**PROGRAMME STRATEGY DOCUMENT**

**Curriculum 522201000 OC RETAIL SUPERVISOR (QUAL 99573)**

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| **Purpose of the programme** | The purpose of this qualification is to equip a learner with knowledge and skills to operate as a Retail Supervisor. |
| **Programme description** | This qualification consists of Compulsory Knowledge, Practical Skill and Work Experience modules  NQF Level 4 totalling 100 Credits |
| **Alignment and learning outcomes** | **Knowledge Modules:**  522201000-KM-01, Concepts and principles of supervising Wholesale or Retail staff, NQF Level 4, 10 Credits.  522201000-KM-02, Concepts and principles of monitoring and improving performance, NQF Level 4, 4 Credits.  522201000-KM-03, Concepts and principles for the implementation and maintenance of retail or wholesale operations, NQF Level 4, 3 Credits.  522201000-KM-04, Concepts and principles of enhancing customer service, NQF Level 4, 3 Credits.  Total number of Credits for Knowledge Modules: 20 Credits.  Practical Skill Modules:  522201000-PM-01, Supervise retail or wholesale staff, NQF Level 4, 6 Credits.  522201000-PM-02, Monitor and control the work performance of a team, NQF Level 4, 6 Credits.  522201000-PM-03, Supervise operations, NQF Level 4, 4 Credits.  522201000-PM-04, Supervise service to internal and external retail and wholesale customers, NQF Level 4, 2 Credits.  522201000-PM-05, Resolve queries and complaints from internal and external retail and wholesale customers, NQF Level 4, 2 Credits.  Total number of Credits for Practical Skill Modules: 20 Credits  This qualification also requires the following Work Experience Modules:  522201000-WM-01, Processes and procedures for supervising wholesale or retail staff, NQF Level 4, 30 Credits.  522201000-WM-02, Processes and procedures for supervising, implementing and maintaining processes and procedures in a specific area of responsibility in a wholesale or retail outlet, NQF Level 4, 20 Credits.  522201000-WM-03, Processes and procedures for enhancing customer service in a wholesale or retail outlet, NQF Level 4, 10 Credits.  Total number of Credits for Work Experience Modules: 60 Credits.  **EXIT LEVEL OUTCOMES**  1. Plan and delegate a minimum of 12 tasks to 3 team members so that all tasks are completed within time-frames.  2. Monitor and improve work performance where service standards and loss control standards are not being met.  3. Analyse causes of customer complaints and to resolve them in a manner that promotes customer loyalty with organisational policies. |
| **Programme articulation options and learning pathways** | This qualification allows possibilities for both horizontal and vertical articulation.  **Horizontal Articulation:**  Further Education and Training Certificate: Generic Management: Wholesale and Retail  Management, Level 4.  **Vertical Articulation:**  National Certificate: Wholesale and Retail: Buying Planning, Level 5.  National Certificate: Wholesale and Retail Operations Supervision, Level 5. |
| **Entry requirements** | NQF Level 4 with Mathematical Literacy and Communication |
| **Programme design and delivery** | **Learning strategy and delivery method**  The programme is offered face-to-face. Facilitation methods for the knowledge component include lecturing, group discussions and a variety of activities such as projects, role plays and case studies.  The learner guide is divided into 4 modules, each covering one of the knowledge modules of the knowledge component:  The learner’s guide is divided into 4 modules, to cover each of the 4 Knowledge modules, as follows:   |  |  | | --- | --- | | **CONSTRUCTION OF THE LEARNER’S GUIDE** | | | **MODULE** | **KNOWLEDGE MODULE COVERED** | | **Module 1: The role of the supervisor in wholesale and retail** | KM-01 Explain the role of the supervisor. | | **Module 2: Monitoring and improving performance** | KM-02 Concepts and principles of monitoring and improving performance. | | **Module 3: Implementation and maintenance of operations** | KM-03 Concepts and principles for the implementation and maintenance of retail or wholesale operations. | | **Module 4: Enhancing customer service** | KM-04 Concepts and principles of enhancing customer service. |   The relevant knowledge test should be written after each module. This assists with continuous assessment of learner progress.  **Workplace experience**  Workplace experience is guided by the workplace experience guide.  **Time allocation per component**  Time allocation per component is guided by the notional hours for each component, namely  Knowledge component: 20 credits = 200 notional hours  Practical component: 20 credits = 200 notional hours  Workplace experience component: 60 credits = 600 hours (75 days)  **Prescribed content/reading**  The learner’s guide is comprehensive, covering all knowledge requirements. This is supplemented by a bibliography for further reading at the end of the learner’s guide.  **Media, aids and equipment**  Training aids include the learner’s guide, facilitator’s guide, workbook, knowledge tests and assessment guide.  Media, aids and equipment for practical training and workplace experience should be available at the accredited workplace as per the requirements for practical and workplace experience, namely a real or simulated wholesale/retail environment. |
| **Assessment strategy** | **Formative assessment and methods of internal assessment**  Formative assessment is conducted by means of formative assessment activities throughout the programme, with feedback to learners by the facilitator.  Knowledge tests are written at the end of each module (knowledge component).  **External Integrated Summative Assessment**  External Integrated Summative Assessment is conducted by an accredited Assessment Centre only after learners have successfully completed the internal assessments.  In order to qualify for the external summative assessment learners must have a copy of a completed and signed Statement of Work Experience as well as proof of successful completion of the following subjects and modules or alternative programmes where applicable including foundational learning competence.  **RPL opportunities**  RPL for access to the external Integrated Summative Assessment: Accredited providers and approved workplaces must apply the internal assessment criteria specified in the related curriculum document to establish and confirm prior learning. Accredited providers and workplaces must confirm prior learning by issuing a statement of result or certifying a work experience record.  RPL for access to the qualification: Accredited providers and approved workplaces may recognise prior learning against the relevant access requirements. |
| **Learner support** | Learners are supported by means of an orientation guide.  Feedback on progress sis given by means of feedback on formative assessment activities and on knowledge tests. |
| **Programme evaluation** | Programme evaluation is to be conducted by the training provider using ist standard mechanisms for programme evaluation.  Facilitator evaluation is to be conducted by the training provider using ist standard mechanisms for programme evaluation.  Logistics evaluation is to be conducted by the training provider using ist standard mechanisms for programme evaluation. |

**ALIGNMENT MATRIX AND TIMEFRAME**

**QUAL ID 522201000 OC Retail supervisor**

**KNOWLEDGE MODULES**

| **KM#** | **IAC #**  **Internal Assessment criteria description** | **Learner guide Module #** | **Section # in Learner guide** | **Formative activity #** | **Internal assessment test question no.** |
| --- | --- | --- | --- | --- | --- |
| **KM01 Explain the role of the supervisor** | | | | | |
| **KM-01-KT01:** KM-01-KT01: The role of a supervisor (40%) | IAC0101 Explain the role of the supervisor in the wholesale and retail environment | 1 | 1.1 |  | Test KM-01 Q1 |
| IAC0102 Compare the different leadership styles and explain when each is appropriate | 1.5 | 2  3 | Test KM-01 Q2 |
| IAC0103 Discuss why ethics is important for a supervisor and give examples of 4 ethical dealings | 1.6 | 4 | Test KM-01 Q3 |
| IAC0104 Explain how authority can be abused and the impact this will have on a team | 1.7 |  | Test KM-01 Q4 |
| IAC0105 Explain the difference between leadership and supervision with example | 1.4 |  | Test KM-01 Q5 |
| IAC0106 Explain why continuous personal development is important for a supervisor, including 3 examples for further development | 1.3.1 |  | Test KM-01 Q6 |
|  | IAC0107 Discuss the models of decision making and its process | 1.8 |  | Test KM-01 Q7 |
| IAC0108 Explain the concept of Self Management and discuss 3 elements that impact on the wholesale and retail supervisor | 1.2 | 1 | Test KM-01 Q8 |
| IAC0109 Discuss the various problem solving theories with examples of when each is appropriate | 1.9 | 5  6 | Test KM-01 Q9 |
| IAC0110 List the legislation impacting on the supervision of the team with a brief description of what each covers including Labour Relations Act(LRA), Basic Conditions of Employment, Sectorial Determination, Workmen's Compensation Act (WCA) | 1.10 |  | Test KM-01 Q10 |
| KM-01-KT02: Concepts and Principles of Communication (10%) | IAC0201 List the different levels that a supervisor would have to communicate with |  | 2.1  2.2  2.3 | 10 | Test KM-01 Q11 |
| IAC0202 Explain the principles of communication | 2.5 | 7  8  9 | Test KM-01 Q12 |
| IAC0203 Discuss the various forms of business communication | 2.7 | 10 | Test KM-01 Q13 |
| IAC0204 Discuss how the different levels at which a supervisor communicates impacts on the style of communication | 2.3 |  | Test KM-01 Q11 |
| KM-01-KT03: Principles of Motivation (10%)  **Please refer to material developer’s feedback on curriculum – there are no appropriate IAC for KT-03** | Indicators of motivation and indicators of lack of motivation |  | 3.1  3.2  3.3  3.4  3.5  3.6 | 11 |  |
| Theories of motivation | 3.7  3.8  3.9 |  | Test KM-01 Q14 |
| Techniques for motivating a team | 1 | 3.10 |  | Test KM-01 Q16 |
| KM-01-KT04: Principles of holding operational meetings (10%) | IAC0401 Discuss 3 different types of meetings and characteristics of each | 1 | 4.1 | 13 | Test KM-01 Q17 |
| IAC0402 Explain how a supervisor will go about preparing for a meeting with the team | 4.2  4.3 | 13 | Test KM-01 Q18 |
| IAC0403 Explain the method for conducting a meeting so as to ensure involvement of all present | 4.4.3 | 12  13 | Test KM-01 Q19 |
| IAC0404 Discuss methods for managing behaviour in a team meeting | 4.4.4 |  | Test KM-01 Q20 |
| IAC0405 Explain how a supervisor should record decisions made at team meetings | 4.5 |  | Test KM-01 Q21 |
| IAC0406 Explain the process for reviewing meetings | 4.6 | 13 | Test KM-01 Q22 |
| KM-01-KT05: Principles of planning, delegation and follow up (10%) | IAC0501 Describe the principles of planning, prioritising and the use of task lists | 1 | 5.1 |  | Test KM-01 Q23 & Q24 q25 |
| IAC0502 Discuss the factors used when scheduling staff | 5.4 | 15 | Test KM-01 Q26 |
| IAC0503 Explain the importance of setting and communicating goals | 5.2 | 14 | Test KM-01 Q27 |
| IAC0504 Discuss the differences between giving instructions and delegating | 1 | 5.5.3 | 16  17 | Test KM-01 Q28 |
| IAC0505 Explain the principles of contingency planning | 1 | 5.3.3 |  | Test KM-01 Q29 |
| KM-01-KT06: Concepts and principles of monitoring action plans (10%) | IAC0601 Discuss the monitoring and evaluating of action plans to ensure success | 1 | 6.1  6.2 | 18 | Test KM-01 Q30 |
| IAC0602 Principles of monitoring action plans | 6.3 | 18  19 | Test KM-01 Q31 |
| IAC0603 Concept and principles of contingency planning | 5.3.3 | 18 | Test KM-01 Q29 |
| KM-01-KT07: Concepts and principles of handling conflicts (10%) | IAC0701 Discuss the difference between constructive and destructive conflict ion the workplace with examples | 1 | 7.1  7.2  7.3  7.4  7.5 |  | Test KM-01 Q32 |
| IAC0702 Explain how a supervisor should handle both constructive and destructive workplace conflict | 7.6  7.7 | 20  21 | Test KM-01 Q33 |
| IAC0703 Discuss the concepts of win-win and win-lose and the ongoing impact of each on team dynamics | 7.8 |  | Test KM-01 Q34 |
| **KM02 Concepts and principles of monitoring and improving performance , NQF Level 4, Credits 4** | | | | | |
| KM-02-KT01: Principles of monitoring and evaluating performance (40%) | IAC0101 Describe how a supervisor will identify the standards of performance required of a task | 2 | 1.1  1.2  1.3 | 22  23 | Test KM-02 Q1 |
| IAC0102 Explain how a supervisor will go about analysing the gaps in a team members performance | 1.4  1.5 |  | Test KM-02 Q2 |
| IAC0103 Describe the methods a supervisor will use to bridge identified gaps in a staff members performance | 1.6  1.7 |  | Test KM-02 Q3 |
| IAC0104 Discuss the principles of giving feedback with examples | 1.8 | 24 | Test KM-02 Q4 |
| IAC0105 Explain, with examples, the difference between performance standards and behaviours | 1.9 |  | Test KM-02 Q5 |
| IAC0106 Discuss the importance of reinforcing positive performance/behaviours | 1.10 |  | Test KM-02 Q6 |
| IAC0107 Discuss ways of reinforcing positive behaviour/performance | 1.11 |  | Test KM-02 Q7 |
| KM-02-KT02: Principles of correcting staff (20%) | IAC0201 Explain positive and negative corrective action by using examples |  | 2.1  2.2  2.3 | 25 | Test KM-02 Q8 |
| IAC0202 Discuss the legislation that impacts on the correcting of staff | 2.4 | 26 | Test KM-02 Q9 |
| KM-02-KT03: Concepts and importance of induction (20%) | IAC0301 Describe the impact of a well inducted new staff member on a store team | 2 | 3.1  3.2  3.3 |  | Test KM-02 Q10 |
| IAC0302 Describe the elements to cover when inducting a new team member including orientation, training and documentation | 3.4  3.5  3.6 | 27  28  29 | Test KM-02 Q11 |
| IAC0303 Discuss the advantages and disadvantages of providing a buddy/mentor | 3.7 |  | Test KM-02 Q12 |
| IAC0304 Discuss the importance of integrating on-the-job training with induction. | 3.8 | 29 | Test KM-02 Q13 |
| KM-02-KT04: Concepts and principles of on-the-job training (20%) | IAC0401 Describe the difference between training, coaching and on the job training | 2 | 4.1  4.2 |  | Test KM-02 Q14 |
| IAC0402 Describes different methods used for training in the industry | 4.3 | 30  31 | Test KM-02 Q15 |
| IAC0403 Describe the role of the supervisor in supervising training and coaching | 4.1 |  | Test KM-02 Q16 |
| IAC0404 Describe typical methods for coaching on the job | 4.5 | 30  31 | Test KM-02 Q17 |
| IAC0405 Discuss the impact of legislation covering training and development on in store training | 4.6 |  | Test KM-02 Q18 |
| **KM03 Concepts and principles for the implementation and maintenance of retail or wholesale operations, , NQF Level 4, Credits 3** | | | | | |
| KM-03-KT01: Concepts and principles of loss control supervision | IAC0101 Describe the concept of shrinkage | 3 | 1.1 |  | Test KM-03 Q1 |
| IAC0102 Explain how shrinkage affects an organisation and its staff | 1.2 |  | Test KM-03 Q2 |
| IAC0103 Discuss the concepts of loss supervision | 1.3 | 32 | Test KM-03 Q3 |
| IAC0104 Describe typical causes of loss in a wholesale and retail environment | 1.3 | 32 | Test KM-03 Q3 |
| KM-03-KT02: Concepts and principles of housekeeping supervision (33%) | IAC0201 Describe the concept of housekeeping | 3 | 2.1 |  | Test KM-03 Q4 |
| IAC0202 Explain how housekeeping impacts on the image of an organisation | 2.2 | 34 | Test KM-03 Q5 |
| IAC0203 Discuss the relationship between housekeeping and losses | 2.2 | 34 | Test KM-03 Q6 |
| IAC0204 Discuss the concepts of supervising housekeeping | 2.3 | 33  34 | Test KM-03 Q7 |
| KM-03-KT03: Concepts and principles of safety supervision (33%) | IAC0301 Explain the impact of safety legislation on the workplace | 3 | 3.1  3.2 |  | Test KM-03 Q8 |
| IAC0302 Discuss the impact of safety on the image of the organisation | 3.2  3.3 |  | Test KM-03 Q9 |
| IAC0303 Discuss the supervision of safe working procedures in a wholesale and retail operation | 3.4 | 35 | Test KM-03 Q10 |
| **KM04 Concepts and principles of enhancing customer service, , NQF Level 4, Credits 3** | | | | | |
| KM-04-KT01: Concepts and principles of supervising customer service (50%) | IAC0101 Describe the role of the supervisor in enhancing customer satisfaction | 4 | 1.1  1.2  1.3 |  | Test KM-04 Q1 |
| IAC0102 Discuss the standards of service expected by internal and external customers | 1.4 |  | Test KM-04 Q2 |
| IAC0103 Describe methodologies used to measure customer satisfaction | 1.5 |  | Test KM-04 Q3 |
| IAC0104 Discuss the strategies used for enhancing customer loyalty | 1.6 |  | Test KM-04 Q4 |
| IAC0105 Discuss the principles and concepts of supervising customer service | 1.7 | 36 | Test KM-04 Q5 |
| KM-04-KT02: Concepts and principles for resolving customer queries and complaints (50%) | IAC0201 Explain how The Consumer Protection Act and National Credit Act impact on the rights of consumers | 4 | 2.1 | 37 | Test KM-04 Q6 |
| IAC0202 Discuss the impact of accurate and inaccurate information when handling customer queries | 2.2 |  | Test KM-04 Q7 |
| IAC0203 Describe different options for a supervisor when resolving customer complaints | 2.3 |  | Test KM-04 Q8 |
| IAC0204 Describe how to escalate customer queries in a manner that enhances customer | 2.4 |  | Test KM-04 Q9 |

**PRACTICAL MODULES**

| **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** | **Supervise time-keeping** | IAC0101 Situations that do not need corrective action are determined in accordance with the scenario  IAC0102 Situations that require corrective action are determined in accordance with the scenario  IAC0103 Corrective action proposed is practical and applicable to the various situations | AK0101 Matching corrective actions to varying timekeeping problems  AK0103 Applicable legislation | 2 | 1.12 | 1 |
| **PM-01-PS02:** | **Resolve conflict** | IAC0201 The cause of the conflict is identified in terms of the conflict described  IAC0202 The conflict is resolved in a manner that ensures all parties accept the resolution | AK0201 Methods for identifying the cause of conflict in conflict situations  AK0202 Techniques for resolving a conflict situation | 1 | Chapter 7 | 2 |
| **PM-01-PS03:** | **Plan a days tasks** | IAC0301 The task list includes all tasks in order of priority  IAC0302 Tasks assigned to staff take into account timeframes and their experience | AK0301 Methods for drawing up tasks lists  AK0302 Techniques for matching tasks to staff experience  AK0303 Prioritising and allocating tasks | 1 | Chapter 5 | 3 |
| **PM-01-PS04:** | **Hold a meeting and delegate tasks** | IAC0401 The plan includes the completed task list, the time of the meeting, list of expected attendees, and a list of any documentation to be handed out  IAC0402 The meeting is held in a manner that allows attendees to give input and accommodates amendments to the days plan  IAC0403 Tasks are allocates in a clear and understandable manner | AK0401 Methods for planning and preparing for operational meetings  AK0402 Techniques for participating in role plays  AK0403 Techniques for holding operational meetings  AK0404 Communication techniques | 1 | Chapter 4  Chapter 5 | ‘4 |
| **PM-02-PS01:** | **Improve the performance of team members** | IAC0102 The causes of poor performance are determined as per scenarios given  IAC0103 The causes of poor performance are determined as per scenarios given  IAC0101 Good work performance is reinforced using generally accepted business methods | AK0101 Methods of reinforcing good work performance  AK0102 Techniques for analysing case studies  AK0103 Techniques for identifying causes of poor performance  AK0104 Methods for improving poor work performance | 2 | Chapter 1  Chapter 2  Chapter 4 | 5 |
| **PM-02-PS02:** | **Prepare for inducting a new staff member** | IAC0201 The checklist details all aspects of orientation and induction as required by the policies and procedures of the organisation  IAC0202 Good and bad practices are determined as per the scenario given | AK0201 Techniques for analysing case studies  AK0202 Techniques for developing checklists  AK0203 Techniques orientating and inducting new staff | 2 | Chapter 3 | 6 |
| **PM-03-PS01:** | **Supervise loss control** | IAC0101 causes of the losses are determined as per the scenario given  IAC0102 The recommendations to minimise the losses are practical and will reduce losses in the outlet | AK0101 Techniques for analysing case studies  AK0102 Matching loss prevention actions to wholesale and retail loss causing situations | 3 | Chapter 1 | 7 |
| **PM-03-PS02:** | **Supervise housekeeping** | IAC0201 Acceptable and unacceptable housekeeping practices are determined as per the given scenario  IAC0202 The recommendations to improve housekeeping in the outlet are practical | AK0201 Techniques for analysing case studies  AK0202 Techniques to improve housekeeping in a wholesale and retail outlet | 3 | Chapter 2 | 8 |
| **PM-03-PS03:** | **Supervise health and safety** | IAC0301 Acceptable and unacceptable health and safety practices are identified as per the given scenario  IAC0302 The recommendations to improve health and safety in the outlet are practical | AK0301 Techniques for analysing case studies  AK0302 Techniques to improve health and safety practices in a wholesale and retail outlet  AK0303 Specific applicable legislation | 3 | Chapter 3 | 9 |
| **PM-04-PS01:** | **Supervise service to internal customers** | IAC0101 The service not up to standard is determined as detailed in the scenarios  IAC0102 The recommendations to improve service are practical and appropriate to the scenarios | AK0101 Techniques for analysing case studies  AK0102 Techniques for identifying gaps in service standards provided  AK0103 Techniques for closing the gap between required and actual service performance | 4 | Chapter 1 | 10 |
| **PM-04-PS02:** | **Supervise service to external customers** | IAC0201 The service not up to standard is determined as detailed in the scenarios  IAC0202 The recommendations to improve service are practical and appropriate to the situations | AK0201 Techniques for analysing case studies  AK0202 Techniques for identifying gaps in service standards provided  AK0203 Techniques for closing the gap between required and actual service performance | 4 | Chapter 1 | 11 |
| **PM-05-PS01:** | **Respond to customer queries** | IAC0101 The queries requiring escalation are identified in terms of the situations in the scenario  IAC0102 The queries requiring the supervisors response are identified in terms of the situations in scenario  IAC0103 Acceptable and unacceptable responses to customer queries are identified in terms of the situations given  IAC0104 Responses proposed are appropriate, practical and applicable to the query | AK0101 Techniques for analysing case studies  AK0102 Matching responses to various queries  AK0103 Techniques for responding to customer queries | 4 | Chapter 2 | 12 |
| **PM-05-PS02:** | **Resolve customer complaints** | IAC0201 The supervisor listens and responds to the customer in a manner that diffuses emotions  IAC0202 The complaint is resolves in a practical and appropriate manner | AK0201 Techniques for calming angry customers  AK0202 Problem solving techniques |  |  | 13 |