chain store's bottom line. The Learner will be required to successfully complete each Work Experience module for at least 5 months under supervision before operating for 1 months independently. Learning contract time, the total amount of time during which the learner needs to have access to the workplace to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) is 8 days. The Work Experience modules can be completed at the same time.

The learner will be required to:

- WM-06-WE01: Analyse store performance reports
- WM-06-WE02: Plan and implement actions to improve the store performance

6.2 Guidelines for Work Experiences

6.2.1. WM-06-WE01: Analyse store performance reports

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Analyse 4 months sales and expenses to budget and previous year's actual sales
- WA0102 Identify all areas of sales and expenses that require action to improve

Supporting Evidence

- SE0101 4 Store performance reports along with the learner's analyses and identification of entries that need to be improved

6.2.2. WM-06-WE02: Plan and implement actions to improve the store performance

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0201 Draw up an action plan to improve entries identified on the 4 store performance reports
- WA0202 Evaluate success of the 4 action plans implemented based on the following few month's reports

Supporting Evidence

- SE0201 The action plan developed and implemented by the learner
- SE0202 Documentary evidence proving the learner implemented the action plan
- SE0203 Documentary evidence evaluating the success of the 4 action plans based on attached financial performance reports for the 3 months following the implementation of the action plan

6.3 Contextualised Workplace Knowledge

1. The organisation's store financial reports
2. Organisational policies and procedures for the analyses of store financial reports

3. Organisational policies and procedures for increasing sales and Gross Profit
4. Organisational policies and procedures for reducing expenses

6.4 Criteria for Workplace Approval

Physical Requirements:

- A minimum of 5 separately trading stores in separate locations with a central Head Office.
- Documented in-store policies and procedures.

Human Resource Requirements:

- Manager with at least 2 year experience in managing a retail chain store

Legal Requirements:

- Registered as a formal business
- Compliant with all relevant legal requirements for a wholesale or retail business

6.5 Additional Assignments to be Assessed Externally

None

7. 142103001-WM-07, Processes and procedures for managing sales and promotional activities - NQF Level 5 - Credits 6

7.1 Purpose of the Work Experience Modules

The focus of the work experience is to provide a learner with an opportunity to:

Gain exposure to managing sales and promotional activities. The Learner will be required to successfully complete each Work Experience module for at least 5 months under supervision before operating for 1 months independently. Learning contract time, the total amount of time during which the learner needs to have access to the workplace to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) is 7 days. The Work Experience modules can be completed at the same time.

The learner will be required to:

- WM-07-WE01: Manage sales activity
- WM-07-WE02: Implement promotional activity

7.2 Guidelines for Work Experiences

7.2.1. WM-07-WE01: Manage sales activity

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Break 3 monthly sales budgets into weekly targets per department or category
- WA0102 Meet with staff and allocate targets to staff members and motivate them to achieve targets
- WA0103 Evaluate the department's or category's actual achievement to target and meet with staff members and provide feedback on achievement for the three months

Supporting Evidence

- SE0101 Monthly sales budget along with calculations and breakdown for weeks of the month and targets set per department or category
- SE0102 Agenda and attendance register showing details of meetings of those sales staff that attended
- SE0103 Documentary evidence detailing the learner's ability to motivate sales team to achieve sales targets
- SE0104 Documentary evidence showing targets and achievements by sales team and learner's evaluation of their achievements
- SE0105 Agenda and attendance register showing details of meeting with the sales team to give feedback on sales achieved to targets set.

7.2.2. WM-07-WE02: Implement promotional activity

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0201 Implement at least three in-store promotional activities
- WA0202 Manage the display of at least three promotional activities
- WA0203 Manage the displays and stock throughout the period of the three promotions

Supporting Evidence

- SE0201 Photographs of the promotional activities implemented by the learner and confirmed by the learner's superior that they meet organisational standards
- SE0202 Report by the learner detailing the process followed to manage the implementation of the three promotions
- SE0203 Report by the learner's superior confirming the manner in which the displays were managed throughout their lifespan and that they met organisational standards

7.3 Contextualised Workplace Knowledge

1. Organisational policies and procedures for breaking monthly sales targets into daily and weekly targets
2. Organisational policies and procedures for allocating sales target to departments or categories
3. Organisational policies and procedures for promoting sales in store
4. Organisational policies and procedures for notifying promotional activity
5. Organisational policies and procedures for building promotional displays
6. Organisational policies and procedures for ticketing promotional displays
7. Organisational policies and procedures for maintaining promotional display standards throughout the life of a promotion

7.4 Criteria for Workplace Approval

Physical Requirements:

- A minimum of 5 separately trading stores in separate locations with a central Head Office.
- Documented in-store policies and procedures.

Human Resource Requirements:

- Manager with at least 2 year experience in managing a retail chain store

Legal Requirements:

- Registered as a formal business
- Compliant with all relevant legal requirements for a wholesale or retail business

7.5 Additional Assignments to be Assessed Externally

None

8. 142103001-WM-08, Processes and procedures for managing risk and maintaining assets in a retail chain store - NQF Level 5 - Credits 8

8.1 Purpose of the Work Experience Modules

The focus of the work experience is to provide a learner with an opportunity to:

Gain exposure to managing risk and maintaining assets in a retail chain store. The Learner will be required to successfully complete each Work Experience module for at least 5 months under supervision before operating for 1 months independently. Learning contract time, the total amount of time during which the learner needs to have access to the workplace to enable him or her sufficient time to obtain the required knowledge and complete activities, assignments and research (if any) is 10 days. The Work Experience modules can be completed at the same time.

The learner will be required to:

- WM-08-WE01: Identify and manage areas of risk
- WM-08-WE02: Maintain assets

8.2 Guidelines for Work Experiences

8.2.1. WM-08-WE01: Identify and manage areas of risk

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Design or use an organisational checklist to evaluate the areas of risk in the store once a month for two months
- WA0102 Design or use an organisational checklist to evaluate the potential for shrinkage and losses once a month for 3 months
- WA0103 Identify products susceptible to theft in the store
- WA0104 Develop and implement an action plan to minimise shrinkage and losses in the store

Supporting Evidence

- SE0101 The checklist signed off as being a complete list of areas of risk by the learner's superior
- SE0102 The checklist signed off as being a complete list of areas of potential shrinkage by the learner's superior
- SE0103 Documentary evidence showing the evaluation of all areas of risk and shrinkage in the store and highlighting where action is required to reduce the chance of losses occurring for the 3 months completed
- SE0104 Stock reports and their analyses identifying products being stolen in the store
- SE0105 The action plan developed by the learner
- SE0106 Evaluation by the learner's superior on the checklists completed, areas identified for improvement and the success of the action plans implemented by the learner

8.2.2. WM-08-WE02: Maintain assets

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0201 Record the maintenance of 3 assets under maintenance contract

- WA0202 Plan, implement and record the maintenance or repair of 2 assets not under maintenance contract
- WA0203 Compile and implement a maintenance schedule for the assets at a department

Supporting Evidence

- SE0201 Copies of the organisation's records for the maintenance of the 3 assets under maintenance contract completed by the learner
- SE0202 Copies of the organisation's records for the maintenance of the 2 assets not under maintenance contract completed by the learner
- SE0203 The maintenance schedule completed and implemented by the learner
- SE0204 Documentary evidence by the learner's superior confirming the maintenance schedule compiled by the learner met requirements and was implemented according to organisational standards

8.3 Contextualised Workplace Knowledge

1. Areas of risk in the store
2. Organisational procedures and reports used to identify products at risk in the store
3. Organisational policies and procedures for minimising risk
4. The organisation's asset register and policies and procedures for controlling assets
5. Store's assets under maintenance contract
6. Organisational policies and procedures for managing store assets under maintenance contract
7. Organisational policies and procedures for maintaining and repairing store assets not under maintenance contract
8. Organisational policies and procedures for calling in of repair agents
9. Organisational policies and procedures for completing of documentation for asset maintenance
10. Organisation's policy and procedures for the handling of internal theft
11. Organisational policies and procedures for handling of shoplifting incidents

8.4 Criteria for Workplace Approval

Physical Requirements:

- A minimum of 5 separately trading stores in separate locations with a central Head Office.
- Documented in-store policies and procedures.

Human Resource Requirements:

- Manager with at least 2 year experience in managing a retail chain store

Legal Requirements:

- Registered as a formal business
- Compliant with all relevant legal requirements for a wholesale or retail business

8.5 Additional Assignments to be Assessed Externally

None

SECTION 4: STATEMENT OF WORK EXPERIENCE

Curriculum Number:	142103001
Curriculum Title:	Retail Chain Store Manager

Learner Details	
Name:	
ID Number:	

Employer Details	
Company Name:	
Address:	
Supervisor Name:	
Work Telephone:	
E-Mail:	

142103001-WM-01, Processes and procedures for planning and implementing retail chain store operations - NQF Level 5 - Credits 9

WM-01-WE01	Plan daily and weekly operations		
	Scope Work Experience	Date	Signature
WA0101	Compile at least 14 daily operational plans for different days that take into account peak and off peak days		
WA0102	Compile at least five weekly operational plans		
WA0103	Schedule staff to complete task within timeframes according to schedules compiled		
WA0104	Implement and adjust plans as required to complete required tasks within required timeframes		
	Supporting Evidence	Date	Signature
SE0101	Copies of the 14 daily operational plans showing staff scheduled to complete them		
SE0102	Copies of the 5 weekly operational plans showing staff scheduled to complete them		
SE0103	Documentary evidence from the learner's superior detailing the learner's success in implementing operational plans and achieving operational goals		
WM-01-WE02	Hold operational meetings		
	Scope Work Experience	Date	Signature
WA0201	Participate constructively in at least five operational meetings in the retail chain store		
WA0202	Hold at least 10 operational meetings		
	Supporting Evidence	Date	Signature
SE0201	A report compiled by the learner reflecting his/her participation in and contribution to operational meetings, signed by the learner's superior		
SE0202	Agendas, notes and action lists arising from operational meetings held by the learner reflecting a range of issues and how they were dealt with signed by the learner's superior		

	Contextualised Workplace Knowledge	Date	Signature
1	Organisational methods, policies and procedures for scheduling staff		
2	Organisational policies and procedures for holding in-store operational meetings		
3	Organisational policies and procedures for planning and scheduling operational tasks		
4	Organisational policies and procedures for recording minutes of operational in-store meetings		

	Additional Assignments to be Assessed Externally	Date	Signature

142103001-WM-02, Processes and procedures for leading teams in a retail chain store environment - NQF Level 4 - Credits 8

WM-02-WE01	Lead teams to achieve operational objectives		
	Scope Work Experience	Date	Signature
WA0101	Motivate a team to achieve operational objectives		
WA0102	Organise and control the work of a team to achieve operational objectives and standards		
	Supporting Evidence	Date	Signature
SE0101	Documented evidence detailing how the learner went about motivating the members of the team to achieve operational objectives		
SE0102	Documented evidence detailing how the learner organised the members of the team and controlled their work to ensure the achievement of operational objectives and standards within required timeframes		

WM-02-WE02	Improve staff performance		
	Scope Work Experience	Date	Signature
WA0201	Successfully resolve problems for at least two different performance issues		
WA0202	Participate in disciplinary processes including counselling, disciplinary investigations, corrective action processes, disciplinary hearings		
	Supporting Evidence	Date	Signature
SE0201	Notes compiled by the learner explaining what performance issues were resolved and how this was done signed by the learner's superior		
SE0202	Disciplinary records and minutes reflecting the learner's participation in and contribution to all disciplinary processes in accordance with company procedure		
WM-02-WE03	Induct a new staff member into the store		
	Scope Work Experience	Date	Signature
WA0301	Plan the induction of at least two employees		
WA0302	Conduct the induction of at least two employees		
WA0303	Complete and check the documentation for a new employee prior to forwarding to head office		
	Supporting Evidence	Date	Signature
SE0301	The plan details all topics to be covered and details what store management must do and allocates experience staff in store to perform other required tasks		
SE0302	Documented evidence by the learner signed by the staff member inducted detailing the process followed by the learner and staff member new to the store		
SE0303	Copies of documentation completed and checked by the learner signed off by the learners superior		

	Contextualised Workplace	Date	Signature
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	Knowledge		
1	Organisational policies and procedures for motivating store staff		
2	Organisational policies and procedures for managing staff		
3	The organisations informal disciplinary procedure		
4	The organisation's formal disciplinary procedures		
5	Organisational policies and procedures for counselling staff		
6	The organisation's performance management policies and procedures		
7	Organisational policies and procedures for inducting store staff		
8	The organisation's forms to be completed when inducting a staff member into a store		

	Additional Assignments to be Assessed Externally	Date	Signature
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142103001-WM-03, Processes and procedures for managing retail chain store service standards - NQF Level 5 - Credits 8

WM-03-WE01	Manage health, safety and housekeeping		
	Scope Work Experience	Date	Signature
WA0101	Evaluate daily and weekly health, safety and housekeeping activities for a period of three months and identify areas not up to standard		
WA0102	Compile at least three action plans to improve the		

	health, safety and housekeeping of the store		
WA0103	Manage relevant health, safety and housekeeping activities in the retail chain store for at least two month		
	Supporting Evidence	Date	Signature
SE0101	Evaluation reports/checklists completed by the learner along with recommendations made by the learner that are appropriate to addressing the improvements needed, signed by the learner's superior		
SE0102	Action plans compiled by the learner to raise health, safety and housekeeping standards to the required standards of the store		
SE0103	Documentary evidence of the learner having managed health, safety and housekeeping to required standards for two months		
WM-03-WE02	Manage customer shopping experience		
	Scope Work Experience	Date	Signature
WA0201	Develop a checklists to evaluate all points that impact on the customer's perception of the organisation		
WA0202	Complete a minimum of 5 checks to evaluate the customer shopping experience and identify areas not up to standard		
WA0203	Develop action plans to improve shortfalls in service delivery identified on the 5 checks completed		
WA0204	Participate in and manage the resolution of customer queries and complaints for a period of two months		
	Supporting Evidence	Date	Signature
SE0201	Checklist created to evaluate all areas of customer service within the store signed off by the learner's superior confirming all areas are included		
SE0202	5 completed checks evaluating service levels in the store and identifying areas for improvement		
SE0203	5 action plans developed to improve the shopping experience for the customer		
SE0204	Action plans and implementation reports that reflect the learner's ability to identify customer service shortfalls and the ability to make the necessary		

	improvements		
SE0205	Records of at least 10 customer queries and 3 complaints and their resolutions as handled by the learner and signed by the learner's superior		

	Contextualised Workplace Knowledge	Date	Signature
1	Organisational health, safety and housekeeping standards, policies and procedures		
2	Organisation's standards for customer service		
3	Organisational policies and procedures for resolving customer queries and complaints		

	Additional Assignments to be Assessed Externally	Date	Signature
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142103001-WM-04, Processes and procedures for maintaining effective retail chain store stakeholder relations - NQF Level 5 - Credits 4

WM-04-WE01	Maintain or build effective internal stakeholder relations		
	Scope Work Experience	Date	Signature
WA0101	Evaluate the performance of at least 3 stakeholders within the organisation		
WA0102	Build or maintain effective relations with at least one internal stakeholder		
	Supporting Evidence	Date	Signature
SE0101	The reports accurately details the performance of the internal stakeholders and is signed off by the learner's superior		

SE0102	Documentary evidence detailing the steps taken by the learner to build or maintain effective relations with the internal stakeholder		
WM-04-WE02	Maintain or build effective external stakeholder relations		
	Scope Work Experience	Date	Signature
WA0201	Evaluate the performance of at least 2 stakeholders external to the organisation		
WA0202	Build or maintain effective relations with at least one external stakeholder		
	Supporting Evidence	Date	Signature
SE0201	The report accurately details the performance of the 2 external stakeholders and is signed off by the learner's superior		
SE0202	Documentary evidence detailing the steps taken by the learner to build or maintain effective relations with an external stakeholder		

	Contextualised Workplace Knowledge	Date	Signature
1	Organisational strategy in dealing with the various external stakeholders		
2	Organisational policies and procedures for dealing with internal stakeholders		

	Additional Assignments to be Assessed Externally	Date	Signature
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142103001-WM-05, Processes and procedures for managing stock levels and influencing store range and layout - NQF Level 5 - Credits 8

WM-05-WE01	Manage stock balances		
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	Scope Work Experience	Date	Signature
WA0101	Prepare or use an organisational checklist detailing all in store operational processes that impact on correct stock on hand balances		
WA0102	Evaluate the in store processes impacting on stock on hand balances at least once a month for 3 months and take corrective action where standards are not being met.		
	Supporting Evidence	Date	Signature
SE0101	The checklist details all in-store operational processes including the receiving and dispatch of stock, stock counts and recording of sales and returned merchandise		
SE0102	Documented evidence showing that the learner has checked all these in store processes monthly for 3 months and taken action to correct processes where they have not been followed correctly and accurately signed by the learner's superior		
WM-05-WE02	Manage stock levels		
	Scope Work Experience	Date	Signature
WA0201	Order stock across a variety of categories for at least four months		
WA0202	Identify and take action to clear obsolete stock and over stocks monthly for at least 4 months		
WA0203	Identify stock shortages and take corrective action to reduce stock shortages fortnightly for at least four month		
	Supporting Evidence	Date	Signature
SE0201	Copies of orders placed by the learner and documentary evidence showing how these order were calculated		
SE0202	Documentary evidence listing identified products, the calculations to determine the obsolete and excess stock and the action taken to clear the identified stock		
SE0203	Documentary evidence listing identified shortage of stock and the action taken to reduce the stock shortage situation		

SE0204	Report by the learner's superior detailing the accuracy of the learner's calculations, orders and success of actions taken		
WM-05-WE03	Propose range and layout improvement		
	Scope Work Experience	Date	Signature
WA0301	Identify improvements to range to increase store sales		
WA0302	Identify changes to store layout to promote sales and improve store margins		
WA0303	Write a motivation to Head Office to make the identified changes to range and layout		
	Supporting Evidence	Date	Signature
SE0301	Documentary evidence showing that the proposed changes to the store range could have the effect of improving sales		
SE0302	Documentary evidence showing that the proposed changes to the store layout could have the effect of improving the sales of high margin products		
SE0303	Copy of the motivation written by the learner showing the correct use of terminology and giving sound evidence that the proposals could improve the store's sales and margins		

	Contextualised Workplace Knowledge	Date	Signature
1	Organisational in-store operational processes that impact on stock on hand balances		
2	Organisational policies and procedures for all operational processes that impact on stock on hand balances		
3	Organisational policies and procedures for the ordering of stock in store		

4	Organisational policies and procedures for clearing overstocks and obsolete stock		
5	Organisational policies and procedures for reducing stock shortages		
6	Organisational policies and procedures for laying out and merchandising stores		
7	Organisational policies and procedures for proposing changes to store layouts and ranges		
8	The organisation's in store stock management reports		

	Additional Assignments to be Assessed Externally	Date	Signature
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142103001-WM-06, Processes and procedures for improving the retail chain store's bottom line - NQF Level 5 - Credits 8

WM-06-WE01	Analyse store performance reports		
	Scope Work Experience	Date	Signature
WA0101	Analyse 4 months sales and expenses to budget and previous year's actual sales		
WA0102	Identify all areas of sales and expenses that require action to improve		
	Supporting Evidence	Date	Signature
SE0101	4 Store performance reports along with the learner's analyses and identification of entries that need to be improved		
WM-06-WE02	Plan and implement actions to improve the store performance		
	Scope Work Experience	Date	Signature

WA0201	Draw up an action plan to improve entries identified on the 4 store performance reports		
WA0202	Evaluate success of the 4 action plans implemented based on the following few month's reports		
	Supporting Evidence	Date	Signature
SE0201	The action plan developed and implemented by the learner		
SE0202	Documentary evidence proving the learner implemented the action plan		
SE0203	Documentary evidence evaluating the success of the 4 action plans based on attached financial performance reports for the 3 months following the implementation of the action plan		

	Contextualised Workplace Knowledge	Date	Signature
1	The organisation's store financial reports		
2	Organisational policies and procedures for the analyses of store financial reports		
3	Organisational policies and procedures for increasing sales and Gross Profit		
4	Organisational policies and procedures for reducing expenses		

	Additional Assignments to be Assessed Externally	Date	Signature
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142103001-WM-07, Processes and procedures for managing sales and promotional activities - NQF Level 5 - Credits 6

WM-07-WE01	Manage sales activity		
	Scope Work Experience	Date	Signature
WA0101	Break 3 monthly sales budgets into weakly targets per department or category		
WA0102	Meet with staff and allocate targets to staff members and motivate them to achieve targets		
WA0103	Evaluate the department's or category's actual achievement to target and meet with staff members and provide feedback on achievement for the three months		
	Supporting Evidence	Date	Signature
SE0101	Monthly sales budget along with calculations and breakdown for weeks of the month and targets set per department or category		
SE0102	Agenda and attendance register showing details of meetings of those sales staff that attended		
SE0103	Documentary evidence detailing the learner's ability to motivate sales team to achieve sales targets		
SE0104	Documentary evidence showing targets and achievements by sales team and learner's evaluation of their achievements		
SE0105	Agenda and attendance register showing details of meeting with the sales team to give feedback on sales achieved to targets set.		
WM-07-WE02	Implement promotional activity		
	Scope Work Experience	Date	Signature
WA0201	Implement at least three in-store promotional activities		
WA0202	Manage the display of at least three promotional activities		
WA0203	Manage the displays and stock throughout the period of the three promotions		
	Supporting Evidence	Date	Signature
SE0201	Photographs of the promotional activities implemented by the learner and confirmed by the		

	learner's superior that they meet organisational standards		
SE0202	Report by the learner detailing the process followed to manage the implementation of the three promotions		
SE0203	Report by the learner's superior confirming the manner in which the displays were managed throughout their lifespan and that they met organisational standards		

	Contextualised Workplace Knowledge	Date	Signature
1	Organisational policies and procedures for breaking monthly sales targets into daily and weekly targets		
2	Organisational policies and procedures for allocating sales target to departments or categories		
3	Organisational policies and procedures for promoting sales in store		
4	Organisational policies and procedures for notifying promotional activity		
5	Organisational policies and procedures for building promotional displays		
6	Organisational policies and procedures for ticketing promotional displays		
7	Organisational policies and procedures for maintaining promotional display standards throughout the life of a promotion		

	Additional Assignments to be Assessed Externally	Date	Signature
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142103001-WM-08, Processes and procedures for managing risk and maintaining assets in a retail chain store - NQF Level 5 - Credits 8

WM-08-WE01	Identify and manage areas of risk		
	Scope Work Experience	Date	Signature
WA0101	Design or use an organisational checklist to evaluate the areas of risk in the store once a month for two months		
WA0102	Design or use an organisational checklist to evaluate the potential for shrinkage and losses once a month for 3 months		
WA0103	Identify products susceptible to theft in the store		
WA0104	Develop and implement an action plan to minimise shrinkage and losses in the store		
	Supporting Evidence	Date	Signature
SE0101	The checklist signed off as being a complete list of areas of risk by the learner's superior		
SE0102	The checklist signed off as being a complete list of areas of potential shrinkage by the learner's superior		
SE0103	Documentary evidence showing the evaluation of all areas of risk and shrinkage in the store and highlighting where action is required to reduce the chance of losses occurring for the 3 months completed		
SE0104	Stock reports and their analyses identifying products being stolen in the store		
SE0105	The action plan developed by the learner		
SE0106	Evaluation by the learner's superior on the checklists completed, areas identified for improvement and the success of the action plans implemented by the learner		
WM-08-WE02	Maintain assets		

	Scope Work Experience	Date	Signature
WA0201	Record the maintenance of 3 assets under maintenance contract		
WA0202	Plan, implement and record the maintenance or repair of 2 assets not under maintenance contract		
WA0203	Compile and implement a maintenance schedule for the assets at a department		
	Supporting Evidence	Date	Signature
SE0201	Copies of the organisation's records for the maintenance of the 3 assets under maintenance contract completed by the learner		
SE0202	Copies of the organisation's records for the maintenance of the 2 assets not under maintenance contract completed by the learner		
SE0203	The maintenance schedule completed and implemented by the learner		
SE0204	Documentary evidence by the learner's superior confirming the maintenance schedule compiled by the learner met requirements and was implemented according to organisational standards		

	Contextualised Workplace Knowledge	Date	Signature
1	Areas of risk in the store		
2	Organisational procedures and reports used to identify products at risk in the store		
3	Organisational policies and procedures for minimising risk		
4	The organisation's asset register and policies and procedures for controlling assets		
5	Store's assets under maintenance contract		

6	Organisational policies and procedures for managing store assets under maintenance contract		
7	Organisational policies and procedures for maintaining and repairing store assets not under maintenance contract		
8	Organisational policies and procedures for calling in of repair agents		
9	Organisational policies and procedures for completing of documentation for asset maintenance		
10	organisation's policy and procedures for the handling of internal theft		
11	Organisational policies and procedures for handling of shoplifting incidents		

	Additional Assignments to be Assessed Externally	Date	Signature
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