

EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT

PAPER EXEMPLAR 1

STUDENT NAME & SURNAME	
ID NUMBER	
EISA REGISTRATION NUMBER	
ASSESSMENT CENTRE	
ASSESSMENT CENTRE ACCREDITATION NUMBER	
QUALIFICATION	Occupational Certificate: Retail Chain Store Manager
SAQA ID	103150
CREDITS	106
PAPER	1
DATE OF EISA	DD/MM/YYYY
DURATION	180 minutes
TOTAL MARKS	100

GENERAL EISA RULES

1. Students are **only** allowed to use the supplied EISA booklets.
2. Students are **only** allowed to use a black pen for their answers.
3. Students to ensure that their name, surname and EISA registration number appears on the front of your EISA booklet.
4. This is a closed book examination; therefore, no other material or belongings are to be brought into the assessment centre. Should you bring any other material or belongings into the assessment centre, you will be required to leave such at the front of the assessment centre examination room. The assessment centre will not be held liable for any loss or damage to property brought into the assessment centre examination room.
5. All EISA booklets must be handed back to the invigilator intact. No pages may be torn off from the EISA booklet. The removal of EISA booklets from the examination room is prohibited.
6. Students may make use of a calculator in this EISA.
7. Unless this is an online examination where access to a computer will be made available to you; the use of any communication devices, including smart watches, cell phones, tablets, i-Pads, head phones and laptops are prohibited.
8. All cell phones are to be switched off for the duration of the EISA.
9. The invigilator will not assist you with the explanation of questions related to the EISA.
10. Students are prohibited from conversing in any manner with other students.
11. Students may not leave the examination venue within one hour of the start of the examination and in the last 10 minutes of the allotted examination period.
12. Students who are found to be disruptive and unruly in the assessment centre will be requested to leave the assessment centre by the invigilator.

I HEREBY CONFIRM THAT I HAVE READ THE ABOVE EISA RULES AND DECLARE THAT I UNDERSTAND AND ACCEPT THE RULES.

SIGNATURE OF STUDENT

ANSWER ALL QUESTIONS

Question 1

Section A

(Total # 15 Marks)

Read the following scenario and answer the questions that follows:

Scenario 1: Retail store shortfalls

In a retail store located in Johannesburg, South Africa, there have been a number of shortfalls in service delivery that have impacted both internal and external stakeholders. One of the key issues has been poor communication between the sales team and the warehouse staff, leading to frequent stock shortages and delays in fulfilling customer orders.

Another issue has been the inconsistent quality of customer interactions. While some staff members are friendly and helpful, others have been known to be dismissive or unresponsive to customer queries and complaints. This has led to a growing number of negative reviews on social media and other digital platforms.

One particular incident involved a customer who had purchased a faulty product and was unable to receive a refund or exchange due to a lack of available stock. Despite numerous complaints and requests for assistance, the customer was left feeling frustrated and dissatisfied with the level of service they received.

On the positive side, there have been several examples of staff members who have gone above and beyond to provide excellent customer service. One such incident involved a customer who was having trouble finding a specific product, and a staff member took the time to personally guide them to the correct aisle and assist them with their purchase.

To address these shortfalls, the store has implemented a number of measures to improve communication between departments and provide better training to staff on customer service standards. They have also established a dedicated customer service team to handle complaints and queries more efficiently, and are actively monitoring social media and other digital platforms for customer feedback. Additionally, the store has increased their stock levels and improved the quality of their products to meet customer demand and expectations.

1.1.1 Based on the scenario, how would you evaluate the customer service standards at the retail store in Johannesburg and provide your view on the standards **(4 Marks)**

1.1.2. According to the scenario described above, what are two shortfalls in service delivery that have been identified in the retail store.? **(2 Marks)**

1.1.3. According to the scenario described above, what practical action could be taken to improve service delivery in maintaining and building stakeholder relationships within the policies and procedures?

(3 Marks)

1.1.4. Based on the scenario above, identify one service standard that the retail store in Johannesburg that has met or exceeded customer service expectations? **(2 Marks)**

1.1.5. Based on the scenario above, what practical action could be taken to acknowledge staff performance and encourage staff members? **(4 Marks)**

(Total Marks for Question 1 = 15)

Question 2.

Section B

(Total # 20 Marks)

Read the following case study and answer the questions that follows:

Case Study: Stock Management and Sales Analysis in a Clothing Retail Store in Johannesburg, South Africa

Background:

A clothing retail store located in Johannesburg, South Africa, is facing challenges with stock management and sales performance. The store sells a range of men's and women's clothing items, including shirts, pants, dresses, and accessories. The store has noticed a decline in sales and customer satisfaction in the past few months, and they suspect that poor stock management may be a contributing factor.

Stock/Sales Report:

The store has analysed the sales performance of the women's dress category and has identified three SKUs that are experiencing poor sales performance: SKU 001, SKU 002, and SKU 003. The report indicates that the store has 30 units of SKU 001 in stock, with no outstanding orders, 25 units of SKU 002 in stock, with 5 outstanding orders, and 10 units of SKU 003 in stock, with no outstanding orders.

Aged Stock Report:

The report also indicates that there is excess and obsolete stock in the women's dress category. The store has 15 units of obsolete stock, including 5 units of SKU 004 (a dress that is no longer produced), 3 units of SKU 005 (a dress that is out of date), and 7 units of SKU 006 (a dress that has been discontinued).

Expected Sales and Model Stock:

The expected sales of the women's dress category for the upcoming quarter are 500 units. The store has set a model stock level of 100 units for each SKU in the category, based on historical sales data and customer demand.

Seasonal Promotions:

The store has planned a seasonal promotion for the women's dress category, which includes a 10% discount on all dresses during the month of March.

Recommendations:

To address these problem areas, the store could take the following actions:

Reduce the stock levels of SKU 001 and SKU 003 by offering a discount or running a promotion to encourage customers to purchase these items.

Follow up with suppliers to ensure timely delivery of stock and avoid delays in fulfilling customer orders.

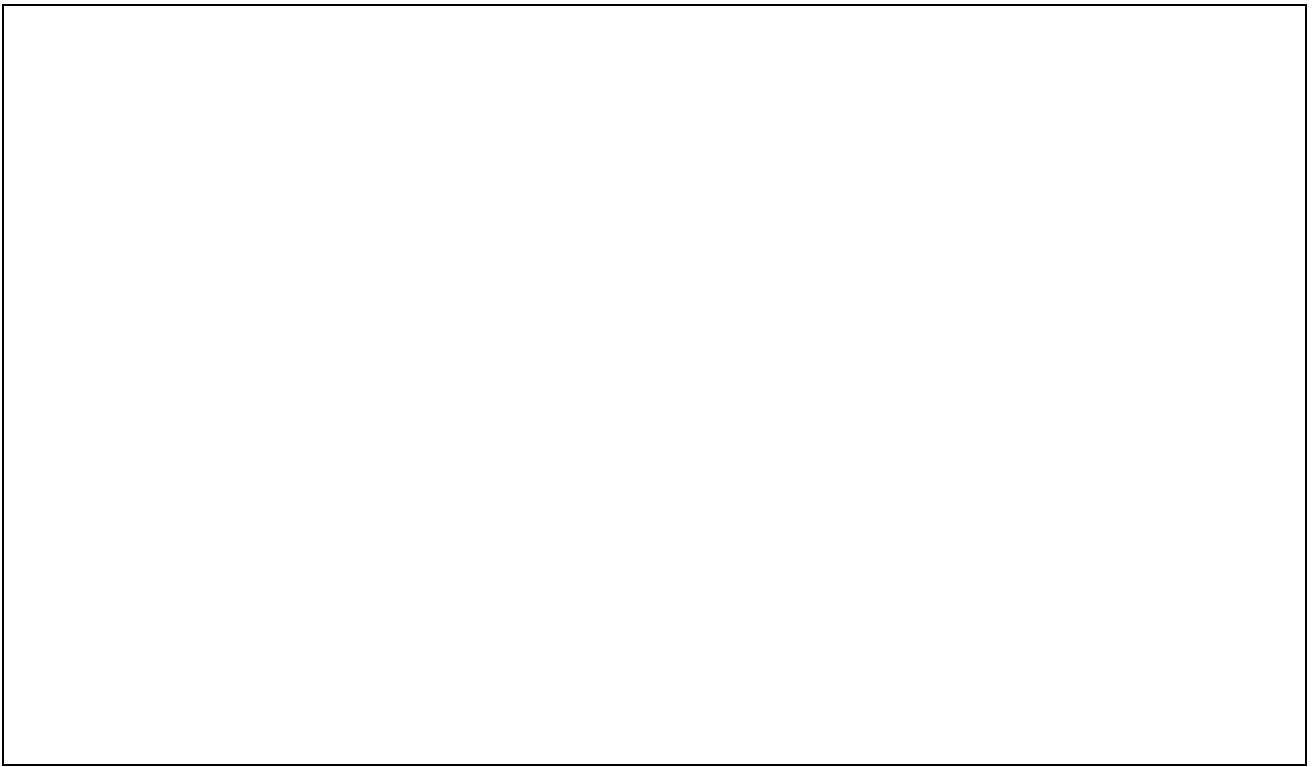
Discontinue or sell off the obsolete stock to free up storage space and reduce the risk of losses due to damage or theft.

2.1.1. Evaluate the stock/sales report presented in the case study and identify at least two problem areas affecting the performance of the women's dress category. **(4 Marks)**

2.1.2. Considering both the stock on hand and outstanding orders, explain whether the quantities of women's dresses ordered aligned with the store's anticipated sales? **(4 Marks)**

2.1.3. Identify any stock shortages in the women's dress category in the case study and provide practical actions to obtain stock within the organization's policies and procedures. **(6 Marks)**

2.1.4. Identify excess and obsolete stocks in the women's dress category in the case study and provide practical actions to reduce these stock levels within the organization's policies and procedures. **(6 Marks)**



(Total Marks for Question 2 = 20)

Question 3

Section C

(Total # 25 Marks)

Read the following scenario and answer the questions that follow:

Scenario: Store Revamp

A large retail store in Johannesburg, has decided to undergo a revamp to improve customer experience and increase sales. The store is 5000 square meters and sells a variety of products, including groceries, clothing, electronics, and homeware. The revamp will take place over a period of 3 weeks.

Plan:

Week 1:

Remove all current fixtures and furniture.

Paint the walls, ceilings, and floors.

Install new shelving and displays.

Unpack and sort all new stock.

Week 2:

Install new lighting and sound systems.

Organize products on shelves and displays.

Implement a new POS (Point of Sale) system.

Train staff on the new POS system.

Week 3:

Finalize all store preparations.

Hold a grand reopening event.

Staff:

Store Manager: 10 years of experience in retail management. Strong leadership skills and experience in managing projects.

Sales Supervisor: 5 years of experience in retail sales. Good at motivating staff but lacks attention to detail.

Stock Manager: 3 years of experience in retail stock management. Good at planning and organizing but often arrives late to work.

Shift Schedule:

Monday to Friday: 8am to 5pm

Saturday: 8am to 4pm

Sunday: Closed

Peak Trading:

The store experiences peak trading during the weekends and on public holidays, with the busiest time being between 10am and 2pm.

Unexpected additional tasks:

One staff member calls in sick every day during the revamp period, leading to understaffing and delays in completing tasks. The store manager will have to arrange for temporary staff or adjust the shift schedule to ensure all tasks are completed on time.

The store's electrical system fails unexpectedly during the revamp, delaying the installation of the new lighting and sound systems. The store manager will have to arrange for an emergency electrician to fix the issue and adjust the work schedule to make up for lost time.

Unacceptable Performance:

The Stock Manager often arrives late to work, leading to delays in receiving and unpacking new stock. This impacts the operational plan by causing delays in the preparation of the store for the grand reopening. The Store Manager will have a discussion with the Stock Manager and provide coaching to improve their punctuality.

3.1.1. Describe how you would allocate daily and weekly operational objectives according to their importance, frequency, and time expected for completion. **(6 marks)**

3.1.2. Describe how you would schedule staff taking into account their experience, legal working hours, and the time expected for the tasks to be completed, ensuring that all tasks are completed on time **(6 Marks)**

3.1.3. Describe how you would update the operational plans to ensure all tasks are completed on time, taking into account staff absenteeism and unexpected additional tasks. **(7 marks).**

3.1.4. Describe how would you identify unacceptable staff performance and reschedule tasks to ensure they are completed within timeframes? **(6 marks)**

(Total Marks for Question 3 = 25)

Question 4

Section D

(Total # 20 Marks)

Read the following scenario and answer the questions that follow:

Scenario:4 -You are the Operations Manager of a large retail store in Johannesburg, that specializes in selling electronics. Over the past few months, the store has been experiencing significant shrinkage, including admin errors, staff theft, supplier shrink, and shoplifting. As per legal and accepted policies and procedures in Retail, you need to develop an action plan to address these issues.

What:

The action plan aims to reduce shrinkage in the store, which includes four main areas: admin errors, staff theft, supplier shrink, and shoplifting.

When:

The action plan will be implemented immediately and will be reviewed monthly to ensure its effectiveness.

Why:

Shrinkage can result in significant financial losses for the store, impact the bottom line, and affect the store's reputation. Reducing shrinkage is crucial for the store's success.

Where:

The action plan will be implemented within the store's premises, which includes the sales floor, stock rooms, and back offices.

Who:

The Operations Manager is responsible for developing and implementing the action plan. The Store Manager, Assistant Managers, and Loss Prevention team will support the plan's execution.

How:

Admin Errors:

Implement a system to track admin errors and review them monthly.

Conduct regular training sessions with staff on the importance of accuracy in recording stock and sales.

Conduct regular spot checks on paperwork to identify any inaccuracies.

Staff Theft:

Implement a code of conduct and code of ethics that clearly outlines the store's policies and procedures.

Conduct regular training sessions with staff on ethical behaviour and the consequences of theft.

Install CCTV cameras in high-risk areas and conduct regular audits to identify any potential theft.

Supplier Shrink:

Implement a system to track supplier shrink and review it monthly.

Conduct regular training sessions with staff on the importance of accuracy in receiving and recording stock.

Conduct regular spot checks on stock received to identify any inaccuracies.

Shoplifting:

Implement a system to track shoplifting incidents and review it monthly.

Train staff to identify potential shoplifting behaviour and report it immediately.

Install CCTV cameras in high-risk areas and display warning signs to deter potential shoplifters.

4.1.1. As a store manager, you have been tasked with developing checklists that will highlight all potential areas of loss in the store. What steps would you take to develop such checklists? Provide a detailed answer with examples. **(6 marks)**

4.1.2. Using the checklists developed in 4.1.1. highlight all potential areas of loss in the wholesale and retail scenario provided, identify and explain three areas of potential loss. **(6 Marks)**

4.1.3. Using the scenario provided, develop an action plan to minimize shrinkage and losses in the wholesale and retail industry, taking into account admin errors, staff theft, supplier shrink, and shoplifting. Ensure that the action plan is practical, legal, and within organizational policies and

procedures, and minimizes the chances of losses occurring. Your answer should include the following:

What are the specific steps you would take to minimize shrinkage and losses?

Who would be responsible for implementing each step?

When would each step be implemented?

Where would each step be implemented?

Why are these steps necessary?

How would each step be implemented? **(8 Marks)**

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(Total Marks for Question 4 = 20)

Section E

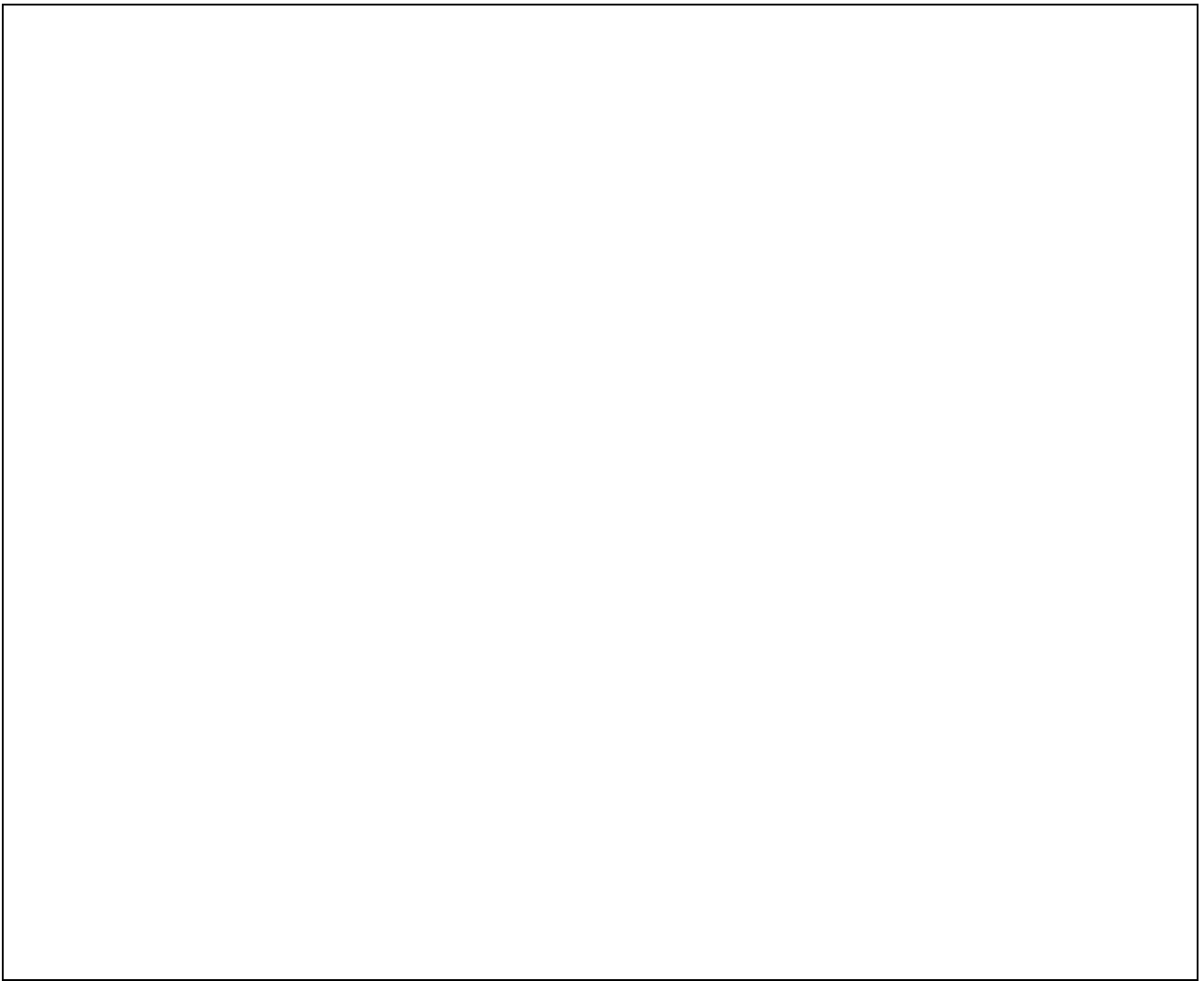
Read the scenario and answer the questions that follow:

	Previous Year	Current Year	% to Sales	% to Previous Year
Sales	5,000,000	6,000,000	100%	-
Cost of Sales	3,000,000	3,500,000	58.33%	83.33%
Gross Profit	2,000,000	2,500,000	41.67%	125%
Operating Expenses	1,200,000	1,500,000	25%	125%
Shrinkage	100,000	80,000	1.67%	80%
Mark Downs	150,000	120,000	2%	80%
Controllable Expenses	600,000	750,000	12.5%	125%
Net Profit (Loss)	50,000	50,000	0.83%	100%



5.1.2. Based on the scenario, propose a practical action plan to improve the Gross Profit of the store. Your action plan should include at least three actionable steps that are practical, legal, and within organizational policies and procedures. **(4 Marks)**

5.1.3. Based on the above scenario, identify three expenses that require action in a chain store environment and propose practical action plans that can reduce costs without compromising the quality of the store's products and services. Your answer should include specific details and reasoning behind each proposed action plan. **(8 Marks)**



(Total Marks for Question 5 = 20)

(TOTAL MARKS FOR THE EXAM: 100)

MARK ALLOCATION GRID (For use by the Assessor only)

QUESTION	MARK	MARKS AWARDED
1.1		
1.1.1.	4	
1.1.2.	2	
1.1.3.	3	
1.1.4.	2	
1.1.5.	4	
TOTAL Q1	15	
2.1		
2.1.1.	4	
2.1.2.	4	
2.1.3.	6	
2.1.4.	6	
TOTAL Q2	20	
3.1		
3.1.1	6	
3.1.2.	6	
3.1.3.	7	
3.1.4.	6	
TOTAL Q3	25	
4.1		
4.1.1	6	
4.1.2.	6	
4.1.3.	8	
TOTAL Q4	20	
5.1		
5.1.1.	8	
5.1.2	4	
5.1.3.	8	
TOTAL Q5	20	
GRAND TOTAL	100	

ASSESSOR DETAILS

ASSESSOR NAME & SURNAME	
REGISTRATION NUMBER	
SIGNATURE	
DATE	

INTERNAL MODERATOR DETAILS

MODERATOR NAME & SURNAME	
REGISTRATION NUMBER	
SIGNATURE	
DATE	