**ALIGNMENT MATRIX AND TIMEFRAME**

**QUAL ID 103150 OC Retail chain store manager**

**KNOWLEDGE MODULES**

| **KM#** | **IAC #**  **Internal Assessment criteria description** | **Learner guide Module #** | **Section # in Learner guide** | **Formative activity #** | **Internal assessment test question no.** | **Notional hours in training** |
| --- | --- | --- | --- | --- | --- | --- |
| **KM-01-KT01: Principles of retailing (30%)** | IAC0101 Describe the nature of retailing locally and internationally | 1 | 1.1 | 1 | Test M1 Q1  Test M1 Q2  Test M1 Q3 | 30 minutes |
| IAC0102 Describe and discuss the characteristics of the current retail environment, including shopping patterns, working hours, staffing issues | 1 | 1.2 | 2  3  4 | Test M1 Q4  Test M1 Q5 | 6 hours |
| IAC0103 Describe the categories and sectors of retailing in South Africa with examples and discuss their role in the community | 1 | 1.3 | 5 | Test M1 Q6  Test M1 Q7 | 2 hours |
| IAC0104 Describe and explain the relationship and inter-dependence between the outlet and store support functions | 1 | 1.4 |  | Test M1 Q8 | 15 minutes |
| IAC0105 Describe and explain the relationship and inter-dependence between the various departments within a retail outlet | 1 | 1.5 |  | Test M1 Q9 | 45 minutes |
| IAC0106 Describe the concept and principles of “Green” retailing and explain how it is impacting on the industry | 1 | 1.6 | 6 |  | 1 ¾ hours |
| **KM-01-KT02: Principles of building stakeholder relations (10%)** | IAC0201 Define the concept of stakeholders and discuss the stakeholders relevant to a retail chain organisation | 1 | 2.1 | 7 | Test M1 Q10 | 1 ½ hours |
| IAC0202 Discuss the stakeholders relevant to the retail chain store | 1 | 2.2 | 8 | Test M1 Q10 | 1 hour |
| IAC0203 Discuss the retail chain store manager’s involvement in building stakeholder relations with examples | 1 | 2.3 | 9 | Test M1 Q11 | 1 ½ hours |
| IAC0204 Discuss the different legislation and it’s purpose that impact on the different stakeholders of the industry | 1 | 2.4 |  | Test M1 Q12 | 1 hour |
| **KM-01-KT03: Concepts and principles of retail chain store operations management (40%)** | IAC0301 Describe and explain the key concepts and principles of operations management in a retail chain store | 1 | 3.2 |  | Test M1 Q13 | 3 hours |
| IAC0302 Explain the principles and processes involved in capacity and resources planning and control | 1 | 3.3 |  | Test M1 Q14  Test M1 Q15 | 1 ¾ hours |
| IAC0303 Describe methods and tools used in retail chain store operations management and their application | 1 | 3.4 |  | Test M1 Q16 | 15 minutes |
| 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 | 1 | 3.5 |  | Test M1 Q17 | 1 ¾ hours |
| **KM-01-KT04: Concepts and principles of staff scheduling (20%)** | IAC0401 Describe and explain the categories of staff in retail, their legal hours of work and their cost to the business | 1 | 4.1 | 10 |  | 1 ½ hours |
| IAC0402 Describe the concept and principles of staff scheduling and explain generally accepted tools used to manage scheduling | 1 | 4.2 |  | Test M1 Q18  Test M1 Q19  Test M1 Q20 | 1 ½ hours |
| IAC0403 Describe the concept and principles of recruitment in a retail chain store environment | 1 | 4.3 |  | Test M1 Q21 | 2 hours |
| IAC0404 Describe and explain the concept and principles of induction of new staff in a retail chain store environment | 1 | 4.4 | 11 | Test M1 Q22 | 1 hour |
| **KM-02-KT01: Communication theory (25%)** | IAC0101 Define, and describe communication and the communication process | 2 | 1.3 | 13 | Test M2 Q1  Test M2 Q2 | 45 minutes |
| IAC0102 Describe and explain the nature of verbal and non-verbal communication | 2 | 1.8 |  | Test M2 Q3  Test M2 Q4 | 30 minutes |
| IAC0103 Describe various types of communication and the purpose of each type | 2 | 1.7 | 16 | Test M2 Q5 | 1 hour |
| IAC0104 Describe and discuss various barriers to communication and methods of overcoming them | 2 | 1.9 | 17 | Test M2 Q6 | 1 ½ hours |
| IAC0105 Describe and explain lines of communication in a retail chain store organisation | 2 | 1.10 | 18 | Test M2 Q7 | 1 hour |
| IAC0106 Describe and discuss internal and external communication in the retail chain store environment, and its management | 2 | 1.11 | 19  20 | Test M2 Q8  Test M2 Q9 | 2 hours |
| IAC0107 Describe the characteristics and benefits of using plain language and when jargon should be used | 2 | 1.12 |  |  | 45 minutes |
| IAC0108 Describe the consequences and impact of poor communication | 2 | 1.2 |  | Test M2 Q10 | 45 minutes |
| **KM-02-KT02: Concepts and principles of business correspondence (30%)** | IAC0201 Describe the principles of sound business correspondence | 2 | 2.3 | 22  23 | Test M2 Q11 | 2 hours |
| IAC0202 Describe and explain the format, advantages and limitations of e-mail communication | 2 | 2.4 | 24 | Test M2 Q12  Test M2 Q13  Test M2 Q14 | 1 hour |
| IAC0203 Describe the principles of managing e mails | 2 | 2.4 |  | Test M2 Q14 | 45 minutes |
| IAC0204 Describe the consequences and impact of poor business correspondence and report writing | 2 | 2.2 | 21 | Test M2 Q16  Test M2 Q17  Test M2 Q18 | 60 minutes |
| IAC0205 Describe the principles of report writing | 2 | 2.5 | 25 | Test M2 Q19 | 1 hour |
| **KM-02-KT03: Concepts and principles of holding meetings in a retail store (15%)** | IAC0301 Describe the structure of various types of meetings | 2 | 3.5 |  | Test M2 Q20 | 30 minutes |
| IAC0302 Describe the procedures to be followed when conducting a meeting | 2 | 3.7 |  | Test M2 Q21 | 15 minutes |
| IAC0303 Describe and explain the nature and layout of agendas and notices of meetings | 2 | 3.6 |  | Test M2 Q22 | 1 ½ hours |
| IAC0304 Describe and explain the nature and layout of minute taking and writing | 2 | 3.10 |  | Practical | 1 ½ hours |
| IAC0305 Describe the nature of managing meetings using examples of including quiet people, handling disruptive people and the handling of arguments | 2 | 3.12  3.13 |  | Test M2 Q23 | 1 ¼ hours |
| IAC0306 Describe the consequences and impact of poor meeting management | 2 | 3.11 |  | Test M2 Q24 | 30 minutes |
| **KM-02-KT04: Concepts and principles of interpersonal communication (30%)** | IAC0401 Discuss the concept and principles of effective verbal communication to staff | 2 | 4.1  4.2 | 27 | Test M2 Q25 | 1 ½ hours |
| IAC0402 Discuss the concept and principles of effective verbal communication to customers | 2 | 4.3 |  | Test M2 Q26 | 15 minutes |
| IAC0403 Discuss the concepts and principles of effective verbal communication to senior management | 2 | 4.4 | 28 | Test M2 Q27 | 1 hour |
| IAC0404 Discuss the principles of effective listening | 2 | 4.1  4.2 | Discussion  and practical activity  27 |  | 30 minutes |
| **KM-03-KT01: The principles of management in a retail business (20%)** | IAC0101 Describe and explain the nature and role of management in a retail chain store | 3 | 1.1 |  | Test M3 Q1  Test M3 Q2 | 30 minutes |
| IAC0102 Describe and explain the nature and components of planning in a retail chain store | 3 | 1.2 | 30 | Test M3 Q3  Test M3 Q4 | 1 ½ hours |
| IAC0103 Explain and discuss the concept of organising in a retail chain store | 3 | 1.3 |  | Test M3 Q5  Test M3 Q6 | 1 ¼ hours |
| IAC0104 Describe and discuss the nature and elements of leading in a retail chain store | 3 | 1.4 | 31  32  33  44 | Test M3 Q7 | 5 hours |
| IAC0105 Describe and discuss the nature of controlling in a retail chain store | 3 | 1.5 | 34 | Test M3 Q8  Test M3 Q9 | 1 hour |
| IAC0106 Describe and explain the nature of the decision-making process in a retail chain store | 3 | 1.6 |  | Test M3 Q10  Test M3 Q11 | 6 hours |
| **KM-03-KT02: Concept and principles of leadership (20%)** | IAC0201 Describe and discuss the concepts, principles, function of leadership and role and function of a team leader | 3 | 2.2 |  | Test M3 Q13 | 4 hours |
| IAC0202 Differentiate between management and leadership | 3 | 2.1 |  | Test M3 Q12 | 30 minutes |
| IAC0203 Explain and discuss the concept of motivation in a retail environment | 3 | 2.5 |  | Test M3 Q15 | 1 ½ hours |
| IAC0204 Describe and discuss the nature of group behaviour and explain its relevance in a retail chain store | 3 | 2.6 |  | Test M3 Q17 | 1 hour |
| IAC0205 Describe and discuss various leadership styles and their applications in different situations | 3 | 2.3 | 35  36  37  38  39  40  41  43 | Test M3 Q14 | 16 hours |
| **KM-03-KT03: Concepts and principles of self-management (10%)** | IAC0301 Describe and discuss the principles of self-analysis and gap identification | 3 | 3.1 | 45  46  47  48  49  50 | Test M3 Q18  Test M3 Q19  Test M3 Q20 | 45 minutes |
| IAC0302 Describe and discuss factors impacting on self-image and development gaps | 3 | 3.3 |  | Test M3 Q23 | 1 hour |
| IAC0303 Describe and explain the process of personal development planning | 3 | 3.2 |  | Test M3 Q21 | 4 hours |
| IAC0304 Describe and explain the concept self-discipline and positive reframing | 3 | 3.4 |  | Test M3 Q22 | 45 minutes |
| IAC0305 Describe and explain the concept of self-motivation | 3 | 3.5 |  | Test M3 Q24 | 15 minutes |
| IAC0306 Describe the impact and consequences of procrastination in self-development | 3 | 3.6 |  | Test M3 Q25 | 30 minutes |
| **KM-03-KT04: Principles of industrial relations (15%)** | IAC0401 Discuss the role players and their roles in the industrial relations landscape of retail in South Africa | 3 | 4.1 |  | Test M3 Q26 | 30 minutes |
| 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 | 3 | 4.2 |  | Test M3 Q27  Test M3 Q28  Test M3 Q29  Test M3 Q30 | 30 minutes |
| IAC0403 Describe the generally accepted dismissals process in a retail chain environment | 3 | 4.2 |  | Test M3 Q28 | 30 minutes |
| IAC0404 Discuss the nature and purpose of recognition agreements | 3 | 4.4 |  | Test M3 Q31 | 30 minutes |
| **KM-03-KT05: Labour related legislation (15%)** | IAC0501 Describe the impact of the Labour Relations Act on team leadership in a retail chain store | 3 | 5.2 |  | Test M3 Q32 | 15 minutes |
| IAC0502 Describe the impact of the Basic Conditions of Employment Act on team leadership in a retail chain store | 3 | 5.3 |  | Test M3 Q33 | 15 minutes |
| IAC0503 Describe the impact of the Employment Equity Act on team leadership in a retail chain store | 3 | 5.4 |  | Test M3 Q34 | 15 minutes |
| IAC0504 Describe the impact of the Sectoral Determination on team leadership in a retail chain store | 3 | 5.5 |  | Test M3 Q37 | 5 minutes |
| IAC0505 Describe the impact of skills development legislation on team leadership in a retail chain store | 3 | 5.6 |  | Test M3 Q35 | 30 minutes |
| IAC0506 Describe the impact of the Wage Determination Act on team leadership in a retail chain store | 3 | 5.7 |  | Test M3 Q36 | 1 hour |
| **KM-03-KT06: Concepts and principles of diversity management (10%)** | IAC0601 Discuss, with examples the different forms of diversity | 3 | 6.3 | 51 | Test M3 Q38 | 1 ¼ hours |
| IAC0602 Describe the concepts and principles of diversity management | 3 | 6.5 |  | Test M3 Q39  Test M3 Q40 | 30 minutes |
| IAC0603 Discuss with examples typical stereotyping of the different groups | 3 | 6.4 |  | Test M3 Q41 | 1 hour |
| IAC0604 Describe the characteristics of an environment that is conducive for cultural diversity | 3 | 6.6 |  | Test M3 Q42 | 15 minutes |
| IAC0605 Discuss the principles of dealing with cultural conflict situations with examples | 3 | 6.7 |  | Test M3 Q43 | 1 hour |
| **KM-03-KT07: Human Resources administration and management standards (10%)** | IAC0701 Describe the management standards used in Human Resource management | 3 | 7.1 |  | Test M3 Q44 | 1 hour |
| IAC0702 Explain the costs to the store of staff absenteeism and staff turnover | 3 | 7.2 | 52 |  | 1 ½ hours |
| IAC0703 Describe with examples the role of the chain store manager and Store Support Centre in Human Resource management | 3 | 7.3 |  | Test M3 Q45 | 30 minutes |
| IAC0704 Describe with examples the role of the chain store manager and Store Support Centre in recruitment, selection and placement | 3 | 7.4 | 53  55 |  | 45 minutes |
| IAC0705 Describe with examples the role of the chain store manager and Store Support Centre in training and development | 3 | 7.5 | 54 |  | 45 minutes |
| IAC0706 Describe with examples the role of the chain store manager and Store Support Centre in administrative requirements relating to staffing | 3 | 7.6 |  | Test M3 Q46 | 45 minutes |
| **KM-04-KT01: Principles of customer service and service standards (60%)** | IAC0101 Explain the function and purpose of customer service | 4 | 1.2 |  | Test M4 Q1 | 10 minutes |
| IAC0102 Describe the relationship between customer satisfaction and business competitiveness | 4 | 1.3 | 56  57 | Test M4 Q2 | 2 ½ hours |
| IAC0103 Describe and explain customer service principles and standards in a retail store | 4 | 1.4 | 58  60  61  64 | Test M4 Q3 | 3 hours |
| IAC0104 Describe all areas of customer service in a retail chain store | 4 | 1.5 | 59 | Test M4 Q4 | 1 ½ hours |
| IAC0105 Describe with examples the concept of “Moments of Truth” and the principles of managing “Moments of Truth” | 4 | 1.8 | 62  63 | Test M4 Q5  Test M4 Q6 | 3 ½ hours |
| IAC0106 Discuss the concept of quality and the impact of quality on the customer’s perceptions of service | 4 | 1.7 |  | Test M4 Q7 | 1 hour |
| IAC0107 Interpret and explain relevant legislation impacting on customer service in retail | 4 | 1.9 |  | Test M4 Q8  Test M4 Q9 | 1 hour |
| IAC0108 Describe the concepts and principles of dealing with dissatisfied customers and discuss the impact on the store of not doing so correctly | 4 | 1.10 |  | Test M4 Q10  Test M4 Q11 | 15 minutes |
| **KM-04-KT02: Health, safety and housekeeping (40%)** | IAC0201 Define and explain health and safety in a retail business | 4 | 2.1 |  | Test M4 Q12 | 15 minutes |
| 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 | 4 | 2.2 |  | Test M4 Q13  Test M4 Q14  Test M4 Q15 | 30 minutes |
| IAC0203 Describe and explain concepts, principles and generally accepted standards of cleanliness and neatness of a retail business | 4 | 2.4 |  | Test M4 Q16 | 1 hour |
| IAC0204 Describe and explain concepts, principles and generally accepted standards of health and safety in a retail business | 4 | 2.3 |  | Test M4 Q17 | 30 minutes |
| **KM-05-KT01: Concepts and principles of logistics and the supply chain (20%)** | IAC0101 Describe and explain the flow of products from supplier to customer in the retail environment | 5 | 1.1 |  | Test M5 Q1 | 45 minutes |
| IAC0102 Describe and explain the concepts of stock turns, days cover, weeks supply | 5 | 1.2 | 65  66  67  68 | Test M5 Q2  Test M5 Q3  Test M5 Q4 | 3 hours |
| IAC0103 Describe and explain the impact of logistics and the supply chain on stock availability | 5 | 1.3 |  | Test M5 Q5 | 1 ½ hours |
| IAC0104 Discuss with examples how a retail chain store managers can influence the supply chain in order to improve stock availability in the store | 5 | 1.4 |  | Test M5 Q6 | 1 hour |
| **KM-05-KT02: Principles of controlling stocks (30%)** | IAC0201 Describe the impact of stock management on minimising overstocks and sold outs | 5 | 2.1 |  | Test M5 Q7 | 30 minutes |
| IAC0202 Describe and explain the concepts and principles of managing stock levels in the retail chain store environment | 5 | 2.2 |  | Test M5 Q8  Test M5 Q9 | 30 minutes |
| IAC0203 Describe and explain the concepts and principles of managing stock counts | 5 | 2.3 | 69  70 | Test M5 Q10 | 3 ½ hours |
| IAC0204 Describe and explain the principles of managing in-store ordering and the receiving processes | 5 | 2.4 | 71 | Test M5 Q11  Test M5 Q12 | 1¼ hours |
| IAC0205 Describe and explain the principles of managing stock in a stockroom | 5 | 2.5 | 72 |  | 1 ½ minutes |
| IAC0206 Describe and explain the principles of managing stock in the sales area | 5 | 2.6 | 73  74 | Test M5 Q13 | 2 ½ hours |
| IAC0207 Describe and explain the concepts and principles of managing under, over and dead stock situations | 5 | 2.7 |  | Test M5 Q14  Test M5 Q15 | 45 minutes |
| **KM-05-KT03: Concepts and principles of buying and replenishment in a chain store organisation (20%)** | IAC0301 Discuss the concepts and principles of ordering and replenishment and different models used by retail chain stores along with their advantages and disadvantages | 5 | 3.1 | 75 | Test M5 Q16  Test M5 Q17  Test M5 Q18 | 2 hours |
| IAC0302 Describe the role of the Buyer and Planner in a retail chain store organisation | 5 | 3.2 |  | Test M5 Q19  Test M5Q20 | 15 minutes |
| 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 | 5 | 3.3 |  | Test M5 Q21 | 15 minutes |
| **KM-05-KT04: Concepts and principles of product mix and range (30%)** | IAC0401 Describe the concept of product mix and explain its influence on the bottom line of the store | 5 | 4.1 | 76 | Test M5 Q22  Test M5 Q23 | 1 ½ hours |
| IAC0402 Describe and explain the key principles of category management | 5 | 4.2 | 77  78 | Test M5 Q24  Test M5 Q25  Test M5 Q26 | 3 hours |
| 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 | 5 | 4.3 | 79 | Test M5 Q27 | 1 ½ hours |
| IAC0404 Discuss with examples how a retail chain store managers can influencing the product mix and range for the store | 5 | 4.4 | 80 | Test M5 Q28 | 1 ½ hours |
| **KM-06-KT01: Advertising and promotions principles and strategies (15%)** | IAC0101 Describe and explain, with examples, the concept of marketing in the retail environment | 6 | 1.1 | 81  82 | Test M6 Q1 | 3 ½ hours |
| IAC0102 Describe and explain typical advertising principles and strategies used to attract customers to a retail chain store | 6 | 1.2 |  | Test M6 Q2 | 1 ¾ hours |
| IAC0103 Describe and discuss types of retail advertising, promotional methods and media | 6 | 1.2 |  | Test M6 Q3 | 1½ hours |
| IAC0104 Describe the principles of sales and sales management in a retail business | 6 | 1.3 | 84 | Test M6 Q5  Test M6 Q6 | 1 ½ hours |
| IAC0105 Discuss the types of sales promotions used in a retail business | 6 | 1.2 | 83  85 | Test M6 Q7 | 1½ hours |
| IAC0106 Describe the principles of display and describe its affect on sales | 6 | 1.4 |  | Test M6 Q8 | 1 ½ hours |
| IAC0107 Describe the principals of point of sale ticketing and their effect on sales | 6 | 1.5 |  | Test M6 Q9 | 15 minutes |
| **KM-06-KT02: Principles of visual merchandising (20%)** | IAC0201 Define visual merchandising and explain and describe its key concepts and purpose | 6 | 2.1 | 86 | Test M6 Q10  Test M6 Q11  Test M6 Q12 | 1 ½ hours |
| IAC0202 Discuss the potential impact that visual merchandising could have on sales in a retail chain store | 6 | 2.2 | 87 | Test M6 Q16 | 2 hours |
| IAC0203 Describe and explain with examples the basic principles of visual merchandising | 6 | 2.3 | 88 | Test M6 Q13  Test M6 Q14  Test M6 Q15 | 1 hour |
| **KM-06-KT03: Ticketing principles (50%)** | IAC0301 Identify types of ticketing and describe their uses | 6 | 3.2 | 90 | Test M6 Q17  Test M6 Q18  Test M6 Q19 | 2 hours +  5 hours out of class |
| IAC0302 Describe and explain generally accepted methods for displaying ticketing | 6 | 3.2 | 89  90 | Test M6 Q20  Test M6 Q21 | 2 hours +  5 hours out of class |
| IAC0303 Discuss the impact on the store of the information detailed on ticketing | 6 | 3.3 |  | Test M6 Q22 | 15 minutes |
| **KM-06-KT04: Head Office control of promotional displays (15%)** | IAC0401 Describe and explain the concepts and principles of centralised and decentralised Store Support Centre control over promotional displays | 6 | 4.1 | 91 | Test M6 Q23  Test M6 Q24 | 2 hours |
| IAC0402 Discuss the conflict between set layouts and promotional displays | 6 | 4.2 |  | Test M6 Q25 | 1 ½ hours |
| IAC0403 Describe generally accepted principals of implementing promotional activity within centralised Store Support Centre control | 6 | 4.1 | 92 |  | 1½ hours |
| IAC0404 Describe generally accepted principals of implementing promotional activity within decentralised Store Support Centre control | 6 | 4.1 |  |  | 1½ hours |
| **KM-07-KT01: Financial reports used by retail chain stores (15%)** | IAC0101 Describe the goals of financial management of a retail chain store manager | 7 | 1.1 |  | Test M7 Q1 | 10 minutes |
| IAC0102 Describe and explain the concept and principles of budgets | 7 | 1.2 |  | Test M7 Q2  Test M7 Q3  Test M7 Q7 | 20 minutes |
| IAC0103 Discuss generally accepted methods for budgeting for a retail chain store | 7 | 1.3 |  | Test M7 Q4 | 30 minutes |
| IAC0104 Describe and explain the various financial reports used in a retail chain store on a daily, weekly, monthly, quarterly and annual basis | 7 | 1.4 | 93 | Test M7 Q5  Test M7 Q6 | 1 ½ hours |
| **KM-07-KT02: Principles of chain store financial report analyses (15%)** | IAC0201 Identify and explain the various financial performance measures and rations used in retail chain stores | 7 | 2.1 |  | Test M7 Q8  Test M7 Q9  Test M7 Q10 | 1 ¾ hours |
| IAC0202 Identify the major components on a retail chain store income statement and describe their impact on the bottom line of the store | 7 | 2.2 | 94 | Test M7 Q11  Test M7 Q12  Test M7 Q13  Test M7 Q14 | 1 ¾ hours |
| IAC0203 Differentiate between fixed and variable costs of a retail chain store | 7 | 2.3 |  | Test M7 Q15 | 15 minutes |
| IAC0204 Identify and describe the expenses controllable at retail chain store level | 7 | 2.4 | 95 | Test M7 Q16 | 1 ½ hours |
| **KM-07-KT03: Concept and principles of shrinkage and loss control (15%)** | IAC0301 Define and describe the concepts and difference between shrinkage and risk | 7 | 3.1 | 96 | Test M7 Q17  Test M7 Q19 | 10 minutes |
| IAC0302 Define and describe the impact of shrinkage on a retail business | 7 | 3.2 |  | Test M7 Q18 | 45 minutes |
| IAC0303 Discuss and describe the various types of shrinkage in a retail business | 7 | 3.3 | 97 | Test M7 Q20 | 30 minutes |
| IAC0304 Discuss methods for preventing losses other than theft | 7 | 3.8 |  | Test M7 Q21 | 60 minutes |
| IAC0305 Describe methods of detecting and preventing shoplifting | 7 | 3.6 | 97 | Test M7 Q22 | 20 minutes |
| IAC0306 Describe methods of reducing employee theft | 7 | 3.7 | 97 | Test M7 Q23 | 30 minutes |
| IAC0307 Describe the legal requirements in the apprehension of a suspected shoplifter | 7 | 3.9 | Discussion |  | 45 minutes |
| **KM-07-KT04: Concept and principles of risk management (15%)** | IAC0401 Identify and discuss the concepts and principles of risk management planning | 7 | 4.1 | 100 |  | 10 minutes |
| IAC0402 Identify the areas of risks in a retail chain store | 7 | 4.3 | 101 | Test M7 Q24 | 1 hour |
| IAC0403 Describe risk assessment processes applicable to a retail chain store | 7 | 4.4 | 100  101 | Test M7 Q25 | 6 hours |
| IAC0404 Describe risk control strategies applicable to a retail chain store | 7 | 4.4 | 100  101 | Test M7 Q26 | 6 hours |
| **KM-07-KT05: Concept and principles of asset control and maintenance (10%)** | IAC0501 Define and describe the concept of assets in a retail store | 7 | 5.1 |  | Test M7 Q27  Test M7 Q28 | 10 minutes |
| IAC0502 Explain the purpose and key principles of asset control | 7 | 5.2 | 102 | Test M7 Q29 | 1 hour |
| IAC0503 Explain the impact of asset maintenance on the bottom line | 7 | 5.3 |  | Test M7 Q30 | 10 minutes |
| IAC0504 Identify the controls of assets required by chain store managers | 7 | 5.4 | 103  104 | Test M7 Q31 | 2½ hours |
| **KM-07-KT06: Principles for improving the store’s bottom line (30%)** | IAC0601 Describe the use of budgets in the analyses of store financial performance | 7 | 6.1 |  | Test M7 Q32 | 15 minutes |
| IAC0602 Describe the use of present and past performance in the analyses of store financial performance | 7 | 6.2  6.3 |  | Test M7 Q33  Test M7 Q34 | 20 minutes |
| IAC0603 Describe 3 methods for improving the performance of expenses controllable at store level | 7 | 6.4 |  | Test M7 Q36 | 30 minutes |

**PRACTICAL MODULES**

|  | | | **Applied knowledge** | | | |
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| **PM#** | **PM description** | **IAC #**  **Internal Assessment criteria description** | **AK # and description** | **Learner guide Module #** | **Section # in Learner guide** | **Practical activity or Case study # in practical training workbook** |
| **PM-01-PS01: Communicate in a retail environment** | 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 | 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 | AK0101 Techniques for analysing case studies | 2 | 1.2  1.6 | PM 5.1.1 |
| **PM-01-PS02: Manage meeting processes** | 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 | 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 | 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 | 2 | 3.9  3.12  3.8  3.6  3.7  3.12  3.12 | PM 5.1.2 |
| **PM-01-PS03: Manage people dynamics** | 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 | 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 | 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 | 2  3 | 3.12  3.13  6.4  6.7 | PM 5.1.3 |
| **PM-01-PS04: Evaluate employee performance** | 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 | 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 | 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 | 1 | 4.4 | PM 5.1.4 |
| **PM-02-PS01: Manage retail chain store operational processes** | 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 | 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 | 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 | 1 | 3.3  3.4  3.5  4.2 | PM 5.2.1 |
| **PM-02-PS02: Manage and control work processes** | 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 | 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 reschedules to ensure the new activity is completed in time without delaying the other activities in the operation plan | 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 | 1 | 3.3  3.4  4.2 | PM 5.2.2 |
| **PM-03-PS01: Plan and control housekeeping activities** | 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 | 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 | 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 | 4 | 2.4 | PM 5.3.1 |
| **PM-03-PS02: Plan and control health and safety activities** | 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 | 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 | AK0201 Techniques for analysing case studies  AK0202 Techniques for identifying shortfalls in performance  AK0203 Techniques for developing action plans | 4 | 2.1  2.2  2.3 | PM 5.3.2 |
| **PM-03-PS03: Determine customer service requirements and plan to achieve these requirements** | 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 | 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 | AK0301 Techniques for matching service standards to different target markets  AK0302 Techniques for analysing information and identify shortcomings  AK0303 Techniques for developing action plans | 4 | 1.5  1.6  1.7  1.8  1.9  1.10 | PM 5.3.3 |
| **PM-04-PS01: Maintain effective relations with stakeholders within the organisation** | 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 | 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 | 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 | 1 | 2.1  2.2  2.3  2.4 | PM 5.4.1 |
| **PM-04-PS02: Maintain effective relations with stakeholders external to the organisation** | 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 | 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 | 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 | 1 | 2.1  2.2  2.3  2.4 | PM 5.4.2 |
| **PM-05-PS01: Manage operational tasks impacting on the management of stock balances** | 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 | 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 | 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 | 5 | 1.1  1.2  1.3  2.1  2.2  2.3  2.4  2.5  2.7  2.7 | PM 5.5.1 |
| **PM-05-PS02: Manage under, over and dead stock situations** | 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 | 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 | 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 | 5 | 2.7  3.1  3.2  3.3 | PM 5.5.2 |
| **PM-06-PS01: Propose improvements to range and product mix** | 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 | 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 | AK0101 Analysing techniques  AK0102 Techniques for writing proposals  AK0103 Stock performance measures  AK0104 Techniques for analysing target markets and their shopping behaviours | 5 | 4.1  4.2  4.3  4.4 | PM 5.6.1 |
| **PM-06-PS02: Propose improvements to layouts** | 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 | 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 | AK0201 Analysing techniques  AK0202 Techniques for writing proposals  AK0203 Techniques for matching shopping expectations to target markets | 6 | 1.1  2.1  2.2  2.3 | PM 5.6.2 |
| **PM-07-PS01: Break up budgets and set individual targets** | 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 | 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 | 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 | 6  7 | 1.2  1.3  2.1  2.2 | PM 5.7.1 |
| **PM-07-PS02: Merchandise promotional product and display ticketing** | 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 | 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 | AK0201 Techniques for developing action plans  AK0202 Techniques for scheduling staff | 6  1 | 3.2  3.3  4.2 | PM 5.7.2 |
| **PM-08-PS01: Analyse and interpret chain store financial performance reports** | 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 | 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 | AK0101 Techniques for analysing and interpreting chain store financial report  AK0102 Techniques for calculating financial performance  AK0103 Report writing techniques | 7 | 1.1  1.2  1.3  1.4  2.1  2.2  2.3  2.4 | PM 5.8.1 |
| **PM-08-PS02: Plan corrective actions to improve financial performance** | 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 | 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 | 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 | 7 | 2.1  2.2  2.3  2.4 | PM 5.8.2 |
| **PM-09-PS01: Identify and assess areas of risk in a retail chain store** | PA0101 Develop checklists to analyse the risks to the store  PA0102 Assess the risks to the store | 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 | 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 | 7 | 4.1  4.2  4.3  4.4 | PM 5.9.1 |
| **PM-09-PS02: Manage the reduction of shrinkage and losses** | PA0201 Analyse. identify and report on areas where shrinkage and losses occurred  PA0202 Compile action plans to reduce further shrinkage and losses | 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 | AK0201 Techniques for analysing case studies  AK0202 Techniques for identifying causes of shrinkage and losses  AK0203 Techniques for developing action plans | 7 | 3.1  3.2  3.3  3.4  3.5  3.6  3.7  3.8 | PM 5.9.2 |
| **PM-09-PS03: Manage assets** | 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 | 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 | 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 | 7 | 5.1  5.2  5.3  5.4 | PM 5.9.3 |