

Curriculum Document				
Curriculum Code	Curriculum Title			
142103001	Occupational Certificate: Retail Manager General (Retail Store Manager)			
Development Quality Partner	Name	E-mail	Phone	Logo
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SECTION 1: CURRICULUM OVERVIEW

1 Occupational Information

1.1 Associated Occupation

142103: Retail Manager General

1.2 Occupation or Specialisation Addressed by this Curriculum

142103001: Retail Manager General (Retail Store Manager)

1.3 Alternative Titles used by Industry

Franchise Manager

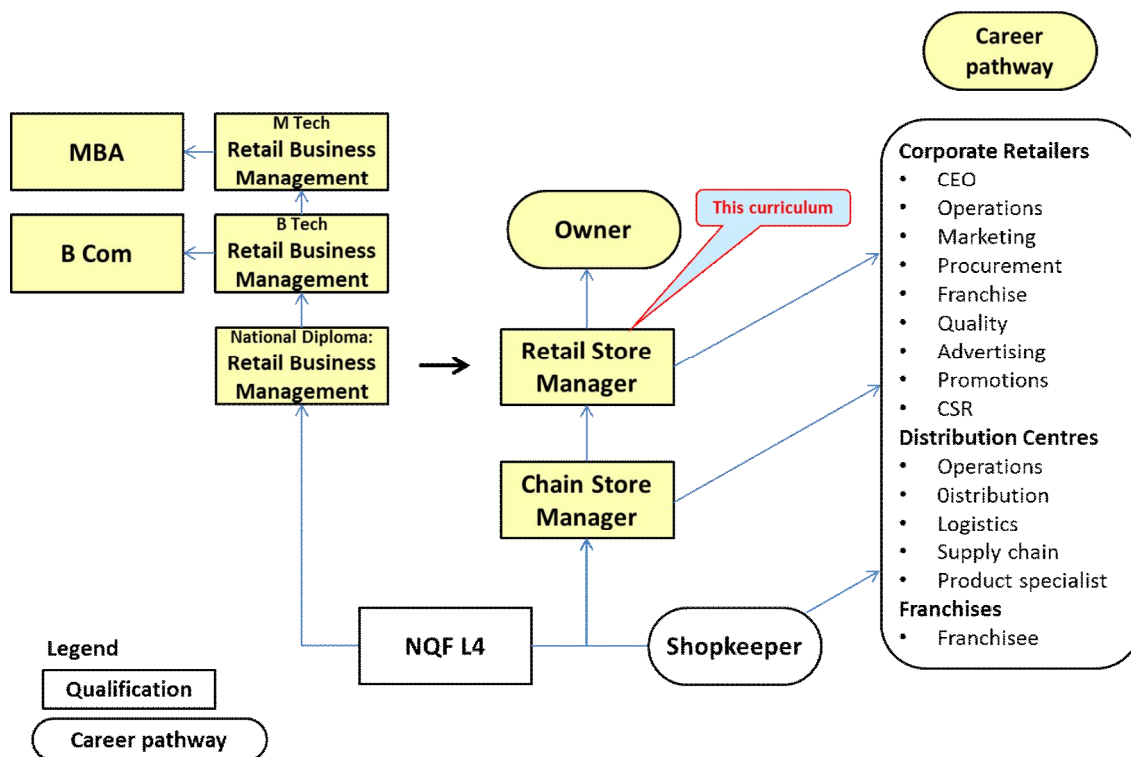
Store Manager

Retail Manager General

Retail Business Manager

2 Curriculum Information

2.1 Relation of this Curriculum to the Occupation and Qualification Progression



The difference between Retail Manager General (Retail Store Manager) and Chain Store Manager is the degree of autonomy. A Retail Manager General (Retail Store Manager) determines strategies and policies and reports directly to the owner or owners. A chain store manager implements and manages strategies and policies which are determined by a head office and reports to a regional manager.

2.2 Curriculum Structure

Knowledge Subjects			
Number	Title	NQF Level	Credits
142103001-KS-01	Retailing	6	20
142103001-KS-02	Customer Service in Retail	6	15
142103001-KS-03	Asset and Risk Management in Retail	6	15
142103001-KS-04	Retail Marketing	6	15
142103001-KS-05	Retail Management	6	15
142103001-KS-06	Retail Financial Management	6	15
142103001-KS-07	Communication in Retail	5	5
142103001-KS-08	Human Resource Management in Retail	6	20
142103001-KS-09	Logistics and the Supply Chain in Retail	6	15
Total Knowledge Credits			135

Practical Skill Modules			
Number	Title	NQF Level	Credits
142103001-PM-01	Manage people and relationships	5	8
142103001-PM-02	Manage operational processes	5	6
142103001-PM-03	Manage workforce planning processes	5	10
142103001-PM-04	Manage employee performance	6	12
142103001-PM-05	Plan and control service standards	6	10
142103001-PM-06	Build stakeholder relationships	6	10
142103001-PM-07	Plan and manage stock	6	9
142103001-PM-08	Price, merchandise and store stock	6	7
142103001-PM-09	Manage supplier performance and relationships	6	8
142103001-PM-10	Optimise stock performance	6	8
142103001-PM-11	Develop marketing and sales plans	6	18
142103001-PM-12	Develop and interpret financial documents	6	7
142103001-PM-13	Manage cash flow	6	5
142103001-PM-14	Work with financial accounts and business plans	6	12

142103001-PM-15	Manage and mitigate risk	6	20
142103001-PM-16	Manage assets	6	8
Total Practical Skill Credits			158

Work Experience Modules			
Number	Title	NQF Level	Credits
142103001-WM-01	Operational planning and implementation	6	20
142103001-WM-02	Human resources management	6	16
142103001-WM-03	Industrial relations	6	12
142103001-WM-04	Management of customer shopping experience	6	12
142103001-WM-05	Stakeholder engagement	6	16
142103001-WM-06	Stock management	5	12
142103001-WM-07	Supply chain management	6	12
142103001-WM-08	Sales management	6	16
142103001-WM-19	Marketing management	6	16
142103001-WM-10	Cash management	6	16
142103001-WM-11	Financial management	6	20
142103001-WM-12	Financial control	6	20
142103001-WM-13	Risk management	6	16
142103001-WM-14	Asset management	6	10
Total Work Experience Credits			214

Total Qualification Credits: 507

Knowledge Percentage 26.63%

Practical Skills Percentage 31.16%

Workplace Percentage 42.21%

2.3 International Comparability

Introduction

Retail management programmes are found in many forms and guises in most countries. They range from skills-based on-the-job qualifications to post-graduate degrees at honours and masters levels. The latter focus more on research, global markets, and new on-line retail models.

A survey of these qualifications indicates a commonality of subjects covering:

- The retail environment
- Consumer behaviour
- Customer service
- Management of retail operations
- Finance
- Managing change and innovation
- Information technology
- Supply chain management
- Retail marketing
- Law

Country selected for comparison

The closest equivalents to the South African qualification are a variety of higher diplomas in retail management. These are all roughly equivalent to Level 6 on the South African National Qualifications Framework (NQF). One such qualification is the Level 5 BTEC Higher National Diploma in Retail Management offered by a United Kingdom provider, Edexcel. Edexcel courses are also offered internationally in a number of countries.

Similarities and differences

The Level 5 BTEC Higher National Diploma in Retail Management consists of 8 core and 8 elective modules. Except for an e-retailing elective, all of the modules are reflected in the South African qualification. This option was considered for inclusion in the South African curriculum, but was not included. This is because e-retailing has not yet become a sufficiently significant activity amongst traditional retailers in this country to justify its inclusion as a core focus at this stage.

The BTEC Higher National Diploma in Retail Management modules are pitched at two levels which are broadly equivalent to the NQF Level 5 and NQF Level 6 components of the South African qualification.

The BTEC Higher National Diploma in Retail Management does not include a work experience component. It is designed for those learners aiming to enter the retail industry and for the further professional development of those learners who are employed.

Conclusion

The South African curriculum is comparable to international practice.

2.4 Entry Requirements

The minimum admission requirement is a **National Senior Certificate (NSC)** as certified by Council for General and Further Education and Training (Umalusi) with an achievement rating of 3 (40% or better) in four recognised NSC 20-credit subjects including Maths and English, or

A **National Certificate (Vocational) (NCV)** level 4 issued by the Council for General and Further Education and Training with at least three fundamentals subjects (including Maths or Maths literacy and English) at 50% and three commerce related vocational subjects at 60%, or

A wholesale and retail related **QCTO / Retail sector** qualification registered with SAQA on NQF level 4 with a minimum of 120 credits and issued by an **accredited UMALUSI** training provider, including all English related subjects or unit standards on NQF level 4 with minimum of 50%. all Maths related subjects / unit standards on NQF level 4 with a minimum of 50% and all wholesale and retail related subjects / unit standards on NQF level 4 with a minimum of 60% or the learner has been declared competent on all these subjects / unit standards.

3 Assessment Quality Partner Information

Name of body: Wholesale and Retail SETA

Address of body: 1303 Riverside Office Park, Hennops House, cnr Lenchen & Heuwel Avenues, Centurion, 0046

Contact person name: Mrs Inger Marrian

Contact person work telephone number: (012) 622 9500

4. Modules of Employable Skills

None specified

SECTION 2: OCCUPATIONAL PROFILE

1 Occupational Purpose

A Retail Manager General (Retail Store Manager) manages the functions of a sustainable retail establishment to achieve the objectives of the business while addressing the expectations of the stakeholders.

2 Occupational Tasks

Managing employees in a retail business
Managing services and service standards and relations with stakeholders of a retail business
Managing the stock, supply chain and logistics of a retail business
Managing the marketing activities of a retail business
Managing the financial activities of a retail business
Managing assets and controlling risks and losses in a retail business

3 Occupational Task Details

3.1 Managing employees in a retail business

Unique Product or Service:

Motivated and productive staff

Occupational Responsibilities:

- i) Manage people and relationships
- ii) Manage operational processes
- iii) Manage workforce planning processes
- iv) Manage employee performance

Occupational Contexts:

- i) Operational planning and implementation
- ii) Human resources management
- iii) Industrial relations

3.2 Managing service and service standards and relations with stakeholders of a retail business

Unique Product or Service:

Stakeholder satisfaction

Occupational Responsibilities:

- i) Maintain service standards
- ii) Maintain stakeholder relations

Occupational Contexts:

- i) Customer engagement
- ii) Quality management
- iii) Stakeholder engagement

3.3 Managing the stock, supply chain and logistics of a retail business

Unique Product or Service:

Increased stock turnover

Occupational Responsibilities:

- i) Plan and manage stock
- ii) Price, merchandise and store stock
- iii) Manage supplier performance and relationships
- iv) Optimise stock performance

Occupational Contexts:

- i) Stock management
- ii) Supply chain management

3.4 Managing the marketing activities of a retail business

Unique Product or Service:

Increased sales

Occupational Responsibilities:

- i) Develop plans to satisfy customer needs
- ii) Manage sales and marketing activities

Occupational Contexts:

- i) Sales management
- ii) Marketing management

3.5 Managing the financial activities of a retail business

Unique Product or Service:

Increased Gross Profit and Return on Investment

Occupational Responsibilities:

- i) Develop and interpret financial documents
- ii) Manage cash flow
- iii) Work with financial accounts and business plans

Occupational Contexts:

- i) Cash management
- ii) Financial management
- iii) Financial control

3.6 Managing assets and controlling risks and losses in a retail business

Unique Product or Service:

Minimised losses and risks

Occupational Responsibilities:

- i) Manage retail risk
- ii) Manage assets
- iii) Manage business risks

Occupational Contexts:

- i) Risk management
- ii) Asset management

SECTION 3: CURRICULUM COMPONENT SPECIFICATIONS

SECTION 3A: KNOWLEDGE SUBJECT SPECIFICATIONS

List of Knowledge Subjects for which Specifications are included

Number	Title	NQF Level	Credits
142103001-KS-01	Retailing	5	20
142103001-KS-02	Customer Service in Retail	5	15
142103001-KS-03	Asset and Risk Management in Retail	5	15
142103001-KS-04	Retail Marketing	6	15
142103001-KS-05	Retail Management	5	15
142103001-KS-06	Retail Financial Management	6	15
142103001-KS-07	Human Resource Management in Retail	5	15
142103001-KS-08	Labour Law and Industrial Relations in Retail	6	10
142103001-KS-09	Logistics and the Supply Chain in Retail	6	15

1 142103001-KS-01: Retailing NQF Level 5 (20 credits)

1.1 Related Knowledge Subject Code and Title

041503 Retailing and retail operations

1.2 Purpose of the Knowledge Subject

The main focus of the learning in this knowledge subject is the nature and purpose of retailing, its place in the community and the legislation which governs retailing activities.

The learning will enable learners to demonstrate an understanding of:

KS-01-ST01: Principles of retailing (25%)

KS-01-ST02: Legal and statutory requirements (25%)

KS-01-ST03: Principles of community engagement (20%)

KS-01-ST04: Principles of building stakeholder relations (20%)

KS-01-ST05: Ergonomics concepts, principles and standards (10%)

1.3 Guidelines for Topics

1.3.1 KS-01-ST01: Principles of retailing (25%)

Topic elements to be covered include:

ST0101	Nature of retailing
ST0102	Characteristics of the current retail environment, including shopping patterns, working hours, staffing issues
ST0103	Nature of the retail industry and sector
ST0104	Nature of the retail institutions
ST0105	Nature, components and functions of retail business
ST0106	Nature of the external environment impacting on the retail business
ST0107	Nature of retailing
ST0102	Basic principles of economics

	Internal Assessment Criteria	Weight
1	Describe and explain the key concepts and principles of retail	
2	Demonstrate an informed understanding of the international and local retail sectors	
3	Demonstrate an understanding of the various retail institutions	
4	Describe and explain the different functions of a retail business and their inter relationship	
5	Demonstrate an informed understanding of external environment impacting on the retail business	

1.3.2 KS-01-ST02: Legal and statutory requirements (25%)

Topic elements to be covered include:

ST0201	Legal and statutory requirements in the establishment and management of the retail business
ST0202	Legal and statutory requirements in marketing and service delivery of a retail business
ST0203	Legal and statutory requirements in the financial function of a retail business
ST0204	Legal and statutory requirements in managing the housekeeping of a retail business
ST0205	Legal and statutory requirements in the management of the human resources function in a retail business
ST0206	Legal and statutory requirements in managing the logistics and supply chain of a retail business

	Internal Assessment Criteria	Weight
1	Describe and explain the purpose and key elements of the relevant legal and statutory requirements in the establishing and management of a retail business	
2	Describe and explain the purpose and key elements of the relevant legal and statutory requirements in marketing and service delivery of a retail business	
3	Describe and explain the purpose and key elements of the relevant legal and statutory requirements in the financial function of a retail business	
4	Describe and explain the purpose and key elements of the relevant legal and statutory requirements in managing the housekeeping of a retail business	
5	Describe and explain the purpose and key elements of the relevant legal and statutory requirements in managing the human resources function in a retail business	
6	Describe and explain the purpose and key elements of the relevant legal and statutory requirements in managing the logistics and supply chain of a retail business	

1.3.3 KS-01-ST03: Principles of community engagement (20%)

Topic elements to be covered include:

ST0301	Concepts and principles of community social investment by retail businesses
ST0302	Community investment activities and projects in which the retailer may engage
ST0303	Methods and tools for determining opportunities for community social investment
ST0304	Developing customer loyalty through community involvement
ST0305	The impact of retailer involvement in community upliftment

	Internal Assessment Criteria	Weight
1	Describe and explain the key concepts and principles of community social investment by retail businesses	
2	Explain various relevant community investment activities and projects in which retailers may engage	
3	Describe various methods and tools for determining opportunities for community social investment and discuss how they may be applied	
4	Discuss how retailers may develop customer loyalty by being involved in the community	
5	Describe and explain the impact of retailer involvement in community upliftment for relevant stakeholders	

1.3.4 KS-01-ST04: Principles of building stakeholder relations (20%)

Topic elements to be covered include:

ST0401	The concept of stakeholders and the relevant stakeholders of a retail business
ST0402	Principles of customer relations and customer relationship management
ST0403	The role and expectations of stakeholders in a retail business
ST0404	Determining the importance of a variety of stakeholders on the retail business
ST0405	Objectives of a retail business towards its stakeholders
ST0406	Strategies for building relations with various types of stakeholder

	Internal Assessment Criteria	Weight
1	Define the concept of "stakeholders" and explain the relevant stakeholders of a retail business and the possible influence of each one on the retail business	
2	Explain the roles and expectations of stakeholders of a retail business	
3	Describe the objectives of a retail business towards its stakeholders	
4	Describe typical strategies for building relations with various types of stakeholder	

1.3.5 KS-01-ST05: Ergonomics concepts, principles and standards (10%)

Topic elements to be covered include:

ST0501	Definition and concepts of ergonomics
ST0502	The nature of ergonomics relevant to a retail business
ST0503	Ergonomics relevant to the customers of a retail business
ST0504	Ergonomics relevant to the staff of a retail business
ST0505	Ergonomics relevant to the image of the business

	Internal Assessment Criteria	Weight
1	Define and describe the nature of ergonomics relevant to a retail business	
2	Explain the concepts, principles and standards of ergonomics relevant to the customers of a retail business	
3	Explain the concepts, principles and standards of ergonomics relevant to the staff of a retail business	
4	Explain the use of ergonomics to enhance the image of the business	

1.4 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Standard requirements for classroom training

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject
- Lecturers compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the subject and at least three years experience relevant to the subject

Legal Requirements:

- Registration as a provider

1.5 Critical Topics to be Assessed Externally for the Knowledge Subject

None specified

1.6 Exemptions

Qualifications or Learning Programmes that allow exemption from this Knowledge Subject:			
Number	Title	NQF Level	Type
78666 74105 72635 72747 72261	National Diploma: Retail Business Management	6	National Diploma

2 142103001-KS-02: Customer Service in Retail NQF Level 5 (15 credits)

2.1 Related Knowledge Subject Code and Title

041503 Retailing and retail operations

2.2 Purpose of the Knowledge Subject

The main focus of the learning in this knowledge subject is customer service, including service standards, quality management, health, safety and housekeeping, and the provision of products and services.

The learning will enable learners to demonstrate an understanding of:

KS-02-ST01: Principles of customer service and service standards (25%)

KS-02-ST02: Principles of quality management (25%)

KS-02-ST03: Production and services in retail (25%)

KS-02-ST04: Health, safety and housekeeping (25%)

2.3 Guidelines for Topics

2.3.1 KS-02-ST01: Principles of customer service and service standards (25%)

Topic elements to be covered include:

ST0101	Customer service principles and standards in a retail business
ST0102	The function and purpose of customer service
ST0103	Customer service as a competitive strategy
ST0104	Areas of customer service in a retail business
ST0105	The main objectives and the importance of goods and service design
ST0106	Administration related to customer service standards

	Internal Assessment Criteria	Weight
1	Describe and explain customer service principles and standards in a retail business	
2	Explain the function and purpose of customer service in the retail environment	
3	Describe the relationship between customer satisfaction and business competitiveness	
4	Describe all the areas of customer service in a retail business	
5	Formulate the main objectives and explain the importance of goods and service design	
6	Describe and explain administration processes relevant to service standards	

2.3.2 KS-02-ST02: Principles of quality management (25%)

Topic elements to be covered include:

ST0201	Concepts and principles of quality management in the retail environment
ST0202	The need for quality in retail organisations
ST0203	The roles of South African organisations for quality
ST0204	Quality management tools and their function and purpose
ST0205	Quality improvement

	Internal Assessment Criteria	Weight
1	Describe and explain the key concepts and principles of quality management applicable to a retail environment	
2	Describe and discuss the need for quality in retail organisations	
3	Describe the roles of various South African organisations for quality	
4	Describe various tools for managing quality and explain their purpose and function	
5	Describe and explain how various quality management tools are used to improve quality	

2.3.3 KS-02-ST03: Production and services in retail (25%)

Topic elements to be covered include:

ST0301	The nature of products and services in a retail environment
ST0302	The purpose of producing products and providing services in a retail environment
ST0303	The process of managing the production of products and provision of services in a retail business
ST0304	Measures to determine the productivity of the production process
ST0305	Methods used to ensure the quality of products and services in a retail business

	Internal Assessment Criteria	Weight
1	Describe and discuss the nature of products and services in a retail environment	
2	Describe and discuss the purpose of producing products and providing services in a retail environment	
3	Describe and explain the process of managing the production of products and the provision of services in a retail business	
4	Describe and explain the methods used to ensure the quality of products and services in a retail business	

2.3.4 KS-02-ST04: Health, safety and housekeeping (25%)

Topic elements to be covered include:

ST0401	The concepts of health and safety in a retail business
ST0402	Health and safety legislation in a retail environment
ST0403	Concepts, principles and standards of cleanliness and neatness of a retail business
ST0404	Concepts, principles and standards of security in a retail business

	Internal Assessment Criteria	Weight
1	Define and explain health and safety in a retail business	
2	Interpret and explain relevant legislation and how it applies in a retail environment	
3	Describe and explain concepts, principles and standards of cleanliness and neatness of a retail business	
4	Describe and explain concepts, principles and standards of security in a retail business	

2.4 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Standard requirements for classroom training

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject
- Lecturers compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the subject and at least three years' experience relevant to the subject

Legal Requirements:

- Registration as a provider

2.5 Critical Topics to be Assessed Externally for the Knowledge Subject

None specified

2.6 Exemptions

Qualifications or Learning Programmes that allow exemption from this Knowledge Subject:			
Number	Title	NQF Level	Type
78666 74105 72635 72747 72261	National Diploma: Retail Business Management	6	National Diploma

3 142103001-KS-03: Asset and Risk Management in Retail NQF Level 5 (15 credits)

3.1 Related Knowledge Subject Code and Title

041503 Retailing and retail operations

3.2 Purpose of the Knowledge Subject

The main focus of the learning in this knowledge subject is the management of retail assets, risks, shrinkage and losses

The learning will enable learners to demonstrate an understanding of:

KS-03-ST01: Principles of shrinkage and loss control (40%)

KS-03-ST02: Principles of asset management and maintenance (20%)

KS-03-ST03: Principles of risk management (40%)

3.3 Guidelines for Topics

3.3.1 KS-03-ST01: Principles of shrinkage and loss control (40%)

Topic elements to be covered include:

ST0101	Definition and impact of shrinkage on the retail business
ST0102	Calculation of shrinkage
ST0103	Types of shrinkage in a retail business
ST0104	Detecting and preventing shoplifting
ST0105	Reducing employee theft
ST0106	Store design as a means to reduce shrinkage
ST0107	Merchandising policies and their impact on shrinkage
ST0108	Legal requirements in respect of apprehending suspected shoplifters

	Internal Assessment Criteria	Weight
1	Define, calculate and describe the impact of shrinkage on a retail business	
2	Discuss and describe the various types of shrinkage in a retail business	
3	Describe methods of detecting and preventing shoplifting	
4	Describe methods of reducing employee theft	
5	Describe and explain how store design can reduce shrinkage	
6	Identify merchandising policies that may reduce industry shrinkage	
7	Explain how to apprehend a suspected shoplifter and the legal requirements involved	

3.3.2 KS-03-ST02: Principles of asset management and maintenance (20%)

Topic elements to be covered include:

ST0201	Definition and concepts of assets
ST0202	Purpose and principles of asset management
ST0203	Asset planning in a retail business
ST0204	Calculating operational asset expenses
ST0205	Controlling the assets of a retail business
ST0206	Managing the maintenance of assets in a retail store
ST0207	Maintaining the assets of a retail store

	Internal Assessment Criteria	Weight
1	Define and describe the concept of assets in a retail environment	
2	Explain the purpose and key principles of asset management	
3	Calculate asset turnover	
4	Calculate expenses related to operational assets	
5	Discuss and explain the management of assets in a retail store	
6	Identify the common maintenance areas for a retail store	

3.3.3 KS-03-ST03: Principles of risk management (40%)

Topic elements to be covered include:

ST0301	Definition, concepts, principles and purpose of risk management
ST0302	Risk management planning
ST0303	Types of risks in the retail environment
ST0304	Risk assessment processes
ST0305	Risk mitigation strategies
ST0306	Risk monitoring and control

	Internal Assessment Criteria	Weight
1	Define risk management, explain its purpose and describe and explain its key concepts and principles	
2	List and explain the factors involved in risk management planning	
3	Identify the types of risks that retailers are exposed to	
4	Describe risk assessment processes applicable to the retail environment	
5	Describe risk mitigation strategies applicable to the retail environment	
6	Identify the types of insurance that are available to retailers to cover the identified risks	
7	Discuss the factors that affect insurance rates and premiums	
8	Describe and explain the importance and process of monitoring and controlling risk assessment plans	

3.4 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Standard requirements for classroom training

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject
- Lecturers compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the subject and at least three years of experience relevant to the subject

Legal Requirements:

- Registration as a provider

3.5 Critical Topics to be Assessed Externally for the Knowledge Subject

None specified

3.6 Exemptions

Qualifications or Learning Programmes that allow exemption from this Knowledge Subject:			
Number	Title	NQF Level	Type
78666 74105 72635 72747 72261	National Diploma: Retail Business Management	6	National Diploma

4 142103001-KS-04: Retail Marketing NQF Level 6 (15 credits)

4.1 Related Knowledge Subject Code and Title

041503 Retailing and retail operations

4.2 Purpose of the Knowledge Subject

The main focus of the learning in this knowledge subject is retail marketing, including the concepts and principles of retail marketing, advertising and promotions, merchandising, point of sale and product mix and range.

The learning will enable learners to demonstrate an understanding of:

- KS-04-ST01: Principles of retail marketing (14%)
- KS-04-ST02: Marketing of value added services (8%)
- KS-04-ST03: Advertising and promotions principles and strategies (13%)
- KS-04-ST04: Merchandising principles (10%)
- KS-04-ST05: Principles of market analysis (10%)
- KS-04-ST06: Principles of pricing (10%)
- KS-04-ST07: Principles of visual merchandising (10%)
- KS-04-ST08: Point of sale principles (10%)
- KS-04-ST09: Managing product mix and range (15%)

4.3 Guidelines for Topics

4.3.1 KS-04-ST01: Principles of retail marketing (14%)

Topic elements to be covered include:

- ST0101 The elements of the retail marketing process
- ST0102 The nature and process of budgeting for retail marketing
- ST0103 The nature and elements of a retail marketing strategy

	Internal Assessment Criteria	Weight
1	Describe and discuss the marketing principles needed to prepare a retail marketing strategy	
2	Describe and explain the construction of a basic budget for a retail marketing plan	
3	Describe and explain the development of a strategic marketing plan as a series of logical steps	

4.3.2 KS-04-ST02: Marketing of value added services (8%)

Topic elements to be covered include:

- ST0201 Concepts and principles of value added service marketing
- ST0202 Models and trends in value added service marketing
- ST0203 The important challenges of value added service marketing
- ST0204 Value added service marketing processes

	Internal Assessment Criteria	Weight
1	Describe and explain the characteristics of value added service marketing	
2	Describe and discuss models and trends in value added service marketing	
3	List and discuss the five dimensions of value added service quality	
4	Distinguish between value added service marketing and customer service	

4.3.1 KS-04-ST03: Advertising and promotions principles and strategies (13%)

Topic elements to be covered include:

- ST0301 Advertising concepts, principles and strategies for a retail business
- ST0302 Retail advertising and promotional methods and media
- ST0303 The nature and role of marketing publicity in retail promotions
- ST0304 The principles of sales and sales management in a retail business
- ST0305 The principles of sales promotion in a retail business
- ST0306 The nature and process of budgeting for retail communications

	Internal Assessment Criteria	Weight
1	Describe and explain key advertising concepts and principles	
2	Explain and interpret the strategic aspects of a retail promotion	
3	Describe and discuss various methods of customer communication and their relevant strengths and weaknesses	
4	Describe and discuss various media used for customer communication and their relevant strengths and weaknesses	
5	Describe the various methods of preparing a communication budget	
6	Describe and explain the process of constructing a retail promotional strategy	
7	Explain the importance of the different types of selling processes in a retail environment	
8	Explain the process of managing the selling processes in a retail business	

4.3.2 KS-04-ST04: Merchandising principles (10%)

Topic elements to be covered include:

- ST0401 Concepts and principles of product decision in retail marketing
- ST0402 Product selection criteria for promotions and marketing strategies
- ST0403 Methods of product presentation
- ST0404 The impact and advantage of merchandising allied products to benefit the marketing strategy
- ST0405 The role of the supplier when planning and executing a promotion

	Internal Assessment Criteria	Weight
1	Describe and explain key merchandising concepts and principles	
2	Describe the various criteria to be considered when selecting a product for a promotion and explain the impact of these criteria on a marketing strategy	
3	Describe and discuss the various methods of merchandising a product on promotion	
4	Describe and discuss the methodology, the impact and the advantage of merchandising allied products within the context of a promotion	
5	Describe and explain the roles of suppliers in the merchandising of promotional products	

4.3.1 KS-04-ST05: Principles of market analysis (10%)

Topic elements to be covered include:

- ST0501 Concepts, principles and purpose of market analysis
- ST0502 Elements of a market environment and trends
- ST0503 Using the SWOT analysis process to understand the market
- ST0504 Understanding competitors
- ST0505 Methods and tools used to conduct market research
- ST0506 Consumers and their needs, behaviours and buying patterns

	Internal Assessment Criteria	Weight
1	Describe and explain the purpose and the key concepts and principles of market analysis	
2	Describe and explain relevant controllable and uncontrollable elements of a retail market	
3	Describe and discuss factors that could pose a threat to retailers	
4	Describe and discuss elements that create marketing opportunities	
5	Explain criteria required to perform a competitor analysis	
6	Describe and discuss processes required to research market size and quantify potential market share	
7	Describe and explain examples of consumer characteristics and their relevant needs	

4.3.2 KS-04-ST06: Principles of pricing (10%)

Topic elements to be covered include:

- ST0601 Concepts and principles of pricing in a retail environment
- ST0602 The role of pricing in a retail environment
- ST0603 Pricing strategies in a retail environment
- ST0604 Pricing adjustments

	Internal Assessment Criteria	Weight
1	Describe and explain the key concepts and principles of pricing	
2	Explain and interpret the roles that various different price strategies play in a retail strategy	
3	Describe and explain the various pricing strategies and their advantages and disadvantages	
4	Discuss and explain the factors involved in making pricing adjustments	

4.3.1 KS-04-ST07: Principles of visual merchandising (10%)

Topic elements to be covered include:

ST0701	Definition, concepts and purpose of visual merchandising
ST0702	Basic concepts of store design and layout
ST0703	Basic principles of visual merchandising
ST0704	Principles of space allocation and proportionate layout
ST0705	Merchandising and presentation techniques

	Internal Assessment Criteria	Weight
1	Define visual merchandising and explain and describe its key concepts and principles	
2	Describe and explain the basic concepts of store design and layout of a retail business	
3	Describe and explain the basic merchandising principles	
4	List and describe the factors to be considered when drawing up a store planogram	
5	List and describe the factors to be considered when designing the interior and exterior of a retail store, and explain the impact of these factors on the store's image	
6	Describe and explain ways of using the store image to communicate with customers	

4.3.2 KS-04-ST08: Point of sale principles (10%)

Topic elements to be covered include:

ST0801	Point of sale concepts and principles
ST0802	Point of sale displays
ST0803	Point of sale customer handling
ST0804	Point of sale software systems
ST0805	Point of sale hardware (scanners)
ST0806	Point of sale service delivery
ST0807	Purpose of point of sale information disclosure

	Internal Assessment Criteria	Weight
1	Describe and explain key point of sale concepts and principles	
2	Describe and explain the basic concepts of point of sale displays	
3	Describe and explain the basic concepts of point of sale customer handling	
4	Discuss and describe the use of point of sale hardware and software systems	
5	Describe and explain the key elements of point of sale service delivery	
6	Explain the reasons for and importance of point of sale information disclosure	

4.3.2 KS-04-ST09: Managing product mix and range (15%)

Topic elements to be covered include:

ST0901	The planning of merchandise assortment
ST0902	The principles for setting model stocks and determining open to buy
ST0903	The principles behind price setting
ST0904	The principles of category management
ST0905	Stock performance measures
ST0906	The principles and factors influencing sales forecasting
ST0907	Product specification

	Internal Assessment Criteria	Weight
1	Describe and explain the factors that need to be considered when planning a range assortment for a retail store	
2	Explain the principles behind setting model stocks and determining an open to buy	
3	Describe and explain the principles that need to be considered when applying price setting principles	
4	Describe and explain the key principles of category management	
5	Explain and interpret the stock ratios required to analyse stock performance	
6	Describe and explain the key principles for developing sales forecasts	

4.4 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Standard requirements for classroom training

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject
- Lecturers compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the subject and at least three years of experience relevant to the subject

Legal Requirements:

- Registration as a provider

4.5 Critical Topics to be Assessed Externally for the Knowledge Subject

None specified

4.6 Exemptions

Qualifications or Learning Programmes that allow exemption from this Knowledge Subject:			
Number	Title	NQF Level	Type
78666 74105 72635 72747 72261	National Diploma: Retail Business Management	6	National Diploma

5 142103001-KS-05: Retail Management NQF Level 5 (15 credits)

5.1 Related Knowledge Subject Code and Title

041503 Retailing and retail operations

5.2 Purpose of the Knowledge Subject

The main focus of the learning in this knowledge subject is retail management, including the various forms of management and leadership required within a retail environment.

The learning will enable learners to demonstrate an understanding of:

KS-05-ST01: Principles of project management in a retail store (10%)

KS-05-ST02: The principles of management in a retail business (20%)

KS-05-ST03: Principles of operations management in a retail store (20%)

KS-05-ST04: Principles of basic strategic management (5%)

KS-05-ST05: Principles of tactical management (7%)

KS-05-ST06: Business planning principles (10%)

KS-05-ST07: Leadership (13%)

KS-05-ST08: Concepts and principles of self-management (15%)

5.3 Guidelines for Topics

5.3.1 KS-05-ST01: Principles of project management in a retail store (10%)

Topic elements to be covered include:

ST0101 Concepts and principles of project management

ST0102 Planning and control of project resources, activities and deliverables

ST0103 Sequencing of project activities and tasks

ST0104 Methods and tools used in project management

ST0105 Elements of project management for a retail business

	Internal Assessment Criteria	Weight
1	Describe and explain the key concepts and principles of project management	
2	Explain the principles and processes involved in the planning and control of project resources	
3	Explain the principles and processes involved in sequencing project activities and tasks	
4	Explain the principles and processes involved in managing project deliverables	
5	Describe methods and tools used in project management and their application	
6	Describe the additional factors to be considered when managing projects within an operational environment	
7	Describe and explain the key elements to be included in the management of specific projects in a retail store	

5.3.2 KS-05-ST02: The principles of management in a retail business (20%)

Topic elements to be covered include:

ST0201	The nature of management in a retail environment
ST0202	The nature and components of planning in a retail business
ST0203	The concept of organising in a retail business
ST0204	The nature and elements of leading in a retail business
ST0205	The nature of controlling in a retail business
ST0206	The differences between strategic, tactical and operational management in a retail business
ST0207	The nature of the decision-making process in a retail business

	Internal Assessment Criteria	Weight
1	Describe and explain the nature and role of management in a retail business	
2	Describe and explain the nature and components of planning in a retail business	
3	Explain and discuss the concept of organising in a retail business	
4	Describe and discuss the nature and elements of leading in a retail business	
5	Describe and discuss the nature of controlling in a retail business	
6	Describe and explain the difference between strategic, tactical and operational management in a retail business	
7	Describe and explain the nature of the decision-making process in a retail business	
8	Describe and discuss various leadership styles and their applications in different situations	

5.3.3 KS-05-ST03: Principles of operations management in a retail store (20%)

Topic elements to be covered include:

ST0301	Concepts and principles of operations management
ST0302	Capacity and resource planning and control
ST0303	Methods and tools used in operations management
ST0304	Elements of daily, weekly and monthly operational activities in the retail environment

	Internal Assessment Criteria	Weight
1	Describe and explain the key concepts and principles of operations management	
2	Explain the principles and processes involved in capacity and resources planning and control	
3	Describe methods and tools used in operations management and their application	
4	Describe and explain the key elements to be included in the management of daily, weekly and monthly operational activities in a retail store	

5.3.4 KS-05-ST04: Principles of basic strategic management (5%)

Topic elements to be covered include:

ST0401	Principles and characteristics of strategic management in a retail environment
ST0402	The process of strategic management in a retail environment

	Internal Assessment Criteria	Weight
1	Describe and explain the basic principles and characteristics of strategic management in a retail environment	
2	Describe and discuss the major components of the process of strategic management in a retail environment	

5.3.5 KS-05-ST05: Principles of tactical management (7%)

Topic elements to be covered include:

ST0501	The principles and characteristics of tactical management in a retail environment
ST0502	Specific activities required for a tactical approach in a retail environment
ST0503	Annual objectives
ST0504	Policies, procedures and systems
ST0505	Annual scheduling
ST0506	Annual budgeting
ST0507	Monthly and annual control systems
ST0508	Corporate governance factors, legislation and codes of conduct

	Internal Assessment Criteria
1	Describe and explain the principles and characteristics of tactical management in a retail environment and associated activities required to meet annual objectives
2	Describe and explain the role and importance of policies, procedures, systems, annual scheduling, annual budgeting and monthly and annual control systems in executing tactical management plans in a retail environment
3	Describe the reasons and requirements for good corporate governance and explain factors, legislation and codes impacting on good governance

5.3.6 KS-05-ST06: Business planning principles (10%)

Topic elements to be covered include:

ST0601	Types, purpose and nature of business plans
ST0602	Profile of the business
ST0603	Ownership and management alternatives
ST0604	The external environment in which retail operates and its impact on the business
ST0605	Target market and competitive advantage
ST0606	Viability of the business
ST0607	Operationalising business functions

	Internal Assessment Criteria	Weight
1	Describe and explain the contents, purpose and types of the various business plans	
2	Describe the composition of the business environment and its impact on a retail business	
3	The target market is clearly defined and the competitive advantage clearly explained	
4	Explain the concepts and principles of viability of a retail business	
5	Explain the purpose and nature of strategies to operationalise business functions	
6	Explain the elements of profiling a business	
7	Describe and discuss the various ownership and management alternatives	

5.3.7 KS-05-ST07: Leadership (13%)

Topic elements to be covered include:

- ST0701 Concepts and principles of leadership
- ST0702 The role and function of leadership in management
- ST0703 Group behaviour in the organisation
- ST0704 The fundamentals of leadership and leadership styles

	Internal Assessment Criteria	Weight
1	Describe and discuss the concept of leadership in a retail environment	
2	Describe and explain the components of the leadership task of management	
3	Explain and discuss the concept of 'motivation' in a retail environment	
4	Describe and discuss the nature of group behaviour and explain its relevance in a retail organisation	

5.3.8 KS-05-ST08: Concepts and principles of self-management (15%)

Topic elements to be covered include:

- ST0801 The concepts of personal strategic vision, mission and branding
- ST0802 Methods of self-analysis and gap identification
- ST0803 Factors impacting on self-image and development gaps
- ST0804 The concept of a personal development plan
- ST0805 The concept of self-discipline and of positive reframing
- ST0806 The concept of self-motivation
- ST0807 The impact and consequences of procrastination in self development

	Internal Assessment Criteria	Weight
1	Describe and discuss the concepts of personal strategic vision, mission and branding	

2	Describe and discuss methods of self-analysis and gap identification	
3	Describe and discuss factors impacting on self-image and development gaps	
4	Describe and explain the process of personal development planning	
5	Describe and explain the concept self-discipline	
6	Describe and explain the concept of self-motivation	
7	Describe the impact and consequences of procrastination in self-development	

5.4 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Standard requirements for classroom training

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject
- Lecturers compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the subject and at least three years experience relevant to the subject

Legal Requirements:

- Registration as a provider

5.5 Critical Topics to be Assessed Externally for the Knowledge Subject

None specified

5.6 Exemptions

Qualifications or Learning Programmes that allow exemption from this Knowledge Subject:			
Number	Title	NQF Level	Type
78666 74105 72635 72747 72261	National Diploma: Retail Business Management	6	National Diploma

6 142103001-KS-06: Retail Financial Management NQF Level 6 (15 credits)

6.1 Related Knowledge Subject Code and Title

041503 Retailing and retail operations

6.2 Purpose of the Knowledge Subject

The main focus of the learning in this knowledge subject is financial management in a retail environment including financial calculations and ratios, and evaluating financial performance.

The learning will enable learners to demonstrate an understanding of:

KS-06-ST01: Financial management principles (25%)

KS-06-ST02: Financial calculations (20%)

KS-06-ST03: Financial statements (15%)

KS-06-ST04: Financial accounting principles (10%)

KS-06-ST05: Credit management in retail (10%)

KS-06-ST06: Cash flow management in retail (10%)

KS-06-ST07: Costing principles (10%)

6.3 Guidelines for Topics

6.3.1 KS-06-ST01: Financial management principles (25%)

Topic elements to be covered include:

- ST0101 Forms of business organisation
- ST0102 The goals of financial management
- ST0103 Relationship between financial management and accounting
- ST0104 The fundamental principles of financial management

	Internal Assessment Criteria	Weight
1	Describe the various forms of business organisations	
2	Describe and discuss the goals of financial management	
3	Describe and explain the relationship between financial management and accounting	
4	Describe and explain the fundamental principles of financial management	

6.3.2 KS-06-ST02: Financial calculations (20%)

Topic elements to be covered include:

- ST0201 Basic financial performance measures
- ST0202 Calculating and interpreting financial ratios
- ST0203 The principles of break-even analysis and methods to determine the break-even point of a retail business
- ST0204 Financial formulas for mark-up and gross profit
- ST0205 The impact of selling price on mark up and gross profit
- ST0206 Profit and loss calculations (gross profit, operating profit, net profit before tax, net loss)

	Internal Assessment Criteria	Weight
1	Describe, explain and calculate ratios for a retail business	
2	Describe and explain financial performance measures for a retail business	
3	Calculate and explain the principles and purpose of break-even analysis	
4	Describe, explain and calculate the various financial formulas applied to mark-up and gross profits	
5	Describe and explain the various influences and impacts to be considered when setting selling prices in retail	
6	Describe and calculate the net profit and retained income of a retail business	
7	Describe, explain and calculate various taxes paid by a retail business	
8	Describe and explain the various principles and concepts of break-even analysis and determine the break-even point of a retail business	

6.3.3 KS-06-ST03: Financial statements (15%)

Topic elements to be covered include:

- ST0301 The income statement (profit and loss statement)
 ST0302 The balance sheet
 ST0303 Cash flow and the importance of constructing cash flow budgets in retail a business
 ST0304 The various financial statements used in retail on a daily, weekly, monthly, quarterly and annual basis
 ST0305 Statement of retained income (trial balance sheet)

	Internal Assessment Criteria	Weight
1	List the major components of an income statement	
2	Describe and explain the relationship of assets, liabilities and net worth for a retailer as reflected in a balance sheet	
3	Describe and explain cash flow and the importance of constructing cash flow budgets in a retail business	
4	Describe and explain the various financial statements used in retail on a daily, weekly, monthly, quarterly and annual basis	
5	Describe and explain the reasons for using a trial balance sheet in a retail business, and the information that will appear on the trial balance sheet	

6.3.4 KS-06-ST04: Financial accounting principles (10%)

Topic elements to be covered include:

- ST0401 Accounting principles and methods
 ST0402 Various forms of budgeting requirements and purposes in a retail business
 ST0403 Profit motivation and its relationship to retail business

ST0404	The purpose of the general ledger and principles applied to the general ledger
ST0405	Accounting journals
ST0406	The accounting equation and double entry accounting

	Internal Assessment Criteria	Weight
1	Describe and explain profit motivation and how, when and where it relates to a retail business	
2	List the essential characteristics or aspects of a retail method of accounting	
3	Describe and explain the nature of budgeting and the different types of budgeting requirements in a retail business	
4	Describe and explain the purpose of the general ledger and the principles that are applied to the general ledger	
5	Briefly describe and explain the various accounting journals and the composition of each	
6	Describe and explain the accounting equation and double entry accounting	

6.3.5 KS-06-ST05: Credit management in retail (10%)

Topic elements to be covered include:

ST0501	The establishment of a credit policy
ST0502	Credit selection
ST0503	The credit-selection process
ST0504	Credit standards
ST0505	Credit limits
ST0506	Credit terms
ST0507	Collection policy
ST0508	The monitoring and control of accounts receivable

	Internal Assessment Criteria	Weight
1	Describe the credit selection process	
2	Describe and explain credit limits and terms	
3	Describe and explain collection policies	
4	Describe and explain the monitoring and control of accounts receivable	

6.3.6 KS-06-ST06: Cash flow management in retail (10%)

Topic elements to be covered include:

ST0601	The management of cash
ST0602	The cost of cash
ST0603	The cash conversion cycle
ST0604	Cash management techniques
ST0605	Cash planning
ST0606	Preventing cash losses

	Internal Assessment Criteria	Weight
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1	Explain the cost of cash	
2	Describe and discuss cash management techniques	
3	Describe and explain the techniques for preventing cash losses	

6.3.7 KS-06-ST07: Costing principles (10%)

Topic elements to be covered include:

ST0701	The various types of costs related to retail business operations
ST0702	The concept of fixed cost in a retail business
ST0703	The concept of variable cost in a retail business
ST0704	Methods of calculating the cost of items in a retail business
ST0705	Factors impacting on the cost of an item in retail business

	Internal Assessment Criteria	Weight
1	Describe the nature of the different cost items in a retail business	
2	List and describe the fixed cost items in retail business	
3	Explain the term variable cost in a retail business	
4	Describe and explain the methods of calculating the cost of items in a retail business	
5	Describe and explain the factors impacting on the cost of an item in retail business	

6.4 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Standard requirements for classroom training

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject
- Lecturers compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the subject and at least three years experience relevant to the subject

Legal Requirements:

- Registration as a provider

6.5 Critical Topics to be Assessed Externally for the Knowledge Subject

None specified

6.6 Exemptions

Qualifications or Learning Programmes that allow exemption from this
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Knowledge Subject:			
Number	Title	NQF Level	Type
78666 74105 72635 72747 72261	National Diploma: Retail Business Management	6	National Diploma

7 142103001-KS-07: Communication in Retail NQF Level 5 (5 credits)

7.1 Related Knowledge Subject Code and Title

041503 Retailing and retail operations

7.2 Purpose of the Knowledge Subject

The main focus of the learning in this knowledge subject is the management of human resources and communication processes in the retail environment.

The learning will enable learners to demonstrate an understanding of:

KS-07-ST01: Communication theory (20%)

KS-07-ST02: Business correspondence (20%)

KS-07-ST03: Producing reports (20%)

KS-07-ST04: Meetings and communication (20%)

KS-07-ST05: Interpersonal communication (20%)

7.3 Guidelines for Topics

7.3.1 KS-07-ST01: Communication theory (20%)

Topic elements to be covered include:

ST0201	Definitions of communication
ST0202	The communication process
ST0203	Verbal and nonverbal communication
ST0204	Types of communication
ST0205	Barriers to communication
ST0206	Organisational lines of communication
ST0207	Management of internal and external communication
ST0208	Principles of plain language
ST0209	Implications and consequences of poor communication

	Internal Assessment Criteria	Weight
1	Describe and discuss the elements of the communication process	
2	Describe and explain the nature of verbal and non-verbal communication	
3	Describe various types of communication and the purpose of each type	
4	Describe and discuss various barriers to communication and methods of overcoming them	
5	Describe and explain lines of communication in an organisation	
6	Describe and discuss internal and external communication in the retail environment, and its management	
7	Describe the characteristics and benefits of using plain language	
8	Describe the consequences and impact of poor communication	

7.3.2 KS-07-ST02: Business correspondence (20%)

Topic elements to be covered include:

ST0301	Purpose of business correspondence
ST0302	Principles of sound business correspondence
ST0303	Writing of letters and proposals for a variety of situations
ST0304	E-mail communication
ST0305	Implications and consequences of poor business correspondence

	Internal Assessment Criteria	Weight
1	Explain the purpose of business correspondence in a retail environment	
2	List the principles of sound business correspondence	
3	Describe and explain the contents and layout specifications of written letters and memorandums for a variety of different situations	
4	Describe and explain the format, advantages and limitations of e-mail communication	
5	Describe the consequences and impact of poor business correspondence	

7.3.3 KS-07-ST03: Producing reports (20%)

Topic elements to be covered include:

ST0401	The purpose of reporting in a business environment
ST0402	Structure and content of reports for a variety of purposes
ST0403	The process of obtaining relevant information for report writing
ST0404	Selection and presentation of relevant data, including tables and graphs
ST0405	The process of report writing
ST0406	Implications and consequences of poor reporting
ST0407	Presentation of reports

	Internal Assessment Criteria	Weight
1	Explain the purpose of reporting and describe the various types of reports used in the retail environment	
2	Describe the structure and content of various types of reports for a variety of purposes	
3	Describe and discuss various methods of obtaining relevant information for report writing	
4	List criteria and approaches for selecting and presenting relevant data	
5	Describe the various steps involved in the process of report writing	
6	Describe the consequences and impact of poor reporting	
7	Discuss various methods of presenting reports and the key considerations in doing so	

7.3.4 KS-07-ST04: Meetings and communication (20%)

Topic elements to be covered include:

ST0501	The purpose of meetings held in a retail business environment
ST0502	Structure of various types of meetings
ST0503	Planning, agendas and notices of meetings
ST0504	Writing minutes of a meeting
ST0505	Managing meetings
ST0506	Implications and consequences of poor meeting management

	Internal Assessment Criteria	Weight
1	Explain the purpose of various types of meetings held in a retail business environment	
2	Describe the structure of various types of meetings	
3	List and explain the procedures to be followed when conducting a meeting	
4	Describe and explain the nature and layout of agendas and notices of meetings	
5	Analyse the written minutes of a meeting	
6	Describe the consequences and impact of poor meeting management	

7.3.5 KS-07-ST05 Interpersonal communication (20%)

Topic elements to be covered include:

ST0601	Principles of effective oral communication
ST0602	Oral presentations to staff or public
ST0603	Principles and purpose of effective listening

	Internal Assessment Criteria	Weight
1	List and explain the principles of effective oral communication	
2	List criteria for effective oral presentations to staff or public	
3	List and explain the principles of effective listening	

7.4 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Standard requirements for classroom training

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject
- Lecturers compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the subject and at least three years' experience relevant to the subject

Legal Requirements:

- Registration as a provider

7.5 Critical Topics to be Assessed Externally for the Knowledge Subject

None specified

7.6 Exemptions

Qualifications or Learning Programmes that allow exemption from this Knowledge Subject:			
Number	Title	NQF Level	Type
78666 74105 72635 72747 72261	National Diploma: Retail Business Management	6	National Diploma

**8 142103001-KS-08: Human Resource Management in Retail (NQF Level 6
(20 credits)**

8.1 Related Knowledge Subject Code and Title

041503 Retailing and retail operations

8.2 Purpose of the Knowledge Subject

The main focus of the learning in this knowledge subject is the human resource environment relating to human resource management and administration, industrial relations and legislation.

The learning will enable learners to demonstrate an understanding of:

KS-08-ST01: Human Resources administration and management (50%)

KS-08-ST02: Principles of industrial relations (20%)

KS-08-ST03: Labour related legislation (15%)

KS-08-ST04: Diversity management (15%)

8.3 Guidelines for Topics

8.3.1 KS-07-ST01: Human Resources administration and management (50%)

Topic elements to be covered include:

ST0101	Staffing, workforce planning and organisational development
ST0102	Recruitment, selection and placement
ST0103	Compensation and remuneration
ST0104	Training and development
ST0105	Performance management
ST0106	Administrative requirements relating to staffing

	Internal Assessment Criteria	Weight
1	Describe and discuss principles of staffing, recruitment, selection and placement relevant to the retail environment including diversity management and strategies and interventions to attract and retain women and members of groups from disadvantaged backgrounds	
2	Describe and discuss forms of compensation available in the retail sector	
3	Describe and discuss training and development initiatives, interventions or strategies relevant to the retail environment	
4	Describe and discuss principles of performance management in the retail sector	
5	Describe and discuss the key administration requirements relating to staffing	

8.3.2 KS-08-ST02: Principles of industrial relations (20%)

Topic elements to be covered include:

ST0201	The nature and purpose of codes of conduct
ST0202	The methods, principles and processes of discipline and grievance
ST0203	The dismissals process
ST0204	The retrenchment process
ST0205	The nature and purpose of recognition agreements and negotiation methods
ST0206	The nature of negotiating processes for salaries, wages and conditions of employment
ST0107	Strike and lock-out processes
ST0108	The Council for Conciliation, Mediation and Arbitration (CCMA) processes

	Internal Assessment Criteria	Weight
1	Describe and explain the purpose of a code of conduct	
2	List and describe common instances of infringements of the code of conduct and appropriate disciplinary action to be taken or to build up to dismissal	
3	Describe and explain the retrenchment process	
4	Describe and explain the purpose and impact of recognition agreements and negotiation methods	
5	Describe and explain the purpose of and the process for negotiating salaries, wages and conditions of employment	
6	Describe and explain the strike and lockout processes	
7	Describe and explain the various Council for Conciliation, Mediation and Arbitration (CCMA) processes	
8	Explain the rationale for grievance policies and describe a typical grievance handling process	

8.3.3 KS-08-ST03: Labour related legislation (15%)

Topic elements to be covered include:

ST0201	The Labour Relations Act
ST0202	The Basic Conditions of Employment Act
ST0203	The Employment Equity Act
ST0204	The Broad Based Black Economic Empowerment (B-BBEE) Act
ST0205	The Sectoral Determination in retail
ST0206	Skills development legislation

	Internal Assessment Criteria	Weight
1	Describe and explain the main themes and the interrelatedness of the various human resource acts and regulations impacting on the retail industry	
2	Describe and explain the process of determining wages and working conditions for a retail business with reference to the impact of relevant legislation	

8.3.4 KS-08-ST04: Diversity management (15%)

Topic elements to be covered include:

ST0401	Concepts and principles of diversity management
ST0402	Typical stereotyping of cultural groups
ST0403	Characteristics of an environment that is conducive for cultural diversity
ST0404	The process of dealing with cultural conflict situations
ST0405	Other forms of diversity including gender, age, class and disability

	Internal Assessment Criteria	Weight
1	Describe factors that contribute towards various forms of discrimination	
2	List the various different cultural groups and describe and discuss their differences	
3	Describe and explain typical stereotyping of different cultural groups	
4	Describe and explain the key concepts and principles of diversity management within a retail environment	
5	Describe and explain how to create a work environment that is conducive for cultural and other forms of diversity	
6	Describe and discuss processes to be followed when dealing with cultural conflict situations	

8.4 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Standard requirements for classroom training

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject
- Lecturers compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the subject and at least three years experience relevant to the subject

Legal Requirements:

- Registration as a provider

8.5 Critical Topics to be Assessed Externally for the Knowledge Subject

None specified

8.6 Exemptions

Qualifications or Learning Programmes that allow exemption from this Knowledge Subject:			
Number	Title	NQF Level	Type
78666 74105 72635 72747 72261	National Diploma: Retail Business Management	6	National Diploma

**9 142103001-KS-09: Logistics and the Supply Chain in Retail NQF Level 6
(15 credits)**

9.1 Related Knowledge Subject Code and Title

041503 Retailing and retail operations

9.2 Purpose of the Knowledge Subject

The main focus of the learning in this knowledge subject is the management of the supply chain including logistics, product movement, handling and purchasing of stock

The learning will enable learners to demonstrating an understanding of:

KS-09-ST01: Principles of logistics and supply chain management (20%)

KS-09-ST02: Principles for managing product movement and handling (20%)

KS-09-ST03: Purchasing management (20%)

KS-09-ST04: Principles of purchasing (20%)

KS-09-ST05: The nature and principles of stock management (20%)

9.3 Guidelines for Topics

9.3.1 KS-09-ST01: Principles of logistics and supply chain management (20%)

Topic elements to be covered include:

ST0101	The product flow from supplier to customer
ST0102	The nature and purpose of logistics and supply chain management
ST0103	The impact of logistics and supply chain management on business performance
ST0104	Methods of optimising the supply chain
ST0105	Managing risk areas in the supply chain process

	Internal Assessment Criteria	Weight
1	Describe and explain the flow of products from supplier to customer	
2	Describe and discuss the roles of stakeholders in the supply chain	
3	Describe and explain the impact of logistics and supply chain management on the performance of a retail business	
4	List and explain all risk areas in the supply chain process	

9.3.2 KS-09-ST02: Principles for managing product movement and (20%)

Topic elements to be covered include:

ST0201	Managing the inbound transport and handling of stock
ST0202	Managing the handling and stacking of stock in a stockroom
ST0203	Managing the handling and stacking of stock in the sales area
ST0204	Managing the handling and transport of stock to customers

	Internal Assessment Criteria	Weight
1	Describe and explain the nature and process of managing the inbound transport and handling of stock	
2	Describe and explain the nature and methods of handling and stacking stock in a stockroom	
3	Describe and explain the nature and methods of handling and stacking stock in the sales area	
4	Describe and explain the process of managing the handling and transport of stock to customers	

9.3.3 KS-09-ST03: Purchasing management (20%)

Topic elements to be covered include:

ST0301	Strategic purchasing decisions
ST0302	Purchasing objectives, policies and procedures
ST0303	Purchasing planning schedules
ST0304	The measurement of supplier performance
ST0305	The principles and importance of building supplier relations

	Internal Assessment Criteria	Weight
1	Describe and explain the key principles that influence strategic purchasing decisions	
2	Describe and explain key elements of purchasing objectives, policies and procedures	
3	List and describe the criteria to be considered when developing a purchasing planning schedule	
4	Describe and explain the principles for, and the importance of, building solid relationships with suppliers	
5	Explain and interpret the key ratios and factors required to measure supplier performance	
6	Explain the factors that must be measured when assessing the performance of a supplier of a retail store (such as accuracy of order fulfilment, delivering on time)	

9.3.4 KS-09-ST04: Principles of purchasing (20%)

Topic elements to be covered include:

ST0401	Concepts and principles of purchasing
ST0402	The role of the buyer
ST0403	The buying function in the supply chain
ST0404	The influence of the purchasing function on the success of a retail business
ST0405	The evaluation and selection of suppliers
ST0406	Local and global sources of supply
ST0407	Negotiating the purchase
ST0408	The purchasing contract
ST0409	Buying various types of merchandise

	Internal Assessment Criteria	Weight
1	Describe and explain key concepts and principles of purchasing	
2	Describe and explain the role of the buyer in a retail store	
3	List and describe the basic issues that influence supplier selection	
4	Describe and explain the various different sources of supply	
5	List and describe the elements that need to be prepared prior to entering supplier negotiations	
6	Describe and explain the different criteria to be considered when developing a replenishment tool	
7	Explain the purpose and characteristics of various types of purchasing contracts	
8	Describe and explain the factors to be considered when buying various types of merchandise	

9.3.5 KS-09-ST05: The nature and principles of stock management (20%)

Topic elements to be covered include:

ST0501	Strategic stock management decisions
ST0502	Annual stock objectives
ST0503	Stock control methods, systems and policies
ST0504	Stock levels management and economic order quantities
ST0505	Managing stock counts
ST0506	Managing the ordering and receiving processes
ST0507	Managing under, over and dead stock situations

	Internal Assessment Criteria	Weight
1	Describe and explain the process of making strategic stock management decisions	
2	Describe and explain the annual stock objectives of a retail business	
3	Describe and explain the nature of various stock control methods, systems and policies	
4	Describe and explain the methods for determining minimum, re-order stock levels and economic order quantities	
5	Describe and explain the process of managing stock counts	
6	Describe and explain the process of managing the ordering and receiving of stock	
7	Describe and explain the methods of dealing with under, over, damaged and dead stock situations	

9.4 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Standard requirements for classroom training

Human Resource Requirements:

- Lecturers must have relevant industry experience related to the subject
- Lecturers compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the subject and at least three years of experience relevant to the subject

Legal Requirements:

- Registration as a provider

9.5 Critical Topics to be Assessed Externally for the Knowledge Subject

None specified

9.6 Exemptions

Qualifications or Learning Programmes that allow exemption from this Knowledge Subject:			
Number	Title	NQF Level	Type
78666 74105 72635 72747 72261	National Diploma: Retail Business Management	6	National Diploma

SECTION 3B: PRACTICAL SKILL MODULE SPECIFICATIONS

List of Practical Skill Module Specifications

Number	Title	NQF Level	Credits
142103001-PM-01	Manage people and relationships	5	8
142103001-PM-02	Manage operational processes	5	6
142103001-PM-03	Manage workforce planning processes	5	10
142103001-PM-04	Manage employee performance	6	12
142103001-PM-05	Plan and control service standards	6	10
142103001-PM-06	Build stakeholder relationships	6	10
142103001-PM-07	Plan and manage stock	6	9
142103001-PM-08	Price, merchandise and store stock	6	7
142103001-PM-09	Manage supplier performance and relationships	6	8
142103001-PM-10	Optimise stock performance	6	8
142103001-PM-11	Develop marketing and sales plans	6	18
142103001-PM-12	Develop and interpret financial documents	6	7
142103001-PM-13	Manage cash flow	6	5
142103001-PM-14	Work with financial accounts and business plans	6	12
142103001-PM-15	Manage and mitigate risk	6	20
142103001-PM-16	Manage assets	6	8

1 142103001-PM-01: Manage people and relationships NQF Level 5 (8 credits)

1.1 Purpose of the Practical Skill Module

The focus of the 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 become familiar with approaches for managing interpersonal interactions.

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

1.2 Guidelines for Practical Skills

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

Scope of Practical Skill

Given a variety of typical scenarios, the learner must be able to:

PA0101 Identify types of communication used in a retail environment and explain their purpose

PA0102 Identify effective communication styles and methods for a variety of purposes, roles and situations in the working environment

PA0103 Use a variety of communication methods, tools and techniques

PA0104 Present information in a variety of internal and external situations for a range of purposes

PA0105 Give, receive and interpret feedback

Applied Knowledge

AK0101 Communication methods, tools and techniques

AK0102 Communication styles and their impact

AK0103 Communication requirements in the retail environment

AK0104 Techniques for giving and receiving feedback

Internal Assessment Criteria

1	The appropriate method and style of communication is selected for a variety of recipients, situations and purposes
2	Communication indicates the ability to communicate clearly and effectively in a variety of situations and for a variety of recipients and purposes
3	Information is presented in an appropriate manner in a variety of internal and external situations for a range of purposes
4	Feedback is given and received in a constructive manner

1.2.2 PM-01-PS02: Manage meeting processes

Scope of Practical Skill

Given a variety of meeting scenarios including daily stand-up and action-focus meetings, formal recurring meetings, and investigative and problem solving meetings, the learner must be able to:

PA0201	Participate in meetings in a variety of roles
PA0202	Plan and prepare for a variety of meetings
PA0203	Conduct a variety of meetings
PA0204	Achieve meeting objectives
PA0205	Deal with obstructive or time wasting behaviour
PA0206	Compile follow-up documentation and specify actions required

Applied Knowledge

AK0201	Presentation techniques, including flip charts, white boards and computers
AK0202	Communication techniques
AK0203	Meeting etiquette and protocols
AK0204	Meeting structure and documentation
AK0205	Types of meetings and their requirements
AK0206	Techniques for keeping meetings on track
AK0207	Techniques for dealing with time-wasting or obstructive behaviour
AK0208	Team and leadership roles

Internal Assessment Criteria

1	The ability to lead meetings and participate actively is demonstrated
2	Planning, agendas and preparation for meetings is appropriate and adequate
3	Minutes and records of the meeting are accurate and appropriate for the type of meetings and follow-up actions are planned and documented with dates and assigned responsibilities
4	Meetings are chaired, led and managed to optimise available time and resources and to achieve the desired outcomes
5	Obstructive or time-wasting behaviours are managed appropriately
6	Where required, information and decisions are conveyed accurately and succinctly and questions are dealt with appropriately

1.2.3 PM-01-PS03: Manage people dynamics

Scope of Practical Skill

Given a variety of scenarios related to customer, supplier and employee problems and grievances, individual conflicts, discrimination, interpersonal conflicts and a group of learners for role-play, the learner must be able to:

PA0301	Recognise signs of unhappiness, resentments, disagreements or conflict
PA0302	Neutralise and manage own and other's emotions
PA0303	Clarify underlying causes and issues, including diversity and ethics
PA0304	Consider and determine the most appropriate options for dealing with interpersonal conflict, including external help
PA0305	Develop action plans for reducing resentment or conflict
PA0306	Recognise opportunities for team building processes

Applied Knowledge

AK0301	Signs and possible causes of unhappiness, resentment or conflicts
AK0302	Techniques for dealing with and defusing emotions
AK0303	Techniques for ensuring that people are heard
AK0304	External options for conflict resolution, e.g. conciliation, mediation or arbitration
AK0305	Techniques for maintaining self-control and for showing respect
AK0306	Techniques for resolving unhappiness, resentments, disagreements or conflict
AK0307	Active listening techniques
AK0308	Techniques for recognising and addressing diversity issues
AK0309	Techniques for managing change
AK0310	Team building processes and techniques

Internal Assessment Criteria

1	Listening skills are used correctly
2	The ability to listen empathetically is demonstrated
3	Sufficient opportunity to give answers is afforded to others
4	Appropriate choices were made in response to diversity and ethical issues
5	An appropriate resolution was achieved or recommendation to involve external resources made

1.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

1.4 Critical Practical Activities to be assessed externally for the Module

None specified

1.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

2 142103001-PM-02: Manage operational processes NQF Level 5 (6 credits)

2.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:

Become familiar with approaches and methods for planning, scheduling and controlling operational activities and processes.

The learner will be required to:

PM-02-PS01: Compile daily, weekly, monthly and annual plans

PM-02-PS02: Manage and control work processes

2.2 Guidelines for Practical Skills

2.2.1 PM-02-PS01: Compile daily, weekly, monthly and annual plans

Scope of Practical Skill

Given a variety of scenarios comprising typical operational activities of a retail store, the learner must be able to:

- PA0101 Determine priorities and develop operational plans for daily, weekly, monthly and annual activities, and staff schedules
- PA0102 Explain the potential impact if tasks are not completed or the plan is not followed
- PA0103 Explain how resources and time are considered during the development of the operational plans

Applied Knowledge

- AK0101 Planning methods and techniques

Internal Assessment Criteria

1	All plans include tasks, staff schedules, responsibilities and deadlines
2	All plans include control documents for follow up and monitoring and optimise time and available resources
3	Daily plan covers all typical activities from opening to closing of store
4	The weekly plans reflect typical weekly activities such as peak sales periods, banking and cost of staffing
5	The monthly plans reflect proper scheduling of typical monthly activities such as salaries, end of the month book-end and reports
6	The annual plans reflect typical annual activities such as staff holidays, public holidays, peak sales periods and union negotiations

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

Scope of Practical Skill

Given a variety of scenarios related to typical roles, responsibilities, action plans and time frames, the learner must be able to:

- PS0201 Delegate work to relevant teams based on roles and responsibilities
- PS0202 Develop control systems and documents to monitor and measure the implementation process
- PS0203 Determine the potential impact if target dates are not met and suggest possible sanctions and rewards

Applied Knowledge

- AK0201 Typical roles and responsibilities in a retail business

Internal Assessment Criteria

1	Roles and responsibilities are defined and agreed
2	Control systems and documents, including target dates, are discussed and agreed
3	Appropriate sanctions and rewards are discussed, agreed and documented

2.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

2.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

2.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

3 142103001-PM-03: Manage workforce planning processes NQF Level 5 (10 credits)

3.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:

Become familiar with processes for planning and developing the human resource capacity of a retail business.

The learner will be required to:

PM-03-PS01: Develop staffing structure

PM-03-PS02: Develop and manage recruitment processes

PM-03-PS03: Conduct interviews

PM-03-PS04: Manage staff records and record keeping

PM-03-PS05: Plan and conduct employee induction and orientation processes

3.2 Guidelines for Practical Skills

3.2.1 PM-03-PS01: Develop staffing structure

Scope of Practical Skill

Given a variety of new store scenarios including budgets, store trading hours, typical organograms and outlines of job descriptions for a store, the learner must be able to:

PA0101 Develop an organogram for a new store

PA0102 Develop at least five job descriptions for cashiers, sales staff and administration staff

PA0103 Allocate number of staff per area according to budget constraints

PA0104 Develop staff schedules for store hours and peak periods

PA0105 Explain the allocation of staff based on trading patterns, trading hours, department-specific needs and relevant regulations

Applied Knowledge

AK0101 Planning and scheduling tools and techniques

AK0102 Job description techniques

AK0103 Structure of a retail organisation

Internal Assessment Criteria

1	The organogram meets the budget, reflects the reporting structure and indicates the number of staff needed per area
2	The staffing schedule is justified in terms of the trading hours, trading patterns, department-specific needs and relevant regulations and minimises the amount of overtime
3	The job descriptions reflect key result areas and key performance indicators

3.2.2 PM-03-PS02: Develop and manage recruitment processes

Scope of Practical Skill

Given sets of information comprising typical organisational structures, vacancies, lists of current skills, organisational policies, procedures and strategies, budgets, and contingency and succession guidelines, the learner must be able to:

- PA0201 Identify all vacancies on given organisational structures and prepare recruitment budgets
- PA0202 Compile a profile for each vacancy, including at least one sales and one administration position
- PA0203 Prioritise filling of vacancies according to the organisational strategies and cost constraints
- PA0204 Compile and present recruitment, staffing, contingency and succession plans
- PA0205 Develop advertisements for internal and external candidates
- PA0206 Evaluate applications against the selection criteria and develop a shortlist
- PA0207 Determine data required for selection interviews and develop interview questionnaires

Applied Knowledge

- AK0201 Structure of a retail organisation
- AK0202 Internal vs external recruitment
- AK0203 Planning and scheduling tools and techniques
- AK0204 Job profiling techniques

Internal Assessment Criteria

1	All vacancies are correctly identified
2	Recruitment budgets are viable
3	Profiles of each vacancy accurately reflect the organisational needs, education levels, previous experience and specific competencies required
4	Organisational recruitment policies and procedures are compiled or reviewed
5	Recruitments are planned and scheduled to meet the organisation's needs
6	The presentation conveys and justifies the key elements of each plan
7	Advertisements reflect all relevant information and are appropriate to the vacancy
8	The shortlist of candidates reflects the most appropriate choices based on the selection criteria

3.2.3 PM-03-PS03: Conduct interviews

Scope of Practical Skill

Given a variety of scenarios related to typical vacancies, and typical organisational recruitment policies and procedures, the learner must be able to:

- PS0301 Design and prepare interview processes
- PA0302 Conduct interviews
- PA0303 Select the candidate
- PA0304 Make offers and compile employment contracts
- PA0305 Determine data required for exit interviews and develop interview questionnaires
- PA0306 Prepare for and conduct employee exit interviews

Applied Knowledge

AK0301 Interview techniques

Internal Assessment Criteria

1	Interview documentation is correctly prepared and includes the job description, the store organogram and panel member invitations
2	Interviews are conducted empathetically, the questions solicit the right kind of information to aid the selection process and the candidate is encouraged to provide information
3	The selection is based on the required criteria of the profile
4	The offer and the employment contract include all relevant information according to the given organisational recruitment policies and procedures
5	Exit interviews are conducted empathetically and relevant documentation is completed correctly according to typical organisational policies and procedures

3.2.4 PM-03-PS04: Manage staff records and record keeping**Scope of Practical Skill**

Given a range of typical scenarios and typical employee administration documentation and records, organisational policies and procedures, the learner must be able to:

- PA0401 Identify and complete the documentation required when employing a new staff member
- PA0402 Identify documentation and complete the documents required for updating payrolls, including deductions, benefits and timing
- PA0403 Develop a plan and control documents for capturing information required for employee administration, including attendance and leave registers, disciplinary records, incentive targets, performance appraisal and personal details

Applied Knowledge

AK0401 Generic employee administration requirements

Internal Assessment Criteria

1	All documentation is updated according to organisational policies and procedures and legal requirements
2	The plan and control documents include roles, responsibilities and deadlines

3.2.5 PM-03-PS05: Plan and conduct employee induction and orientation processes

Scope of Practical Skill

Given sets of information comprising typical company information (profiles, history, products and services), typical administration requirements, policies and procedures, codes of conduct, and customer focus guidelines, the learner must be able to:

- PA0501 Plan and prepare for induction processes, including the induction and administration packs
- PA0502 Develop a script to introduce a new employee to the company's vision, mission, values and strategies, history, profile, products and services
- PA0503 Develop a script for explaining the job requirements and customer focus to a new employee
- PA0504 Develop a script for explaining company policies and procedures and the disciplinary code of conduct to a new employee

Applied Knowledge

- AK0501 Human resource administration
- AK0502 Employment contracts
- AK0503 Purpose and characteristics of company policies and procedures
- AK0504 Typical company background, profile, history, products and services
- AK0505 Purpose and characteristics of company vision, mission, values and strategies
- AK0506 Application of customer focus concepts
- AK0507 Job requirements and descriptions
- AK0508 Disciplinary code of conduct
- AK0509 Orientation techniques

Internal Assessment Criteria

1	The induction plan includes points such as preparing the new employee's workstation, computer log-ons and all resources required to assume duty as applicable to the job function
2	The scripts provide sufficient guidance to enable the new employee to engage with the new organisation
3	The induction and administration pack includes all key documents and forms required

3.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

3.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

3.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

4 142103001-PM-04: Manage employee performance NQF Level 6 (12 credits)

4.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:

Become familiar with processes for evaluating, developing and responding to issues that impact on employee performance.

The learner will be required to:

PM-04-PS01: Evaluate employee performance

PM-04-PS02: Manage employee performance

PM-04-PS03: Assess and manage employee morale

PM-04-PS04: Discipline and reward employees

4.2 Guidelines for Practical Skills

4.2.1 PM-04-PS01: Evaluate employee performance

Scope of Practical Skill

Given sets of information comprising typical documentation for assessing and managing employee performance, typical organisational guidelines for counselling, feedback, coaching, mentoring and developing personal development plans, company policies and procedures, simulated information on employee performance, contingency and succession plans and case studies, the learner must be able to:

- | | |
|--------|--|
| PA0101 | Plan the performance evaluation process and documentation |
| PA0102 | Develop a script for preparing an employee for the performance evaluation process |
| PA0103 | Analyse a performance review case study and identify areas for improving the interview |
| PA0104 | Identify strengths, performance concerns and developmental opportunities and develop personal development plans with corrective measures and time frames |

Applied Knowledge

- | | |
|--------|--|
| AK0101 | Application of relevant labour relations legislation |
| AK0102 | Feedback and counselling techniques |
| AK0103 | Typical factors impacting on performance |
| AK0104 | Performance evaluation techniques |
| AK0105 | Typical company policies and procedures |
| AK0106 | Evaluation tools and techniques |

Internal Assessment Criteria

1	Performance evaluation plan includes any previous performance discussion, agreed goals, job description and key result areas and any associated performance related information
2	The development opportunities described include coaching, mentoring and relevant training opportunities
3	The development plan includes an indication of a follow-up date
4	The evaluation of performance data reflects strength and weaknesses in the employees' performance and corrective actions are in line with policies and procedures

4.2.2 PM-04-PS02: Manage employee performance

Scope of Practical Skill

Given sets of information comprising typical business strategies, skills profiles, skills audits, gap analyses, personal development plans, training data and performance information, training objectives, training record-keeping documents and employment equity plans, the learner must be able to:

- PA0201 Evaluate skills audits, gap analysis and personal development plans and identify developmental priorities in line with business strategy
- PA0202 Develop a training and development plan and control documents, allocate responsibilities and set deadlines
- PA0203 Develop a monitoring document to establish and track the impact of the training on business performance

Applied Knowledge

- AK0201 Sector related grants, employment equity enablement of targets, BBBEE skills related targets
- AK0202 Sector specific skills development reports (such as workplace skills plans, annual training reports)
- AK0203 Impact of training and development on the organisation
- AK0204 Internal versus external training interventions
- AK0205 Learner management system tools
- AK0206 Planning and scheduling tools
- AK0207 Training budget management
- AK0208 Performance improvement measures
- AK0209 Succession planning tools and processes

Internal Assessment Criteria

1	Evaluation of the gap analysis highlights the critical training needs required to improve performance
2	The training and development plan addresses the needs identified in the evaluation in a cost effective way
3	The training and development plan addresses issues identified in performance reviews
4	The training and development plan includes succession planning and management of talent
5	The monitoring document links directly to the identified gaps and uses appropriate metrics to measure improvements

4.2.3 PM-04-PS03: Assess and manage employee morale

Scope of Practical Skill

Given a variety of typical scenarios relating to employee morale, the learner must be able to:

- PA0301 Identify key issues which could impact on employee engagement and morale and explain the importance of each issue
- PA0302 Identify possible strategies to address a variety of employee engagement issues
- PA0302 Develop an action plan and control documents, including roles, responsibilities and deadlines

Applied Knowledge

- AK0301 Methods of establishing local conditions which impact on morale
- AK0302 Resources and support for addressing employee morale issues

Internal Assessment Criteria

1	The key issues identified include issues such as wellness, work/life balance, transport, working conditions, financial stress
2	The impact of the issues on employee engagement and morale is clearly explained
3	The strategies address the issues in a practical and effective manner
4	The action plan is practical and achievable

4.2.4 PM-04-PS04: Discipline and reward employees

Scope of Practical Skill

Given a variety of scenarios related to discipline and excellent performance, including any findings from investigations, typical organisational policies, procedures and codes of conduct, the learner must be able to:

- PA0401 Identify the relevant procedure for dealing with each unacceptable performance and develop an action plan to implement the procedures
- PA0402 Plan and prepare for the disciplinary hearing based on the findings of the investigation
- PA0403 Perform the role of the chairman in a simulated disciplinary hearing
- PA0404 Identify excellent performance and determine the appropriate form of recognition or reward
- PA0405 Recognise an "employee's" excellent performance

Applied Knowledge

- AK0401 Application of relevant labour relations legislation
- AK0402 Feedback and counselling techniques
- AK0403 Meeting protocols
- AK0404 Employee rewards and incentives

Internal Assessment Criteria

1	The procedure for dealing with the unacceptable performance is correct
2	The preparation of the hearing is thorough and complete
3	The role of chairing the meeting follows the disciplinary hearing guide
4	The recognition or reward is suited to the performance and includes non-monetary recognition and rewards
5	The process of recognising good performance includes allowing the recipient to share his/her method of attaining success

4.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

4.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

4.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

5 142103001-PM-05: Plan and control service standards NQF Level 6 (10 credits)

5.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:

Become familiar with key customer service standards and methods for supporting and improving them.

The learner will be required to:

PM-05-PS01: Plan and control housekeeping activities

PM-05-PS02: Plan and control health and safety activities

PM-05-PS03: Identify customer service requirements for a variety of customers and plan to achieve these requirements

5.2 Guidelines for Practical Skills

5.2.1 PM-05-PS01: Plan and control housekeeping activities

Scope of Practical Skill

Given sets of information comprising typical product and store requirements, checklists and reports on housekeeping activities, case studies, photos or videos and floor plans, the learner must be able to:

- PA0101 Source and select cleaning products for various cleaning requirements
- PA0102 Develop housekeeping schedules for a variety of situations
- PA0103 Review and develop housekeeping checklists
- PA0104 Evaluate housekeeping case studies, identify non-conformances and develop action plans to address them

Applied Knowledge

- AK0101 Applicable regulations
- AK0102 Housekeeping standards
- AK0103 Quality control systems
- AK0104 Applicable health, safety and environment regulations
- AK0105 Types and uses of cleaning agents and equipment
- AK0106 Cleaning processes and methods

Internal Assessment Criteria

1	Cleaning products are correctly sourced and selected for various given applications
2	Reports are accurately interpreted and all critical non-conformance issues are correctly identified
3	Action plans and checklists address all critical non-conformance issues in a viable manner and meet the requirements of relevant legislation
4	Housekeeping schedules reflect appropriate priorities and cleaning intervals

5.2.2 PM-05-PS02: Plan and control health and safety activities

Scope of Practical Skill

Given a copy of the Occupational Health and Safety Act and sets of information comprising typical retail industry related health and safety policies, procedures and checklists, information on control measures and control systems, health and safety administration documentation, health and safety plans, floor plans and descriptions of work spaces, relevant health and safety equipment, and scenarios, case studies, videos and photos, the learner must be able to:

- PS0201 Interpret the Health and Safety Act and explain how it applies to different aspects of a retail business
- PS0202 Interpret industry related health and safety policies and procedures and explain how they apply in different aspects of a retail business
- PS0203 Apply relevant sections of the Health and Safety Act and related health and safety policies and procedures in a simulated environment
- PS0204 Review policies and procedures and update if required according to relevant legislative changes applicable to the retail environment
- PS0205 Compile plans and control measures to address a variety of health and safety issues in a retail business
- PS0206 Complete documentation relevant to the control and administration of health and safety practices in a retail business

Applied Knowledge

- AK0201 Applicable regulations
- AK0202 Health and safety systems
- AK0203 Typical unsafe work practices
- AK0204 Health and safety control systems

Internal Assessment Criteria

1	Explanations demonstrate understanding of the Occupational Health and Safety Act and indicate how it applies to different aspects of a retail business
2	Explanations demonstrate understanding of industry related health and safety policies and procedures and indicate how they apply in different aspects of a retail business
3	All relevant sections of the health and safety act and related health and safety policies and procedures are correctly identified
4	All changes in relevant legislation are correctly identified and policies and procedures documents are updated accordingly
5	Plans and control measures are relevant and implementable and will result in the correct interventions to address the specified health and safety issues
6	All health and safety related documentation is correctly completed

5.2.3 PM-05-PS03: Identify customer service requirements for a variety of customers and plan to achieve these requirements

Scope of Practical Skill

Given sets of information comprising typical customer service information, data on products and customer requirements, customer service strategy reports, and a variety of customer service scenarios, the learner must be able to:

- PS0301 Identify customer service requirements for a variety of scenarios
 PS0302 Review reports and identify shortcomings in service delivery
 PS0303 Develop action plans to meet customer service requirements

Applied Knowledge

- AK0301 Applicable legislation and regulations
 AK0302 Customer service techniques
 AK0303 Methods of analysing customer service requirements
 AK0304 Reporting and data formats and techniques

Internal Assessment Criteria

1	Areas of non-conformance are correctly identified and action plans that will improve performance and that meet applicable legislation are developed
2	The plans reflect actions which will result in speedy service and availability of the correct product at the right time
3	Plans are achievable and cost effective
4	Report conveys key elements of the plans clearly and concisely

5.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

5.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

5.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

6 142103001-PM-06: Build stakeholder relationships. NQF Level 6 (10 credits)

6.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:

Become familiar with processes for achieving stakeholder expectations and methods of maintaining a safe environment.

The learner will be required to:

PM-02-PS01: Identify stakeholder expectations for a range of stakeholders and plan strategies to achieve these expectations

PM-02-PS02: Build stakeholder relations to benefit organisational objectives

6.2 Guidelines for Practical Skills

6.2.1 PM-06-PS01: Identify and plan to meet stakeholder expectations

Scope of Practical Skill

Given sets of information comprising typical data on a variety of stakeholders and stakeholder expectations, stakeholder expectation action plans and reports, stakeholder strategy documentation and a variety of case studies and scenarios, the learner must be able to:

- PA0101 Identify and list a variety of stakeholders from a given case study
- PA0102 Identify and list the expectations of various stakeholders
- PA0103 Determine strategies and develop action plans to meet various stakeholder expectations
- PA0104 Compile and present a report on the planned strategies to meet various stakeholder requirements

Applied Knowledge

- AK0101 Applicable regulations
- AK0102 Context specific stakeholders and their roles and expectations and the expectations of the retail organisation
- AK0103 Relationship building techniques applicable to the different stakeholders

Internal Assessment Criteria

1	Stakeholders are correctly identified and listed
2	The expectations of a range of stakeholders are correctly identified and listed
3	Appropriate methods of addressing stakeholder requirements and expectations are explained
4	Planned strategies and actions will result in the correct interventions to address stakeholder expectations

6.2.2 PM-06-PS02: Build stakeholder relations to benefit organisational objectives

Scope of Practical Skill

Given sets of information comprising typical data on a variety of stakeholders and organisational relationship requirements in a variety of case studies and scenarios, the learner must be able to:

- PA0201 Identify the relationships the organisation requires with the various stakeholders
- PA0202 Analyse and explain existing relationships
- PA0203 Describe how relationships beneficial to the organisation are built and maintained with stakeholders
- PA0204 Determine strategies and develop action plans to achieve relationships required by the organisation

Applied Knowledge

- AK0201 Types of relationships and their advantages & disadvantages
- AK0202 Relationships required by retail organisations of their stakeholders
- AK0203 Relationship building techniques applicable to the various stakeholders

Internal Assessment Criteria

1	The relationships required by the organisation with the stakeholders are correctly identified
2	Existing relationships are correctly identified and described
3	Appropriate methods of altering, building or maintaining existing relationships are identified
4	Planned strategies and actions will result in the correct interventions to alter relationships in line with the requirements of the organisation

6.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

6.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

6.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

7 142103001-PM-07: Plan and manage stock NQF Level 6 (9 credits)

7.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:

Become familiar with methods of managing stock control, replenishment, receipt, despatch and handling processes.

The learner will be required to:

PM-07-PS01: Control stockholding, stock levels and replenishment

PM-07-PS02: Manage the receipt and despatch of stock

PM-07-PS03: Plan stock handling and movement of stock

7.2 Guidelines for Practical Skills

7.2.1 PM-07-PS01: Control stockholding, stock levels and replenishment

Scope of Practical Skill

Given sets of information comprising typical stock reports, including current figures influencing the period under review and seasonal and sales forecasts, information on lead times, retail business policies and procedures, and relevant forms and documents, the learner must be able to:

PA0101 Determine the figures required to establish the model stock level of an item and calculate the ordering quantity

PA0102 Determine the ordering cycle required according to lead times and supplier delivery and ordering cycles

PA0103 Plan how to deal with overstock, understock and dormant stock

PA0104 Plan stock counts

PA0105 Compile a purchasing planning schedule for a seasonal product

PA0106 Compile purchasing policies

PA0107 Compile purchasing budgets

Applied Knowledge

AK0101 Planning techniques

AK0102 Scheduling techniques

AK0103 Stock control systems

AK0104 Stock count schedules, processes and cycles

AK0105 Product specifications

AK0106 Ordering processes

AK0107 Projected budget

Internal Assessment Criteria

1	The ordering cycle is calculated correctly according to lead times and supplier delivery cycle
2	The plan to correct overstock, understock and dormant stock is viable
3	Order quantities are correctly calculated according to given criteria
4	Purchasing orders are correctly completed
5	Follow-up plans are scheduled in a way that will ensure delivery as per order
6	The store stock records are updated with information such as stock on hand quantities, outstanding orders, write offs, dispatches and stock received
7	Purchasing scheduling plans will ensure the right quality and quantity of seasonal product is available at the right time
8	Purchasing budgets reflect correctly the receiving and payment of stock

7.2.2 PM-07-PS02: Manage the receipt and despatch of stock

Scope of Practical Skill

Given sets of information comprising typical reports on stock to be received and delivered, organisational policies and procedures, information on suppliers' delivery processes and methods, receiving best practices which should include "vacuum" receiving, supplier scheduling, shrinkage and risk factors, receiving processes, quality checks, stock return policies and receipt recording, the learner must be able to:

PS0201	Plan and schedule the receiving of stock from suppliers
PS0202	Explain how to eliminate risk and shrinkage in the receiving department
PS0203	Design a receiving area conforming to the vacuum receiving process
PS0204	Describe the process for highlighting shortages and over deliveries in delivery quantities and ensuring credit from suppliers
PS0205	Plan the method of checking stock received from suppliers
PS0206	Plan the return of stock to suppliers
PS0207	Describe the process of despatching stock to suppliers
PS0208	List all details to be recorded when returning stock to a supplier

Applied Knowledge

AK0201	Planning techniques
AK0202	Scheduling techniques
AK0203	Modes of delivery
AK0204	Techniques for checking of stock received
AK0205	Stock control systems
AK0206	Details to be recorded when returning stock for credit

Internal Assessment Criteria

1	The plan and schedule for the receiving of stock from suppliers describes the vacuum receiving process, highlights the shrinkage and risk areas and includes the return policy
2	The plan is relevant and practical
3	The receiving schedule is efficient and optimises time and resources
4	The method of checking stock received is appropriate and accurate
5	Plans to deal with stock shortages and surpluses are realistic and achievable
6	All discrepancies on deliveries are correctly identified
7	Descriptions and explanations are accurate
8	The information recorded when stock is returned to suppliers eliminates any chance of losses occurring

7.2.3 PM-07-PS03: Plan stock handling and movement of stock

Scope of Practical Skill

Given sets of information comprising typical layouts of store rooms and sales areas, delivery schedules and replenishment schedules, the learner must be able to:

PS0301	Plan the off-loading of stock
PS0302	Plan the handling and movement of stock to the stock room
PS0303	Plan the handling and movement of stock to the sales area
PS0304	Plan the security process regarding the movement of stock from a secure area to either the stock room or sales area

Applied Knowledge

AK0301	Planning techniques
AK0302	Scheduling techniques
AK0303	Product specific storage and display conditions
AK0304	Methods of moving and handling stock

Internal Assessment Criteria

1	Methods planned for handling and movement are correct and appropriate for the kinds of stock
2	Planned handling and movement methods are viable
3	The plan for the security process when moving the stock from the secure area to the sales floor is viable

7.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

7.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

7.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

8 142103001-PM-08: Price, merchandise and store stock NQF Level 6 (7 credits)

8.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:

Become familiar with processes for merchandising, pricing and storing stock.

The learner will be required to:

PM-08-PS01: Merchandise stock

PM-08-PS02: Set prices and mark stock

PM-08-PS03: Plan storage of stock

8.2 Guidelines for Practical Skills

8.2.1 PM-02-PS01: Merchandise stock

Scope of Practical Skill

Given sets of information comprising typical merchandising standards and principles which should include store layout, traffic flows, departmental positioning, category principles, known value item (KVI) positioning, pricing policy with regards to layout, product adjacencies, demand versus impulse line policy, gondola end and display policies and store room principles including flow of stock, layout and replenishment processes, the learner must be able to:

PA0101 Plan the layout of the sales floor

PA0102 Plan the layout and control of stock in various types of retail store rooms

PA0103 Plan the layout and merchandising of various categories of merchandise on the sales area

Applied Knowledge

AK0101 Planning techniques

AK0102 Scheduling techniques

AK0103 Product specific storage and display conditions

AK0104 Merchandising techniques

AK0105 Merchandising standards

Internal Assessment Criteria

1	The layout plan of the sales floor is according to traffic flow, impulse versus demand product categories and operational standards
2	The layout plan of the stock in the store room shows understanding of the controls as per the operational standards
3	The layout and merchandising plans for the selected categories of merchandise indicate understanding of the merchandising principles as per the given information

8.2.2 PM-08-PS02: Set prices and mark stock

Scope of Practical Skill

Given sets of information comprising typical product positioning (competitor, target market, sales strategies), margin management, promotional pricing, price adjustments, price marking methodology, point of sale pricing and price signage policies, the learner must be able to:

- PA0201 Determine different pricing strategies for known value item (KVI) pricing, promotional pricing, strategic pricing and day-to-day pricing
- PA0202 Determine the best practice for promotional pricing and price adjustments
- PA0203 Describe the difference between the calculation of mark-up percentage and gross margin percentage
- PA0204 Determine the best practice for price marking methodology in a variety of different situations

Applied Knowledge

- AK0201 Product specifications
- AK0202 Pricing marking methods
- AK0203 Margin management
- AK0204 Context specific pricing strategies
- AK0205 Display signage techniques

Internal Assessment Criteria

1	The different pricing strategies are accurately described and explained with specific reference to KVI pricing, promotional pricing, strategic pricing and day-to-day pricing
2	Promotional pricing and price adjustments reflect best practice
3	The difference between the calculation of mark-up percentage and gross margin percentage is accurately described and explained
4	The price marking method that is best suited to the relevant situation, including KVI pricing, promotional pricing, strategic pricing and day-to-day pricing is selected and justified, for each situation

8.2.3 PM-08-PS03: Plan storage of stock

Scope of Practical Skill

Given sets of information comprising typical company standards and reports on the physical specifications of products, the layout flow and categorising as per sales floor, the quantities of stock per category as per model stocks, the safety and risk measures required per category, the processes around stock flow, admission rules and security measures required, the learner must be able to:

- PA0301 Draw a plan showing the stock storage area
- PA0302 Specify the storage conditions for the specific stock, including stock that requires specific storage conditions due to Health and Safety regulations
- PA0303 Develop a stock rotation policy and explain the purpose of stock rotation
- PA0304 Develop an "admission policy" to the storage area and risk and security policies

Applied Knowledge

- AK0201 Planning techniques
- AK0202 Scheduling techniques
- AK0203 Product specific storage and display conditions
- AK0204 Merchandising techniques

Internal Assessment Criteria

1	Plan of storage area accurately illustrates the correlation to the sales floor plan
2	Storage conditions are correctly identified
3	Risk plans clearly document specific requirements for merchandise that needs to be stored in special conditions, due to health and safety requirements
4	The "admission policy" to the storage area is documented and includes the company risk and security policies
5	The stock rotation policy complies with given processes and standards
6	Explanations demonstrate an understanding of stock rotation policies

8.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

8.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

8.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

9 142103001-PM-09: Manage supplier performance and relationships NQF level 6 (8 credits)

9.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:

Become familiar with processes to evaluate and develop supplier relationships, supplier performance and the supplier base

The learner will be required to:

PM-09-PS01: Build supplier relationships

PM-09-PS02: Administer supplier contracts

PM-09-PS03: Evaluate supplier performance

PM-09-PS04: Develop the supplier base

9.2 Guidelines for Practical Skills

9.2.1 PM-09-PS01: Build supplier relationships

Scope of Practical Skill

Given information on the business strategy, the importance of a range of suppliers and the importance of their products along with the current relationship and their current performance, the learner must be able to:

PA0101 Develop policies to determine the relationship desired with various suppliers

PA0102 Set objectives in terms of supplier relations

PA0103 Develop a plan to achieve the desired relations with a variety of suppliers

Applied Knowledge

AK0101 The varying relationships retailers have with suppliers

AK0102 Planning techniques

Internal Assessment Criteria

1	Policies for supplier relations are realistic and reflect the given business strategy
2	The plan to build supplier relations is viable in terms of the formulated desired relations with the supplier
3	Objectives for supplier relations are realistic and reflect the business strategy

9.2.2 PM-09-PS02: Administer supplier contracts

Scope of Practical Skill

Given sets of information comprising typical examples of supplier contracts, outcomes of negotiations, and company standard documentation, the learner must be able to:

PS0201 Evaluate contents of existing supplier contracts for completeness and quality

PS0202 Specify corrections to the given contracts where required

Applied Knowledge

AK0201	Legislative requirements
AK0202	Contractual terms
AK0203	Company requirements

Internal Assessment Criteria

1	All discrepancies in supplier contracts are identified
2	Contract corrections proposed are complete and meet legal and organisational requirements

9.2.3 PM-09-PS03: Evaluate supplier performance**Scope of Practical Skill**

Given sets of information comprising typical supplier information, business policies and contract conditions, the learner must be able to:

PA0301	Identify performance indicators from contract conditions for a range of suppliers and develop checklists
PA0302	Evaluate supplier performance against the indicators for a range of suppliers
PA0303	Develop improvement plans to deal with underperforming suppliers
PA0304	Compile reports summarising findings and making recommendations

Applied Knowledge

AK0301	Planning techniques
AK0302	Supplier evaluation techniques
AK0303	Techniques for improvement of suppliers' performance

Internal Assessment Criteria

1	Performance indicators are correctly identified
2	Indicators are used correctly to evaluate suppliers
3	All shortcomings of suppliers are correctly identified
4	Supplier improvement plans address the identified shortcomings appropriately
5	Reports summarise findings concisely and make recommendations which address the problems and are implementable

9.2.4 PM-09-PS04: Develop the supplier base**Scope of Practical Skill**

Given sets of information comprising typical data on supplier performance, organisational strategies, product and range requirements and BBBEE ratings, the learner must be able to:

PA0401	Determine the selection criteria required for selecting preferred suppliers and develop a checklist
PA0402	Identify potential suppliers that meet the company requirements
PA0403	Describe strategies to develop potential suppliers who do not now meet the organisation's criteria

Applied Knowledge

AK0401	Methods to develop potential suppliers to help them meet organisational criteria
AK0402	Evaluation methodologies
AK0403	Calculation of BBBEE scores

Internal Assessment Criteria

1	The checklist of preferred supplier selection criteria includes all the quality requirements reflected in the company specifications
2	Identified suppliers meet the selection requirements
3	Strategies proposed to develop potential suppliers are viable

9.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

9.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

9.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

10 142103001-PM-10: Optimise stock performance NQF Level 6 (8 credits)

10.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:

Become familiar with activities and processes for planning product mix, developing stock control systems and improving stock performance.

The learner will be required to:

PM-10-PS01: Plan product mix

PM-10-PS02: Develop stock control systems

PM-10-PS03: Improve stock performance

10.2 Guidelines for Practical Skills

10.2.1 PM-10-PS01: Plan product mix

Scope of Practical Skill

Given a range of products including different specifications, the gross margins of the various products, availability of stock, customer profiles, market trends, sales forecasts, supplier delivery quantities and the gross margin requirements for a category, the learner must be able to:

PA0101 Determine the range and variety of products for specific categories

PA0102 Determine initial stock levels

PA0103 Evaluate product specifications against the given customer profiles

Applied Knowledge

AK0101 Customer segmentation techniques

AK0102 Decision making techniques

AK0103 The impact of market trends on product mix

AK0104 Calculating potential profit margins

AK0105 Competitor analyses

Internal Assessment Criteria

1	The selected range and the product category choice within that range is relevant to the company strategy and objectives and the customers' needs
2	The planned stock levels indicate the effect of stock levels on the product mix strategy
3	Evaluation of product specifications against customer profiles highlights shortcomings in the product specifications and recommendations are practical

10.2.2 PM-10-PS02: Develop stock control systems

Scope of Practical Skill

Given sets of information comprising a variety of stock control systems, processes and organisational profiles, the learner must be able to:

- PA0201 Specify parameters and criteria that stock control systems need to comply with
- PA0202 Identify alternative stock control systems
- PS0203 Evaluate alternative systems and determine most appropriate system
- PS0204 Highlight roles and responsibilities of key role players in the selected stock control system
- PA0205 Plan installations of and improvements to stock control systems
- PA0206 Plan information reports to be generated by systems

Applied Knowledge

- AK0201 Technology available to automate stock control
- AK0202 Scheduling techniques
- AK0203 Reports required in the control of stock
- AK0204 Stock control techniques

Internal Assessment Criteria

1	Criteria and parameters cover all the relevant operational requirements
2	Evaluation sheet reflects optional systems and highlights the reason for selection of the preferred system
3	The implementation plan highlights the roles and responsibilities of the key role players and specifies timelines for activities
4	Information reports reflect organisational needs

10.2.3 PM-10-PS03: Improve stock performance

Scope of Practical Skill

Given sets of information comprising typical stock performance measurements and objectives for business and industry, and case studies, the learner must be able to:

- PA0301 Formulate stock objectives
- PA0302 Analyse stock performance
- PA0303 Analyse the impact of stock performance on the financial performance of a retail business
- PA0304 Compile a plan to improve stock performance

Applied Knowledge

- AK0301 Planning techniques
- AK0302 Scheduling techniques
- AK0303 Stock performance measurement tools
- AK0304 Analysis tools e.g. spreadsheet stock reports

Internal Assessment Criteria

1	Stock objectives formulated are correct and comprehensive in accordance with business and industry standards (e.g. stock turnover) and include critical factors in the supply chain (e.g. lead time)
2	The analysis of stock performance identifies all under-performing areas and highlights low stock levels that do not meet sales forecasts
3	The impact of stock performance on profitability and cashflow is identified correctly
4	Corrective plans are viable, cost effective and able to achieve the stock performance objectives

10.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

10.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

10.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

11 142103001-PM-11: Develop marketing and sales plans NQF Level 6 (18 credits)

11.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:

Become familiar with methods and processes related to sales and marketing.

The learner will be required to:

PM-11-PS01: Determine customer profiles, needs and buying behaviour

PM-11-PS02: Plan and evaluate merchandise layouts and displays

PM-11-PS03: Plan promotional strategies and activities

PM-11-PS04: Develop and plan advertising campaigns

PM-11-PS05: Plan and control sales

PM-11-PS06: Compile marketing budgets and strategies

11.2 Guidelines for Practical Skills

11.2.1 PM-11-PS01: Determine customer profiles, needs and buying behaviour

Scope of Practical Skill

Given sets of information comprising typical organisational strategy, product range and market information, case studies and scenarios, market research information, the learner must be able to:

PA0101 Determine criteria to segment customers

PA0102 Categorise customers into segments

PA0103 Determine customers' needs using a range of techniques

PA0104 Determine customer buying behaviour

Applied Knowledge

AK0101 Techniques for identifying trends

AK0102 Market segmentation techniques

AK0103 Market research techniques

AK0104 Buying behaviour of customers

Internal Assessment Criteria

1	Segmentation criteria are relevant to business and market information
2	Customer segments are realistic, viable and meet segmentation criteria
3	Customer needs are determined correctly through the application of relevant research techniques
4	Relevant customer buying behaviours are specified

11.2.2 PM-11-PS02: Plan and evaluate merchandise layouts and displays

Scope of Practical Skill

Given sets of information comprising typical marketing strategy and objectives, customer profiles, floor layouts including designated display or promotional areas, organisational resources including display elements, and the brand strategy which includes store layouts, the learner must be able to:

PA0201	Determine layout criteria
PA0202	Plan the layout of displays
PA0203	Plan the implementation of display layout plans
PA0204	Evaluate the layout of displays
PA0205	Plan the layout of the store

Applied Knowledge

AK0201	Techniques for identifying trends
AK0202	Types of in store marketing
AK0203	Floor layout techniques and tools
AK0204	Stock layout techniques
AK0205	Display techniques

Internal Assessment Criteria

1	Layout criteria meet theoretical and organisational requirements
2	Display plan meets the display criteria and is in accordance with the business brand strategy
3	Implementation plan is viable, cost effective and achievable within required time frames
4	Evaluation of layout reflects all relevant display criteria
5	Store layout is in accordance with relevant store layout principles

11.2.3 PM-11-PS03: Plan promotional strategies and activities

Scope of Practical Skill

Given sets of information comprising typical marketing strategy and objectives, customer profiles, organisational resources, competitor information, and case studies of promotion strategies, the learner must be able to:

PA0301	Determine events for promotions in retail businesses
PA0302	Determine target market and product range for promotions
PA0303	Determine the marketing activity mix (including products, price, display, advertising and publicity) for promotions with desired outcomes
PA0304	Determine success indicators for promotional activities and strategies
PA0305	Evaluate promotional strategies

Applied Knowledge

AK0301	Techniques for identifying trends
AK0302	Types of in store marketing
AK0303	Types of external marketing
AK0304	Types of promotion activities
AK0305	Pricing strategies

Internal Assessment Criteria

1	Events are relevant to the business and customer profile of the business
2	Promotional activities are relevant to the customer profile and organisational strategy
3	Promotional activities planned are effective in terms of desired outcomes and professional standards
4	The relevant marketing mix for a variety of promotions is relevant and viable
5	Relevant success indicators for promotional activities and strategies are correctly determined
6	Promotions are evaluated in accordance with criteria for promotional success
7	Planned promotional activities are integrated to meet criteria for successful strategies

11.2.4 PM-11-PS04: Develop and plan advertising campaigns**Scope of Practical Skill**

Given sets of information comprising typical marketing and promotion strategies and plans, market profiles, a variety of advertisements, case studies on advertising campaigns, advertising agents and brand strategies, the learner must be able to:

PA0401	Analyse advertising media and determine the most appropriate advertising media to use for a variety of advertising campaigns and business contexts
PA0402	Determine criteria for evaluating advertisements and advertising agents and contractors
PA0403	Develop a brief for the contents of advertisements to be produced
PA0404	Plan the implementation of advertising campaigns
PA0405	Evaluate advertisements for appropriateness and make recommendations for improvements where necessary
PA0406	Determine evaluation criteria and evaluate the effectiveness of advertising campaigns

Applied Knowledge

AK0401	Techniques for evaluating advertisements
AK0402	Techniques for evaluating advertising agents

Internal Assessment Criteria

1	Advertising media selected are the most appropriate for the purpose
2	Contents specified for advertisements communicate correctly to the applicable target markets
3	Advertisements are evaluated for accuracy, appropriate design, conformance to brief, and in accordance with business brand
4	Planned advertising campaigns are viable, cost effective and able to achieve the set objectives
5	The criteria for the evaluation of advertising agents and contractors are applicable and ensure the desired outcomes

11.2.5 PM-11-PS05: Plan and control sales

Scope of Practical Skill

Given sets of information comprising typical information on a sales team, historic sales figures, market trends and business strategy, a variety of case studies on sales performance, and a selling simulation (video, role play on selling etc), the learner must be able to:

- PA0501 Forecast and set sales targets per day, week, month and for events
- PA0502 Evaluate sales results
- PA0503 Evaluate the selling process (sales cycle) of sales staff
- PA0504 Analyse and evaluate sales performance and determine reasons for good and poor sales performance
- PA0502 Compile correction plans to improve sales

Applied Knowledge

- AK0501 Techniques for identifying trends, including spread sheets, graphs, tables
- AK0502 Types of in store marketing
- AK0503 Types of external marketing
- AK0504 Selling techniques
- AK0505 Product knowledge relevant to the selling process
- AK0506 Sales forecasting techniques
- AK0507 Pricing policies

Internal Assessment Criteria

1	Sales targets are realistic
2	The evaluation of the selling process (sales cycle) of sales staff is correct in terms of all the steps of the selling process
3	Analysis of sales performance against set sales targets is accurate
4	Reasons for good and poor sales performance are correctly identified and include all contributory factors such as stock, staff, and materials, etc.
5	Correction plans to improve sales are viable, cost effective and able to achieve sales targets

11.2.6 PM-11-PS06: Compile marketing budgets and strategies

Scope of Practical Skill

Given sets of information comprising a typical historic or existing marketing budget and strategy, business strategy, policy on gross profit, return on investment and marketing budget cost, capital invested, market information on trends and competitors, overhead costs, and a variety of case studies, the learner must be able to:

- PA0601 Analyse historic and existing marketing budgets and strategies
- PA0602 Forecast trends for the next financial year
- PA0603 Set sales and gross profit objectives for the next financial year
- PA0604 Compile integrated marketing strategies for the next financial year

Applied Knowledge

AK0601	Techniques for identifying trends, including spread sheets, graphs and tables
AK0602	Types of in store marketing
AK0603	Types of external marketing
AK0604	Forecasting techniques
AK0605	SWOT analysis
AK0606	Annual, monthly, weekly, daily planning techniques

Internal Assessment Criteria

1	Analysis of historic and existing marketing budgets and strategies reflects all relevant strength, weakness, opportunity and threat factors applicable to marketing
2	Trends forecast are realistic and relevant
3	Sales and gross profit objectives are realistic, achievable and will ensure required return
4	Marketing strategies cover all relevant themes for the financial year, integrate all relevant components of marketing per theme, ensuring cost within marketing budget policy

11.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

11.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

11.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

12 142103001-PM-12: Develop and interpret financial documents NQF Level 6 (7 credits)

12.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:

Become familiar with methods and processes for developing and interpreting budgets, financial management accounts and financial ratios and trends.

The learner will be required to:

PM-12-PS01: Compile budgets

PM-12-PS02: Interpret financial performance and plan corrective actions

12.2 Guidelines for Practical Skills

12.2.1 PM-12-PS01: Compile budgets

Scope of Practical Skill

Given sets of information comprising typical data on the financial status of a retail business and its strategic objectives, the learner must be able to:

- PA0101 Interpret and report on the previous financial performance of a variety of aspects of a retail business
- PA0102 Plan how to achieve financial strategic objectives for a variety of aspects of a retail business
- PA0103 Compile budgets at different levels for a variety of aspects of a retail business
- PA0104 Present a budget for approval

Applied Knowledge

- AK0101 Financial interpretation tools and techniques
- AK0102 Elements that make up a budget
- AK0103 Reporting and data presentation tools and techniques

Internal Assessment Criteria

1	Reports on financial performance are accurate and comprehensive
2	Plans for achieving strategic objectives are viable
3	The budgets are appropriate and accurate
4	The presentation conveys and justifies the key elements of the selected budget

12.2.2 PM-12-PS02: Interpret financial performance and plan corrective actions

Scope of Practical Skill

Given sets of information comprising typical financial management accounts and reports and ratios, and case studies, the learner must be able to:

- PA0201 Analyse and interpret financial management accounts and reports for a variety of aspects of a retail business
- PA0202 Report on financial accounting outcomes for a variety of aspects of a retail business
- PA0203 Prepare plans for financial improvement of a variety of aspects of a retail business
- PA0204 Present a plan for financial improvement of a retail business

Applied Knowledge

- AK0201 Financial interpretation tools and techniques
- AK0202 Financial tools and techniques on accounting systems
- AK0203 Context specific ratios
- AK0204 Reporting and data presentation tools and techniques

Internal Assessment Criteria

1	The analyses of financial reports as well as variations are accurate and relevant and show the correct use of applicable ratios and trends
2	Areas for financial improvement are correctly identified
3	Financial improvement plans are viable and achievable
4	Financial ratios and trends are accurately calculated and correctly interpreted
5	The presentation conveys and justifies the key elements of the financial improvement plan

12.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

12.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

12.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

13 142103001-PM-12: Manage cash flow NQF Level 6 (5 credits)

13.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:

Become familiar with methods and processes for planning, analysing, controlling and improving cash flow.

The learner will be required to:

PM-13-PS01: Plan cash flow

PM-13-PS02: Plan the management of cash and cash equivalents throughout the business

13.2 Guidelines for Practical Skills

13.2.1 PM-13-PS01: Plan cash flow

Scope of Practical Skill

Given sets of information comprising typical business strategies, operational needs and cash flow requirements of a retail business, the learner must be able to:

- PA0101 Determine the cash needs of a business for a period of time
- PA0102 Evaluate the cash availability to cover the cash needs of a retail business
- PA0103 Plan cash flow to sufficiently cover the cash needs of a retail business
- PA0104 Compile and present cash flow plans to improve the cash status of a retail business

Applied Knowledge

- AK0101 Analysis techniques for cash flow reports
- AK0102 Cash flow management techniques
- AK0103 Reporting and data presentation tools and techniques

Internal Assessment Criteria

1	Cash income and cash outflow are correctly identified
2	The cash flow plans are accurate, realistic and adequate to cover the cash needs of the business
3	Cash flow plans meet business strategic objectives
4	The presentation conveys and justifies the key elements of the cash flow plan

13.2.2 PM-13-PS02: Plan the management of cash and cash equivalents throughout the business

Scope of Practical Skill

Given sets of information on the typical process of all cash and cash equivalent requirements in a retail store, the learner must be able to:

- PA0201 Analyse the flow of cash and cash equivalents throughout a variety of aspects in a variety of retail business
- PA0202 Evaluate the process of the flow of cash, both in and out in a variety of retail businesses and make recommendations to improve.
- PA0203 Present a plan for improving the management of cash in the business

Applied Knowledge

- AK0201 Analysis and evaluation techniques for the flow of cash
- AK0202 Reporting and data presentation tools and techniques

Internal Assessment Criteria

1	The analysis and evaluation of the flow of cash identifies areas of risk
2	Recommendations are relevant and minimise the chance of losses taking place
3	Recommendations will enhance productivity
4	The presentation conveys and justifies the key elements to improve the flow of cash through the business

13.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

13.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

13.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

14 142103001-PM-02: Work with financial accounts and business plans
NQF Level 6 (12 credits)

14.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:
Become familiar with methods and processes of financial accounting and business planning

The learner will be required to:

PM-14-PS01: Apply financial accounting practices

PM-14-PS02: Compile a business plan

14.2 Guidelines for Practical Skills

14.2.1 PM-14-PS01: Apply financial accounting practices

Scope of Practical Skill

Given sets of information comprising typical data on financial accounting practices e.g. Journal/ Receipts entries, Debtors/ Creditors balance controls, Bank Reconciliation, General Ledgers, Trial Balance Sheet, Profit and Loss (Income) Statement and Balance Sheet that a retail business may use, the learner must be able to:

- PA0101 Apply financial accounting practices to reflect all financial entries in a given set period
- PA0102 Evaluate financial entries and reports for accuracy
- PA0103 Compile and present action plans to improve accuracy of entries where required

Applied Knowledge

- AK0101 Techniques for analysing and verifying the correctness of accounting entries
- AK0102 Procedures for capturing financial entries
- AK0103 Reporting and data presentation tools and techniques

Internal Assessment Criteria

1	All relevant transactions that are applied in financial accounting practices are posted accurately
2	Financial entries and reports are analysed for completeness and correctness
3	Plans to improve financial practices address the identified issues
4	The presentation justifies the corrective action plans for financial improvement

14.2.2 PM-14-PS02: Compile business plans

Scope of Practical Skill

Given sets of information comprising information on the nature of the business, customers, typical operations covering all aspects for a retail business, the learner must be able to:

- PA0201 Develop an informal business plan for a business owner's own use
- PA0202 Develop a business plan to persuade potential investors to invest in a business
- PA0203 Develop a business plan specifying the operations of a business
- PA0204 Present the business plan

Applied Knowledge

- AK0201 Methods of preparing business plans
- AK0202 Financial calculations required in business plans
- AK0203 Analysis tools, including spread sheets, graphs and tables
- AK0204 Presentation tools and techniques, including computer programmes

Internal Assessment Criteria

1	The business plan covers all aspects of a retail business and is workable and realistic
2	The business plan proves the business is viable and meets the profit requirements
3	The business plan contains all relevant and accurate information

14.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

14.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

14.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

15 142103001-PM-15: Manage and mitigate risk NQF Level 6 (20 credits)

15.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:

Become familiar with methods and processes for identifying, evaluating and mitigating a variety of types of risks.

The learner will be required to:

PM-15-PS01: Identify and assess areas of risk and plan preventive actions

PM-15-PS02: Grant credit

PM-15-PS03: Reduce shrinkage and losses

PM-15-PS04: Compile contingency plans

PM-15-PS05: Select and implement systems

PM-15-PS06: Evaluate and improve organisational policies and procedures

15.2 Guidelines for Practical Skills

15.2.1 PM-15-PS01: Identify and assess areas of risk and plan preventive actions

Scope of Practical Skill

Given information regarding typical risk scenarios in a retail business such as strike action, fire, flood, robbery, stock damage, high risk stock and equipment breakdown which will result in potential losses such as loss of income, loss of sales, loss of customers, loss of life, and sets of information comprising typical company policies, procedures, strategies and action plans, lists of possible risks, risk assessment criteria and criteria to prioritize risks, the learner must be able to:

PA0101 Identify areas of risk in a retail business

PA0102 Prioritize the risks according to threat to life and the business

PA0103 Generate action plans to address the identified risks

Applied Knowledge

AK0101 Applicable legislation

AK0102 Types and areas of risk in retail

AK0103 Techniques for identifying risk

AK0104 Techniques for prioritising risk

AK0105 Techniques for compiling action plans

AK0106 Techniques for analysing reports to determine areas of risk

Internal Assessment Criteria

1	All relevant risks are accurately identified
2	The priority report accurately prioritises the areas of risk
3	An action plan to address each risk is feasible and addresses all roles, responsibilities and timeframes
4	The identified ways to address risks are practical and legal

15.2.2 PM-15-PS02: Grant credit

Scope of Practical Skill

Given sets of information comprising typical policies and procedures, customer information, credit check documentation, credit criteria and product information, the learner must be able to:

- PA0201 Identify relevant customer information and develop documentation to record relevant information
- PA0202 Develop a checklist for determining credit worthiness of credit application
- PA0203 Evaluate information against criteria and determine credit worthiness
- PA0204 Develop policies and procedures covering the granting of credit, payment terms and how non-payment will be handled

Applied Knowledge

- AK0201 Techniques for developing documentation for gathering correct data
- AK0202 Techniques for evaluating credit worthiness
- AK0203 Applicable acts and regulations

Internal Assessment Criteria

1	The document designed allows for all the necessary information to be collected and is aligned with relevant regulations
2	Credit applications are correctly evaluated and credit is granted in accordance with policies, procedures and relevant regulations
3	The checklist to determine credit worthiness ensures the required information is gathered
4	The policies are aligned with the relevant regulations and are practical
5	The procedures ensure all aspects of credit granting will be covered and minimise the chance of losses occurring

15.2.3 PM-15-PS03: Reduce shrinkage and losses

Scope of Practical Skill

Given a variety of typical shrinkage and loss scenarios, data such as quantities, values, receipts, sales, recipes, etc., stock count information, policies and procedures, shrinkage and loss guidelines, measurement criteria and data, and reporting guidelines, the learner must be able to:

- PA0301 Analyse all relevant information and identify and report on areas where shrinkage and losses occurred
- PA0302 Develop or revise policies and procedures to manage shrinkage and losses
- PA0303 Compile plans to reduce shrinkage and losses

Applied Knowledge

- AK0301 Stock systems
- AK0302 Types of shrinkage and losses in retail
- AK0303 Various areas of waste, negligence, production loss
- AK0304 Operational activities of a retail business
- AK0305 Policies and procedures

Internal Assessment Criteria

1	All areas of shrinkage and loss are accurately identified
2	Report identifies relevant and feasible loss prevention options
3	Policies and procedures are relevant and feasible
4	Implementation plan is relevant and feasible and addresses the factors influencing shrinkage and loss

15.2.4 PM-15-PS04: Compile contingency plans

Scope of Practical Skill

Given sets of information comprising typical service delivery plans and criteria, relevant policies and procedures, recovery guidelines (time frames, expected outcomes), disaster scenarios and lists of available resources (labour, capital, equipment, etc.), the learner must be able to:

- PA0401 Identify and analyse areas (including unplanned interruptions, breakdowns, stoppages in production, operations, work stoppages) that require contingency plans to ensure continual operation of the business
- PA0402 Analyse the disaster scenarios and generate possible contingency plans based on available resources and recovery guidelines

Applied Knowledge

- AK0401 Disaster recovery techniques
- AK0402 Disaster recovery options for a variety of situations
- AK0403 Techniques for identifying critical operational areas of a retail business
- AK0404 Techniques for putting together disaster recovery plans

Internal Assessment Criteria

1	Areas identified as requiring contingency plans are correct and relevant to keeping the business operational and minimising the effect on the business
2	Action plans take into account resources and recovery guidelines and make provision for a variety of possibilities (e.g. provide alternatives in the event that a planned resource is unavailable during the disaster)

15.2.5 PM-15-PS05: Select and implement systems

Scope of Practical Skill

Given sets of information comprising typical retail store tasks (controlling stock, controlling cash etc.), system information from a variety of suppliers (options, costs, resources required, training needed) for a variety of electronic or manual systems used to govern resources such as accounting software, Point of Sale systems (POS), access systems, clocking systems, surveillance systems, eg Closed Circuit Television (CCTV), etc), retail store policies and procedures, process information and recommendation criteria, the learner must be able to:

- PA0501 Identify the information required to manage the tasks and processes
- PA0502 Develop the criteria that the system must meet
- PA0503 Compare and evaluate available systems and choose the best system
- PA0504 Compile plans to implement the systems

Applied Knowledge

AK0501	Techniques to identify critical information of a process
AK0502	Techniques for identifying system requirements
AK0503	Techniques for evaluating systems

Internal Assessment Criteria

1	Information required is accurately identified in terms of the process to be managed
2	The criteria identified meet the needs of the business
3	The system selected meets relevant criteria and recommendations are appropriate and relevant
4	Implementation plans are feasible and relevant and include all requirements for the successful implementation of a system new to the business

15.2.6 PM-15-PS06: Evaluate and improve organisational policies and procedures**Scope of Practical Skill**

Given sets of information comprising typical policies, procedures, company strategies, plans and targets, various scenarios, relevant legislation and criteria for policies and procedures, the learner must be able to:

PA0601	Evaluate current organisational policies and procedures to determine effectiveness and compliance with relevant legislation and identify elements that need revision
PA0602	Revise policies and procedures in line with regulations, targets and strategy motivating proposed changes
PA0603	Compile a plan to implement the revised policies and procedures

Applied Knowledge

AK0601	Techniques for analysing policies and procedures in terms of changing regulations, targets, strategies, etc
AK0602	Techniques for motivating proposals

Internal Assessment Criteria

1	All instances of non-compliance with legislation and operational requirements are identified
2	Proposed changes to policies and procedures comply with legislation and operational requirements
3	Proposed changes are correctly motivated, identifying the need to change
4	Proposed changes are relevant and workable
5	The implementation plan takes into account all aspects required for successful adoption of the applicable policy and procedure

15.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years' experience relevant to the module

Legal Requirements:

- Registered as a provider

15.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

15.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

16 142103001-PM-16: Manage assets NQF Level 6 (8 credits)

16.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to:

Become familiar methods and processes for maintaining assets and for evaluating and improving the productivity of assets.

The learner will be required to:

PM-16-PS01: Compile asset maintenance and asset cleaning schedules

PM-16-PS02: Manage asset productivity

PM-16-PS03: Manage the ergonomics of a retail business

16.2 Guidelines for Practical Skills

16.2.1 PM-16-PS01: Compile asset maintenance and asset cleaning schedules

Scope of Practical Skill

Given typical asset maintenance scenarios, lists of equipment, generic shop floor plans, lists of general cleaning and maintenance equipment, cleaning criteria (regulatory and internal), maintenance criteria, external contractors, preventative maintenance plans, policies and procedures, and employee information, the learner must be able to:

- PA0101 Analyse and interpret cleaning and maintenance information and determine daily, weekly and monthly requirements
- PA0102 Develop cleaning and maintenance schedules and allocate staff, equipment and materials
- PA0103 Evaluate external contractors and choose the best contractors for a variety of scenarios
- PA0104 Develop contracts for external asset maintenance and cleaning organisations

Applied Knowledge

- AK0101 Techniques for identifying the frequency for maintenance of assets
- AK0102 Techniques for interpreting supplier manuals/instructions
- AK0103 Scheduling techniques
- AK0104 Techniques for developing maintenance and cleaning contracts for external contractors

Internal Assessment Criteria

1	Cleaning and maintenance plan includes requirements, staffing, processes, frequency and methods as well as duty lists, materials lists, targets and measurement criteria
2	Service and contract specifications are relevant, comprehensive and cover schedules and costs
3	The external contractors chosen meets the evaluation criteria
4	Schedules are practical and cost effective and make allowance for breakdowns, emergencies and other contingencies

16.2.2 PM-16-PS02: Manage asset productivity

Scope of Practical Skill

Given sets of information comprising typical lists of operational assets, schedules and reports, productivity measures, measurement data, asset information (date of purchase, location, maintenance requirements, value), cleaning and maintenance plans, schedules and costs, asset management guidelines, and asset productivity measurement guidelines, the learner must be able to:

- PA0201 Compile and update asset registers with relevant information
- PA0202 Compile reports with opportunities for improving the profitability of the business through improved asset management
- PA0203 Analyse information (e.g. asset, production, operating information) and determine the productivity of assets
- PA0204 Identify factors that influence asset productivity
- PA0205 Compile reports with recommendations to improve asset productivity

Applied Knowledge

- AK0201 Techniques for measuring asset productivity
- AK0202 Options for improving asset productivity
- AK0203 Methods of recording assets
- AK0204 Asset register requirements (based on accounting best practices)

Internal Assessment Criteria

1	Asset register is complete and updated with all relevant information (such as purchase date, location, maintenance information, productivity measures)
2	Reports show accurate measurements and correct interpretation of the productivity of the assets
3	Reports accurately identify factors that influence the productivity of assets
4	Recommendations to improve asset productivity are relevant and feasible
5	Recommendations for improvement of profitability through asset management are relevant and feasible

16.2.2 PM-16-PS02: Manage the ergonomics of a retail business

Scope of Practical Skill

Given sets of information comprising typical shop floor plans, lists of equipment and fittings, customer feedback, guidelines and criteria for prioritising (including cost and practicality), the learner must be able to:

- PA0201 Identify areas that are ergonomically unfriendly towards customers and staff
- PA0202 Identify various options to improve ergonomics, evaluate each one, and determine the optimum solution
- PA0203 Prioritize the areas to be improved
- PA0204 Develop implementation plans for the areas to be improved

Applied Knowledge

- AK0201 Techniques for prioritising ergonomic improvement
- AK0202 Analytical techniques
- AK0203 Considerations for the review, selection, use and positioning of equipment, fittings, entrances, exits, seating, etc

Internal Assessment Criteria

1	All areas of unfriendly ergonomics for both staff and customers are identified
2	The chosen option is feasible, relevant and is the most optimum solution
3	Implementation plan takes into account available resources and is correctly prioritised

16.3 Provider Accreditation Requirements for the Module

Physical Requirements:

Demonstrate access to:

- Standard requirements for training centre training

Human Resource Requirements:

- Instructors must have relevant industry experience related to the module
- Instructors compiling and conducting the internal assessments must have a qualification one level higher than the qualification, or a qualification at the same level as the module and at least three years of experience relevant to the module

Legal Requirements:

- Registered as a provider

16.4 Critical Practical Activities to be Assessed Externally for the Module

None specified

16.5 Exemptions

Qualifications or Learning Programmes that allow exemption from this Practical Skill Module:			
Number	Title	NQF Level	Type

SECTION 3C: WORK EXPERIENCE MODULE SPECIFICATIONS

List of Work Experience Module Specifications

Number	Title	NQF Level	Credits
142103001-WM-01	Operational planning and implementation	6	20
142103001-WM-02	Human resources management	6	16
142103001-WM-03	Industrial relations	6	12
142103001-WM-04	Management of customer shopping experience	6	12
142103001-WM-05	Stakeholder engagement	6	16
142103001-WM-06	Stock management	5	12
142103001-WM-07	Supply chain management	6	12
142103001-WM-08	Sales management	6	16
142103001-WM-09	Marketing management	6	16
142103001-WM-10	Cash management	6	16
142103001-WM-11	Financial management	6	20
142103001-WM-12	Financial control	6	20
142103001-WM-13	Risk management	6	16
142103001-WM-14	Asset management	6	10

1 142103001-WM-01: Operational planning and implementation NQF Level 6 (20 credits)

1.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to:

Participate in and lead processes to develop operational plans, implement them and address operational issues

The learner will be required to:

WM-01-WE01: Participate in and lead a variety of meetings

WM-01-WE02: Participate in and lead a team in a variety of roles

WM-01-WE03: Participate in and lead operational planning processes

1.2 Guidelines for Work Experiences

1.2.1 WM-01-WE01: Participate in and lead a variety of meetings

Scope of Work Experience

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

- | | |
|--------|---|
| WA0101 | Participate constructively in at least five informal operational meetings in the retail store |
| WA0102 | Lead at least 10 informal operational meetings |
| WA0103 | Participate constructively in at least three formal meetings |
| WA0104 | Lead at least three formal meetings |
| WA0105 | Participate constructively in at least one strategic planning activity |

Supporting Evidence

- | | |
|--------|--|
| SE0101 | A report compiled by the learner reflecting his/her participation in and contribution to informal operational meetings, signed by the learner's superior |
| SE0102 | Notes and action lists arising from informal operational meetings lead by the learner reflecting a range of issues and how they were dealt with |
| SE0103 | Minutes and attendance registers of formal meetings reflecting constructive participation or chairing |
| SE0104 | Minutes of meeting showing learner's participation in a strategic planning activity |

1.2.2 WM-01-WE02: Participate in a team in a variety of roles

Scope of Work Experience

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

- | | |
|--------|--|
| WA0201 | Participate actively in at least 10 team activities addressing a variety of issues |
| WA0202 | Lead the team in at least 10 activities addressing a variety of issues |

Supporting Evidence

SE0201	Feedback reports on team activities showing constructive contribution by the learner
SE0202	A report compiled by the learner reflecting what team activities he/she participated in, and what contribution he/she made, signed by the learner's superior
SE0203	Notes, action items and photographs reflecting successful completion of learner-led team activities

1.2.3 WM-01-WE03: Participate in and lead operational planning processes

Scope of Work Experience

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

WA0301	Compile at least 14 daily operational plans for different days which successfully address current targets, promotions, issues and challenges
WA0302	Compile at least five weekly operational plans which address all the current goals, issues and challenges including for peak and off peak trading
WA0303	Compile two monthly operational plans which address all the current operational goals, challenges and issues
WA0304	Compile four weekly staff scheduling plans which optimise the available resources including peak and off peak trading
WA0305	Compile two operational plans for different events or projects which make effective use of resources and will achieve the set objectives

Supporting Evidence

SE0301	Completion and implementation of daily, weekly and monthly operational plans indicating the learner's working understanding of the operational requirements of the business
SE0302	Staff schedules completed according to the operational needs of the business
SE0303	Project plans reflecting the learner's ability to plan, co-ordinate and complete a project to company standards

1.3 Contextualised Workplace Knowledge

- 1 Organisational policies, procedures, rules and regulations
- 2 Organisational methods for scheduling staff
- 3 Legal factors impacting on scheduling of staff
- 4 Operational factors impacting on planning and scheduling of staff

1.4 Criteria for Workplace Approval

Physical Requirements:

- An operational retail store, with operational systems in all functional areas

Human Resource Requirements:

- A staff complement of at least five employees or contract workers
- A manager with at least three years' experience of retail store management

Legal Requirements:

- Registered as a formal business
- Compliant with all legal requirements such as trading licences and other relevant compliance requirements related to health and safety, hazardous materials, specific goods, conditions of employment, labour relations, financial services, etc

1.5 Additional Assignments to be Assessed Externally

None specified

2 142103001-WM-02: Human resources management NQF Level 6 (16 credits)

2.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to:

Gain exposure to and experience opportunities to lead human resource management processes

The learner will be required to:

WM-02-WE01: Participate in and lead human resource activities

WM-02-WE02: Participate in and lead human resource administration processes

WM-02-WE03: Participate in and lead performance management processes

2.2 Guidelines for Work Experiences

2.2.1 WM-02-WE01: Participate in and lead human resource activities

Scope of Work Experience

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

WA0101	Participate constructively in at least two workforce complement planning activities
WA0102	Successfully lead at least two workforce complement planning activities
WA0103	Successfully compile at least two job profiles at different levels in the retail store
WA0104	Compile advertisements for at least two jobs at different levels
WA0105	Shortlist the most appropriate candidates for at least two jobs based on their CVs or application forms
WA0106	Actively participate in at least two interviews for jobs at different levels
WA0107	Lead two interviews for jobs at different levels
WA0108	Specify conditions to be included in contracts for at least two employment contracts at different levels
WA0109	Explain contracts of employment to at least two successful candidates
WA0110	Plan the induction of at least two employees at different levels
WA0111	Conduct the induction of at least two employees at different levels
WA0112	Successfully plan and implement the training of at least two employees in different positions
WA0113	Successfully conduct the training for at least two different positions
WA0114	Successfully compile a development programme for at least two staff members
WA0115	Participate in successfully resolving problems for at least two different HR issues
WA0116	Successfully lead the process of resolving problems of at least two different HR issues
WA0117	Conduct at least two exit interviews and provide recommendations for addressing issues raised
WA0118	Conduct at least two performance reviews and develop plans to address issues and gaps identified

Supporting Evidence

SE0101	Workforce plans reflecting effective planning of workforce requirements
SE0102	Completed job profiles demonstrating the learner's understanding of the job profiling process
SE0103	Job advertisements reflecting the requirements of the positions
SE0104	Shortlist of the most appropriate candidates demonstrating the learner's ability to match job requirements with the most suited candidates
SE0105	Interview score cards showing ratings and appropriate comments
SE0106	Employment contracts correctly completed according to company policy
SE0107	Training registers correctly completed and filed according to company policy
SE0108	Training plans and related materials indicating critical needs are being addressed
SE0109	Training records indicating progress toward planned objectives, and completed objectives
SE0110	Staff development plans indicating the learner's practical knowledge of the job and ability to upskill staff
SE0111	Notes compiled by the learner of resolved HR issues reflecting the problem solving process, signed by the learner's superior
SE0112	Notes compiled by the learner of exit interviews that capture the key issues and recommendations for addressing these practically, signed by the learner's superior
SE0113	Notes compiled by the learner of performance reviews and recommendations indicating required standard of employee performance and his/her ability to identify and address shortfalls, signed by the learner's superior

2.2.2 WM-02-WE02: Participate in and lead human resource administration processes

Scope of Work Experience

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

WA0201	Participate in completing documentation for two new employees
WA0202	Participate in filing, checking and updating the employee records of at least two employees
WA0203	Lead at least two checks to ensure that HR administration processes conform to company standards

Supporting Evidence

SE0201	Staff records completed to company standards reflecting adherence to prescribed standards
SE0202	Deviation reports and checklists completed to company standards and reflecting adherence to prescribed standards and processes

2.2.3 WM-02-WE03: Participate in and lead performance management processes

Scope of Work Experience

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

WA0301	Participate in disciplinary processes including counselling, disciplinary investigations, corrective action processes, disciplinary hearings, and meetings with shop stewards
WA0302	Conduct at least three counselling sessions with employees

WA0303	Conduct at least two disciplinary investigations according to company procedures
WA0304	Lead at least two corrective action processes, including the issuing of verbal warnings
WA0305	Successfully issue at least two written or final warnings
WA0306	Initiate and lead at least two disciplinary hearings according to company procedures
WA0307	Successfully chair at least two disciplinary hearings according to company procedures

Supporting Evidence

SE0301	Disciplinary records and minutes reflecting the learner's participation in and contribution to all disciplinary processes in accordance with company procedure
SE0302	Disciplinary records and minutes reflecting learner-led disciplinary processes in accordance with company procedure

2.3 Contextualised Workplace Knowledge

- 1 Organisational policies, procedures, rules and regulations
- 2 Human resource strategy and plans
- 3 Industrial relations agreements

2.4 Criteria for Workplace Approval

Physical Requirements:

- An operational retail store, with operational systems in all functional areas

Human Resource Requirements:

- A staff complement of at least five employees or contract workers
- A manager with at least three years' experience of retail store management

Legal Requirements:

- Registered as a formal business
- Compliant with all legal requirements such as trading licences and other relevant compliance requirements related to health and safety, hazardous materials, specific goods, conditions of employment, labour relations, financial services, etc

2.5 Additional Assignments to be Assessed Externally

None specified

3 142103001-WM-03: Industrial Relations NQF Level 6 (12 credits)

3.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to:

Gain exposure to and experience of industrial relations activities

The learner will be required to:

WM-03-WE01: Participate in and lead relevant industrial relations activities

3.2 Guidelines for Work Experiences

3.2.1 WM-03-WE01: Participate in and lead relevant industrial relations activities

Scope of Work Experience

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

- | | |
|--------|---|
| WA0101 | Successfully chair at least two meetings with shop stewards |
| WA0102 | Actively participate in at least one annual review of conditions of employment |
| WA0103 | Compile at least one plan to deal with a work stoppage, strike or industrial action |

Supporting Evidence

- | | |
|--------|---|
| SE0101 | Meeting minutes reflect successful handling of the meeting and conformance with organisational policies and standards |
| SE0102 | Disciplinary records and minutes reflecting learner-led disciplinary processes in accordance with company procedure |
| SE0103 | Strike plan document completed by the learner showing detailed contingency plans allowing for the continued operation of the business |

3.3 Contextualised Workplace Knowledge

- 1 Organisational policies, procedures, rules and regulations
- 2 Human resource strategy and plans
- 3 Industrial relations agreements
- 4 Industrial relations structures, key actors and role players and current issues

3.4 Criteria for Workplace Approval

Physical Requirements:

- An operational retail store, with operational systems in all functional areas

Human Resource Requirements:

- A staff complement of at least five employees or contract workers
- A manager with at least three years' experience of retail store management

Legal Requirements:

- Registered as a formal business
- Compliant with all legal requirements such as trading licences and other relevant compliance requirements related to health and safety, hazardous materials, specific goods, conditions of employment, labour relations, financial services, etc

3.5 Additional Assignments to be Assessed Externally

None specified

4 142103001-WM-04: Management of customer shopping experience NQF Level 6 (12 credits)

2.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to:

Participate in and lead processes to evaluate and improve the customer shopping experience

The learner will be required to:

WM-04-WE01: Lead improvement in quality of customer shopping experiences

WM-04-WE02: Participate in and lead service evaluation, planning and implementation processes

WM-04-WE03: Participate in and lead housekeeping processes

4.2 Guidelines for Work Experiences

4.2.1 WM-04-WE01: Lead improvement in quality of customer shopping experiences

Scope of Work Experience

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

- | | |
|--------|---|
| WA0101 | Develop or review checklists to evaluate all points that impact on the customer's perception of the organisation (Moments of Truth) at least once |
| WA0102 | Complete a minimum of 5 checks to evaluate the customer shopping experience |
| WA0103 | Develop action plans to improve shortfalls in service delivery identified on the 5 checks completed |

Supporting Evidence

- | | |
|--------|---|
| SE0101 | Checklist created or reviewed |
| SE0102 | Completed checks |
| SE0102 | Action plans developed to improve shopping experience |

4.2.2 WM-04-WE02: Participate in and lead service evaluation, planning and implementation processes

Scope of Work Experience

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

- | | |
|--------|--|
| WA0201 | Participate actively at least once in the evaluation of customer service practices |
| WA0202 | Participate actively in compiling at least one customer service strategy for the store |
| WA0203 | Review and improve at least two customer service practices |
| WA0204 | Develop and implement at least five successful plans to improve customer experience |
| WA0205 | Implement all customer service practices |

Supporting Evidence

SE0201	A report compiled by the learner reflecting his/her contribution to evaluating customer service practices and demonstrating his/her practical understanding of customer service principles, signed by the learner's superior
SE0202	Customer service strategy reflecting the appropriate understanding of customer service as laid out in the company's policies and procedures
SE0203	A report compiled by the learner reflecting his/her contribution to compiling a customer service strategy for the store, signed by the learner's superior
SE0204	Improvement plans and implementation reports reflecting company standards and demonstrating the learner's ability to identify customer service shortfalls and make the necessary changes

4.2.3 WM-04-WE03: Participate in and lead housekeeping processes

Scope of Work Experience

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

WA0301	Oversee and perform all relevant housekeeping activities in the retail store for at least one month
WA0302	Participate in the evaluation of housekeeping practices on a daily, weekly or monthly basis for a period of two months and make appropriate recommendations
WA0303	Compile at least two comprehensive housekeeping plans for the retail store

Supporting Evidence

SE0301	Completed housekeeping checklists, schedules and reports reflecting adherence to organisational standards
SE0302	Evaluation reports and recommendations made by the learner that are appropriate to addressing the improvements needed, signed by the learner's superior
SE0303	Housekeeping plans compiled by the learner

4.3 Contextualised Workplace Knowledge

- 1 Service policies, procedures and standards
- 2 Health and safety standards
- 3 Product-specific quality controls

4.4 Criteria for Workplace Approval

Physical Requirements:

- An operational retail store, with operational systems in all functional areas

Human Resource Requirements:

- A staff complement of at least five employees or contract workers
- A manager with at least three years' experience of retail store management

Legal Requirements:

- Registered as a formal business

- Compliant with all legal requirements such as trading licences and other relevant compliance requirements related to health and safety, hazardous materials, specific goods, conditions of employment, labour relations, financial services, etc

4.5 Additional Assignments to be Assessed Externally

None specified

5 142103001-WM-05: Stakeholder engagement NQF Level 6 (16 credits)

5.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to:

Participate in and lead community and stakeholder engagement processes

The learner will be required to:

WM-05-WE01: Evaluate and develop community engagement strategies

WM-05-WE02: Participate in and lead processes for building stakeholder relations

5.2 Guidelines for Work Experiences

5.2.1 WM-05-WE01: Evaluate and develop community engagement strategies

Scope of Work Experience

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

- | | |
|--------|---|
| WA0101 | Participate in at least one community and stakeholder engagement process |
| WA0102 | Compile a report on all possible community engagement activities of the retail business |
| WA0103 | Conduct at least one evaluation of all existing community engagement activities of the retail business and make recommendations |
| WA0104 | Develop a comprehensive community engagement strategy |
| WA0105 | Plan, implement and report on the success of at least one community engagement project |

Supporting Evidence

- | | |
|--------|---|
| SE0101 | Comprehensive list and recommendations of possible community engagement activities compiled by the learner, and signed by the learner's superior |
| SE0102 | A report compiled by the learner reflecting his/her contribution to evaluating the store's existing community engagement activities, and his/her recommendations reflecting identified strengths, weaknesses, opportunities and threats, signed by the learner's superior |
| SE0103 | A report compiled by the learner reflecting his/her contribution to compiling a community engagement strategy, signed by the learner's superior |
| SE0104 | Action plans and report compiled by the learner reflecting successful completion of the learner-led community engagement project in accordance with business expectations, signed by the learner's superior |
| SE0105 | Evaluation report and recommendations showing strengths, weaknesses, opportunities and threats |
| SE0106 | Comprehensive community engagement strategy as per set standards |

5.2.2 WM-05-WE02: Participate in and lead processes for building stakeholder relations

Scope of Work Experience

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

WA0201	Participate in at least one process for building stakeholder relations
WA0202	Compile a report on the stakeholders of the retail business and their expectations of the business
WA0203	Evaluate the existing relations of the business with its stakeholders
WA0204	Compile a list of possible incidences that could impact negatively on relations with stakeholders
WA0205	Compile one comprehensive plan to build and maintain desired stakeholder relations
WA0206	Compile a newspaper article to build the image of the retail business
WA0207	Develop a presentation to build the image of the retail business and present it to an appropriate audience

Supporting Evidence

SE0201	Accurate report compiled by the learner listing all stakeholders and the status of existing relations with all stakeholders
SE0202	Recommendations compiled by the learner that are relevant to the issues identified and implementable
SE0203	Newspaper article covering key elements to build better relations, compiled by the learner
SE0204	Presentation that includes workable recommendations

5.3 Contextualised Workplace Knowledge

- 1 Organisational policies, procedures and standards
- 2 Local conditions and dynamics and role players.
- 3 Stakeholder information
- 4 Organisationally required relationships in terms of various stakeholders

5.4 Criteria for Workplace Approval

Physical Requirements:

- An operational retail store, with operational systems in all functional areas

Human Resource Requirements:

- A staff complement of at least five employees or contract workers
- A manager with at least three years' experience of retail store management

Legal Requirements:

- Registered as a formal business
- Compliant with all legal requirements such as trading licences and other relevant compliance requirements related to health and safety, hazardous materials, specific goods, conditions of employment, labour relations, financial services, etc

5.5 Additional Assignments to be Assessed Externally

None specified

6 142103001-WM-06: Stock management NQF Level 5 (12 credits)

6.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to:

Gain exposure to and lead all aspects of stock management

The learner will be required to:

WM-06-WE01: Participate in and lead stock counting activities

WM-06-WE02: Participate in and lead stock receiving and handling processes

WM-06-WE03: Participate in and lead stock management processes

6.2 Guidelines for Work Experiences

6.2.1 WM-06-WE01: Participate in and lead stock counting activities

Scope of Work Experience

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

- | | |
|--------|--|
| WA0101 | Actively participate in at least 10 inventory stock counts of different product categories, from set up to finalisation of stock take |
| WA0102 | Lead 10 inventory stock counts of various product categories, including the counting, verification and adjustments that will rectify stock on hand |
| WA0103 | Actively participate in one financial stock count |
| WA0104 | Plan, implement, finalise and report on the implementation of a financial stock count |
| WA0105 | Report on and devise action plans to address all stock variances of operational and financial stock counts |

Supporting Evidence

- | | |
|--------|---|
| SE0101 | Records of operational and financial stock counts reflecting the learner's participation in and leadership of these stock counts in accordance with company policies and procedures |
| SE0102 | Variance reports and corrective action plans based on the results of the stock takes proving participation in and leadership of stock takes as well as the ability to bring resolution to stock issues as per company policies and procedures |

6.2.2 WM-06-WE02: Participate in and lead stock receiving and handling processes

Scope of Work Experience

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

- | | |
|--------|--|
| WA0201 | Participate in checking stock received for 10 deliveries across a variety of product categories |
| WA0202 | Participate in off-loading of stock, across a variety of product categories, for at least 10 deliveries |
| WA0203 | Participate in price marking of stock, across a variety of product categories, for at least 10 deliveries |
| WA0204 | Assist with stacking of stock in stock room, deliveries across a variety of product categories, for at least 10 deliveries |

WA0205	Participate in issuing stock to sales area, across a variety of product categories, for at least 10 days
WA0206	Participate in processes for moving stock in store, across a variety of product categories, for at least 10 days
WA0207	Participate in replenishing, stacking and merchandising of stock on shop floor, across a variety of product categories, for at least 20 days
WA0208	Participate in and complete goods received administration processes for at least 10 deliveries
WA0209	Capture stock receiving and handling information on the system for at least 10 deliveries.
WA0210	Lead the full range of stock receiving and handling processes for at least 1 month.

Supporting Evidence

SE0201	Documents and reports indicating learner's participation in stock handling and receiving processes as per company policies and procedures
SE0202	Documents and reports indicating the learner's leading of the department in stock handling and receiving processes as per company policies and procedures
SE0203	Stock control reports that reflect corrective actions taken to address stock levels and movement under the learner's leadership

6.2.2 WM-06-WE03: Participate in and lead stock management processes

Scope of Work Experience

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

WA0301	Participate in the ordering of stock, across a variety of categories, for at least two months
WA0302	Participate in planning stock levels, across a variety of categories, for at least two months
WA0303	Participate in the management of stock control processes and systems for at least two months
WA0304	Participate in the management of obsolete stock and over stocks for at least two months
WA0305	Participate in stock administration and reporting processes for at least one month
WA0306	Lead the full range of stock management processes for at least two months

Supporting Evidence

SE0301	A report compiled by the learner reflecting his/her contribution to stock control and stock management processes, signed by the learner's superior
SE0302	Stock holding reports that reflect accurate stock control under the learner's leadership
SE0303	Stock control reports that reflect corrective actions taken to address stock levels and movement under the learner's leadership

6.3 Contextualised Workplace Knowledge

- 1 Organisation specific systems, procedures and standards

6.4 Criteria for Workplace Approval

Physical Requirements:

- An operational retail store, with operational systems in all functional areas

Human Resource Requirements:

- A staff complement of at least five employees or contract workers
- A manager with at least three years' experience of retail store management

Legal Requirements:

- Registered as a formal business
- Compliant with all legal requirements such as trading licences and other relevant compliance requirements related to health and safety, hazardous materials, specific goods, conditions of employment, labour relations, financial services, etc

6.5 Additional Assignments to be Assessed Externally

None specified

7 142103001-WM-07: Operational planning and implementation NQF Level 6 (12 credits)

2.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to:

Gain exposure to and lead all aspects of the supply chain management process

The learner will be required to:

WM-08-WE01: Participate in and lead supplier relations processes and interactions

WM-08-WE02: Participate in and lead purchasing activities

WM-08-WE03: Participate in and manage the delivery and transfer of stock

7.2 Guidelines for Work Experiences

7.2.1 WM-07-WE01: Participate in and lead supplier relations processes and interactions

Scope of Work Experience

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

- | | |
|--------|--|
| WA0101 | Participate constructively for at least three months in activities to build a supplier base |
| WA0102 | Participate constructively for at least three months in activities to develop supplier relations that will service the retail business with a competitive basket of product, price and service |
| WA0103 | Participate in negotiating and concluding at least three trade agreements |
| WA0104 | Participate in negotiating and concluding at least three service level agreements |
| WA0105 | Lead processes to build supplier relations for a minimum of three months |

Supporting Evidence

- | | |
|--------|---|
| SE0101 | A report compiled by the learner reflecting his/her contribution to building a supplier database, developing supplier relations and negotiating and concluding trade and service level agreements, signed by the learner's superior |
| SE0102 | Recorded list of contracted suppliers with product listings to service the retail business |
| SE0103 | Record of performance outcomes that improve the relationships between suppliers and the retail business |
| SE0104 | Service level and trade agreement records |

7.2.2 WM-07-WE02: Participate in and lead purchasing activities

Scope of Work Experience

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

- | | |
|--------|--|
| WA0201 | Participate in compiling and placing orders and activities to ensure delivery of outstanding orders for a period of at least one month |
| WA0202 | Identify requirements and compile and place at least 10 orders for products from a variety of suppliers based on rate of sale and demand |

WA0203	Follow-up on five orders outstanding and take action to ensure delivery
WA0204	Participate in evaluating the overall performance of at least 3 different suppliers
WA0205	Participate in purchase negotiations with at least 3 different suppliers, across a range of products
WA0206	Lead the evaluation of the overall performance of at least 3 different suppliers
WA0207	Lead purchase negotiations with at least 3 different suppliers, across a range of products

Supporting Evidence

SE0201	A report compiled by the learner reflecting his/her contribution to the compiling and placing of orders and activities to ensure delivery of outstanding orders, signed by the learner's superior
SE0202	Records of orders reflecting orders placed and delivered according to company policy
SE0203	A report compiled by the learner providing proof of transmitting orders to suppliers and his/her actions taken to ensure delivery, signed by the learner's superior
SE0204	An accurate report compiled by the learner on supplier performance efficiency, signed by the learner's superior
SE0205	Minutes of meetings reflecting the learner's participation in and leading of negotiations
SE0206	Recorded information reflecting improved negotiations with at least three different suppliers

7.2.3 WM-07-WE03: Participate in and manage the delivery and transfer of stock

Scope of Work Experience

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

WA0301	Participate actively in scheduling orders to be delivered as per company delivery schedule for at least one month
WA0302	Participate actively in the assembling (picking and loading) of orders for at least one month
WA0303	Participate actively in planning and managing the delivery routing process for at least one month
WA0304	Participate actively in the despatching of all outbound orders for at least one month
WA0305	Lead the full range of activities to manage the delivery and transfer of stock for a period of at least two months

Supporting Evidence

SE0301	A report compiled by the learner reflecting his/her contribution to stock delivery and transfer management processes, signed by the learner's superior
SE0302	Register of received orders for outbound deliveries
SE0303	Scheduling report of outbound deliveries reflecting that all orders were met
SE0304	Picking slips and invoices raised against outbound deliveries
SE0305	Route planner reflecting outbound deliveries and showing effective use of resources
SE0306	Schedules reflecting effective use of the workforce

7.3 Contextualised Workplace Knowledge

- 1 Organisation specific systems, procedures and standards

7.4 Criteria for Workplace Approval

Physical Requirements:

- An operational retail store, with operational systems in all functional areas

Human Resource Requirements:

- A staff complement of at least five employees or contract workers
- A manager with at least three years' experience of retail store management

Legal Requirements:

- Registered as a formal business
- Compliant with all legal requirements such as trading licences and other relevant compliance requirements related to health and safety, hazardous materials, specific goods, conditions of employment, labour relations, financial services, etc

7.5 Additional Assignments to be Assessed Externally

None specified

8 142103001-WM-08: Sales management NQF Level 6 (16 credits)

8.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to:

Gain exposure to and lead and lead price management, promotional and selling activities for a period of least three months

The learner will be required to:

WM-08-WE01: Participate in price management processes

WM-08-WE02: Participate in and lead promotional activities

WM-08-WE03: Participate in and lead selling activities

8.2 Guidelines for Work Experiences

8.2.1 WM-08-WE01: Participate in price management processes

Scope of Work Experience

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

- | | |
|--------|---|
| WA0101 | Participate actively in processes to determine cost, selling prices and gross profit for a period of at least 12 months |
| WA0102 | Participate actively in processes to determine pricing strategies and policies at least twice in a 12 month period |
| WA0103 | Participate actively in processes to determine breakeven and profit sales volumes at least ten times in a 12 month period |
| WA0104 | Participate in processes to identify the best possible trading mix at least eight times in a 12 month period |
| WA0105 | Participate actively in the administration of prices at least ten times in a 12 month period |

Supporting Evidence

- | | |
|--------|--|
| SE0101 | A report compiled by the learner reflecting his/her contribution to price management processes, signed by the learner's superior |
| SE0102 | A report compiled by the learner demonstrating his/her understanding of price performance ratios and price volume ratios to determine maximum profit sales, signed by the learner's superior |
| SE0103 | A report compiled by the learner demonstrating that he/she can motivate product mix and price changes, signed by the learner's superior |

8.2.2 WM-08-WE02: Participate in and lead promotional activities

Scope of Work Experience

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

- | | |
|--------|---|
| WA0201 | Participate actively in planning at least three promotional activities |
| WA0202 | Participate actively in building at least three promotional displays |
| WA0203 | Lead at least one promotional activity and display and oversee the promotional display building process |
| WA0204 | Participate in promotional administration processes at least three times in a 12 month period |
| WA0205 | Report on project planning of promotions for at least one promotional activity |

WA0206 Evaluate and present on an outcome of a promotion at least once in a 12 month period

Supporting Evidence

SE0201 A report compiled by the learner reflecting his/her contribution to promotional activities, displays and promotional administration, signed by the learner's superior

SE0202 Plans and records of resources used, promotional stock purchased and promotional material used for learner-led promotional activity

SE0203 Project planning report, evaluation report and presentation reflecting workplace standards

8.2.2 WM-08-WE03: Participate in and lead selling activities

Scope of Work Experience

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

WA0301 Sell product in-store to customers for a period of at least one month

WA0302 Participate in evaluating the selling processes of sales staff for at least 10 selling processes and make recommendations for improvement

WA0303 Coach at least two sales staff on selling techniques

WA0304 Compile and present at least five reports on sales of the store

WA0305 Participate in sales administration processes for a period of at least one month

WA0306 Lead selling activities for a period of at least two months

Supporting Evidence

SE0301 Work schedule or attendance register and cashier end of shift report reflecting sales made by learner

SE0302 A report compiled by the learner reflecting his/her contribution to evaluating the selling processes of sales staff, the evaluation checklists and his/her recommendations for improvement, signed by the learner's superior

SE0303 End of shift reports for each sales staff member coached, indicating coaching to company standard, signed by the learner's superior

SE0304 Reports on sales reflecting sales for the period

8.3 Contextualised Workplace Knowledge

- 1 Organisational policies and procedures related to marketing, trends and segmentation
- 2 Market information
- 3 Organisation specific standards

8.4 Criteria for Workplace Approval

Physical Requirements:

- An operational retail store, with operational systems in all functional areas

Human Resource Requirements:

- A staff complement of at least five employees or contract workers
- A manager with at least three years' experience of retail store management

Legal Requirements:

- Registered as a formal business
- Compliant with all legal requirements such as trading licences and other relevant compliance requirements related to health and safety, hazardous materials, specific goods, conditions of employment, labour relations, financial services, etc

8.5 Additional Assignments to be Assessed Externally

None specified

9 142103001-WM-09: Marketing management NQF Level 6 (16 credits)

9.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to:

Gain exposure to and lead retail marketing and advertising activities for a period of at least three months

The learner will be required to:

WM-09-WE01: Participate in and lead marketing activities

WM-09-WE02: Participate in and lead advertising activities

9.2 Guidelines for Work Experiences

9.2.1 WM-09-WE01: Participate in and lead marketing activities

Scope of Work Experience

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

- | | |
|--------|---|
| WA0101 | Participate actively in at least one process of determining customer profiles |
| WA0102 | Participate actively in at least one process of specifying products for customer profiles |
| WA0103 | Participate constructively in planning a marketing strategy for an event at least once |
| WA0104 | Participate constructively in planning a marketing strategy for a year, at least once |
| WA0105 | Compile and present at least one report on the success of a marketing strategy for an event |
| WA0106 | Participate in the administration of marketing processes for a period of at least one month |
| WA0107 | Lead marketing activities for a period of at least two months |

Supporting Evidence

- | | |
|--------|---|
| SE0101 | A report compiled by the learner reflecting his/her contribution to determining customer profiles and specifying products, signed by the learner's superior |
| SE0102 | A report compiled by the learner reflecting his/her contribution to planning marketing strategies for an event and for a year, signed by the learner's superior |
| SE0103 | Report and presentation on marketing strategy reflecting workplace standards |
| SE0104 | A report compiled by the learner reflecting his/her contribution to the administration of marketing processes, signed by the learner's superior |
| SE0105 | Records and reports of learner-led marketing activities reflecting workplace standards |

9.2.2 WM-09-WE02: Participate in and lead advertising activities

Scope of Work Experience

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

WA0201	Participate actively at least once in the process of compiling specifications for advertising material, for two different advertising mediums
WA0202	Participate actively in planning and implementing the placement and distribution of advertising material
WA0203	Compile and present a report on the success of advertising material
WA0204	Participate in administration of advertising processes for a period of at least one month
WA0205	Lead promotional and advertising activities for a period of at least two months

Supporting Evidence

SE0201	A report compiled by the learner reflecting his/her contribution to advertising activities, signed by the learner's superior
SE0202	Report and presentation on advertising material reflecting workplace standards
SE0203	A report compiled by the learner reflecting his/her contribution to the administration of advertising processes, signed by the learner's superior
SE0204	Records and reports of learner-led advertising activities reflecting workplace standards

9.3 Contextualised Workplace Knowledge

- 1 Organisational policies and procedures related to marketing, trends and segmentation
- 2 Market information
- 3 Organisation specific standards

9.4 Criteria for Workplace Approval

Physical Requirements:

- An operational retail store, with operational systems in all functional areas

Human Resource Requirements:

- A staff complement of at least five employees or contract workers
- A manager with at least three years' experience of retail store management

Legal Requirements:

- Registered as a formal business
- Compliant with all legal requirements such as trading licences and other relevant compliance requirements related to health and safety, hazardous materials, specific goods, conditions of employment, labour relations, financial services, etc

9.5 Additional Assignments to be Assessed Externally

None specified

10 142103001-WM-10: Cash management NQF Level 6 (16 credits)

10.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to:

Gain exposure to and supervise activities related to cash administration processes for a period of at least three months

The learner will be required to:

WM-10-WE01: Participate in cash and cash equivalent administration and transactional processes

WM-10-WE02: Supervise cash and cash equivalent administration and transactional processes

10.2 Guidelines for Work Experiences

10.2.1 WM-10-WE01: Participate in cash and cash equivalent administration and transactional processes

Scope of Work Experience

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

- WA0101 Participate in determining debtor customers' credit levels for a period of at least three months
- WA0102 Participate in debtor control processes such as age analysis, follow up, collections and bad debt recovery for a period of at least three months
- WA0103 Participate in daily, weekly and monthly banking activities for a period of at least three months
- WA0104 Participate in all payment processes, such as reconciliation of invoices, preparing payments, employee benefits and legal requirements, for a period of at least three months
- WA0105 Participate in the preparation and payment processes for salaries and wages, and employee deductions and benefits for a period of at least three months
- WA0106 Participate in all aspects of all cash and cash equivalent handling within the business, such as till, floats, staff advancements, petty cash and distribution, for a period of at least three months
- WA0107 Participate in the preparation of statutory payments, such as UIF, SDL, VAT, taxes and levies, for a period of at least three months
- WA0108 Participate in the preparation and actioning of supplier and vendor payments for a period of at least three months
- WA0109 Participate in the preparation and payment of operational expenses for a period of at least three months
- WA0110 Operate a till for a minimum period of 40 hours

Supporting Evidence

- SE0101 A report compiled by the learner reflecting his/her contribution to the full range of cash and cash equivalent administration and transactional processes, signed by the learner's superior
- SE0102 Debtor age analysis reports that reflect all terms and limits of the retail business and reflect acceptable debt controls
- SE0103 Business daily banking reports that reflect accurate handling of all cash and cash equivalents in the business

- SE0104 Records of creditor payments to vendors, suppliers and service providers according to business requirements
- SE0105 Reports on all cash disbursements to statutory payments, staff payments and employee related benefits
- SE0106 Cashier and till operator transaction reports that balance with all till transactions and cash equivalents

10.2.2 WM-10-WE02: Supervise cash and cash equivalent administration and transactional processes

Scope of Work Experience

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

- WA0201 Control all aspects of all cash and cash equivalent handling within the business, such as till, floats, staff advancements, petty cash and distribution, for a period of at least three months
- WA0202 Control debtor processes for a period of at least three months
- WA0203 Plan and control daily, weekly and monthly banking activities for a period of at least three months
- WA0204 Control all payment processes such as reconciliation of invoices and preparing payments, for a period of at least three months
- WA0205 Control the preparation and payment processes for salaries and wages, and employee deductions and benefits for a period of at least three months
- WA0206 Control all aspects of all cash and cash equivalent handling within the business, such as till, floats, staff advancements, petty cash and distribution, for a period of at least three months
- WA0207 Control the preparation of statutory payments, such as UIF, SDL, VAT, taxes and levies, for a period of at least three months
- WA0208 Control and action supplier and vendor payments for a period of at least 3 months
- WA0209 Control the preparation and payment of operational expenses for a period of at least three months
- WA0210 Plan and control till operations for a minimum period of 40 hours
- WA0211 Plan cash on hand needs for the store for a period of at least three months

Supporting Evidence

- SE0201 Debtor age analysis reports that reflect all terms and limits of the retail business and reflect acceptable debt controls
- SE0202 Business daily banking reports that reflect accurate handling of all cash and cash equivalents in the business
- SE0203 Records of creditor payments to vendors, suppliers and service providers according to business requirements
- SE0204 Reports on all cash disbursements to statutory payments, staff payments and employee related benefits
- SE0205 Cashier and till operator transactions reports that balance with all till transactions and cash equivalents

10.3 Contextualised Workplace Knowledge

- 1 Organisational accounting system
- 2 Financial reporting system
- 3 Organisational specific policies and procedures

10.4 Criteria for Workplace Approval

Physical Requirements:

- An operational retail store, with operational systems in all functional areas

Human Resource Requirements:

- A staff complement of at least five employees or contract workers
- A manager with at least three years' experience of retail store management

Legal Requirements:

- Registered as a formal business
- Compliant with all legal requirements such as trading licences and other relevant compliance requirements related to health and safety, hazardous materials, specific goods, conditions of employment, labour relations, financial services, etc

10.5 Additional Assignments to be Assessed Externally

None specified

11 142103001-WM-11: Financial management NQF Level 6 (20 credits)

11.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to:

Gain exposure to and lead activities related to budgeting and financial accounting

The learner will be required to:

WM-11-WE01: Participate in and lead budgeting processes

WM-11-WE02: Participate in and lead financial accounting processes

11.2 Guidelines for Work Experiences

11.2.1 WM-11-WE01: Participate in and lead budgeting processes

Scope of Work Experience

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

- | | |
|--------|--|
| WA0101 | Participate in planning, preparing for and compiling at least three budgets, such as purchasing budgets, sales budgets, operational budgets, production budgets and annual budgets |
| WA0102 | Compile at least one annual budget |
| WA0103 | Lead at least three budget compiling processes |
| WA0104 | Participate at least three times in the finalisation of a budget with stakeholders |
| WA0105 | Participate at least three times in the development of action plans to achieve budgets |
| WA0106 | Participate at least three times in processes to measure performance against budget and compile plans to deal with variances |
| WA0107 | Manage finalisation of budget with stakeholders at least three times |
| WA0108 | Manage development of action plans to achieve budgets at least three times |
| WA0108 | Manage processes to measure performance against budget and compile plans to deal with variances at least three times |
| WA0110 | Participate in compiling and presenting at least three reports on deviations from budget and the compiling of actions plans to address variances |
| WA0111 | Compile and present at least three reports on deviations from budget and compile actions plans to address variances |

Supporting Evidence

- | | |
|--------|--|
| SE0101 | A report compiled by the learner reflecting his/her contribution to budget planning, preparation and compiling processes, signed by the learner's superior |
| SE0102 | Budgeted report and financial data that support inputs on the budgets |
| SE0103 | Financial and historical data year on year that reflect the planned annual budgets |
| SE0104 | Monthly reports on actual versus planned budgets |
| SE0105 | Financial reports that are measured against budgets over set period of times |

11.2.2 WM-11-WE02: Participate in and lead financial accounting processes

Scope of Work Experience

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

WA0201	Correctly capture data on all aspects of business accounting in an electronic or manual accounting system for a period of at least 40 hours
WA0202	Participate in the reconciliation and verification, for correctness and completeness, of captured accounting data such as debtors and creditors, for a period of at least three months
WA0203	Participate in the generation of financial statements, such as income statements and debtor age analysis for a period of at least three months
WA0204	Control and take corrective action on all financial statements for a period of at least three months
WA0205	Correctly compile at least three each of the general ledger and trial balance
WA0206	Correctly compile at least three income statements
WA0207	Correctly compile at least three balance sheets
WA0208	Participate in generating financial management reports and accounts for a period of at least three months
WA0209	Generate financial management reports and accounts for the retail store for a period of at least three months
WA0210	Participate in at least three financial auditing processes

Supporting Evidence

SE0201	A report compiled by the learner reflecting his/her contribution to financial accounting processes, signed by the learner's superior
SE0202	Data and documents that support financial account entries
SE0203	Journal summaries that are entered on relevant accounting processes
SE0204	Monthly general ledgers, balance sheets and income statements that reflect actual amounts versus budgeted amounts

11.3 Contextualised Workplace Knowledge

- 1 Organisational accounting system
- 2 Financial reporting system
- 3 Organisational specific policies and procedures

11.4 Criteria for Workplace Approval

Physical Requirements:

- An operational retail store, with operational systems in all functional areas

Human Resource Requirements:

- A staff complement of at least five employees or contract workers
- A manager with at least three years' experience of retail store management

Legal Requirements:

- Registered as a formal business
- Compliant with all legal requirements such as trading licences and other relevant compliance requirements related to health and safety, hazardous materials, specific goods, conditions of employment, labour relations, financial services, etc

11.5 Additional Assignments to be Assessed Externally

None specified

12 142103001-WM-12: Financial control NQF Level 6 (20 credits)

12.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to:

Gain exposure to and lead activities related to analysing and addressing financial performance, cash flow and capital management

The learner will be required to:

WM-12-WE01: Participate in and lead processes of financial analysis and interpretation and the development of action plans to address findings

WM-12-WE02: Participate in and lead cash flow and working capital management activities

WM-12-WE03: Participate in business planning processes

12.2 Guidelines for Work Experiences

12.2.1 WM-13-WE01: Participate in and lead processes of financial analysis and interpretation and the development of action plans to address findings

Scope of Work Experience

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

- | | |
|--------|---|
| WA0101 | Participate in financial analysis and interpretation processes for at least three individual months |
| WA0102 | Participate in the development of action plans to address findings for at least three individual months |
| WA0103 | Lead processes to analyse financial performance and develop action plans to address findings for at least three individual months |
| WA0104 | Correctly perform all relevant financial calculations and calculate ratios to determine performance and costing, such as product costings and margins, at least five times for each type of calculation |

Supporting Evidence

- | | |
|--------|--|
| SE0101 | A report compiled by the learner reflecting his/her contribution to financial analysis processes and the development of action plans to address findings, signed by the learner's superior |
| SE0102 | Financial reports that support the implementation of developed action plans |
| SE0103 | Action plans that meet the strategic financial objectives |
| SE0104 | Accurate financial reports that reflect calculations against ratios and trends in retail |

12.2.2 WM-12-WE02: Participate in and lead cash flow and working capital management activities

Scope of Work Experience

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

- | | |
|--------|--|
| WA0201 | Participate actively in controlling all inflows and outflows of cash for at least two months |
|--------|--|

WA0202	Lead the process of controlling all inflows and outflows of cash for at least one month
WA0203	Participate actively in forecasting, calculating and reviewing cash flow budgets, and implementing plans to improve cash flow in the business at least three times
WA0204	Participate actively in reviewing and taking corrective action to improve cash flows over a period of at least three months
WA0205	Lead processes to forecast, calculate and compile the cash flow and take corrective action to improve cash flows over a period of at least three months
WA0206	Participate actively in scheduling and executing all payments in the business as per agreed terms with all stakeholders over a period of at least three months
WA0207	Participate actively in identifying cost saving opportunities within the business in respect of all aspects, such as cost of sales, operational savings and controllable expenses, during a three month period relevant to each saving option
WA0208	Lead processes to identify cost saving opportunities within the business in respect of all aspects, such as cost of sales, operational savings and controllable expenses during a three month period relevant to each saving option

Supporting Evidence

SE0201	A report compiled by the learner reflecting his/her contribution to cash flow and working capital management activities, signed by the learner's superior
SE0202	Financial documentation, applicable terms and limits that reflect improvements on cash flow
SE0203	Supporting historical documentation indicating cash and cash equivalent collection and payments implemented according to company procedures
SE0204	Management reports reflecting outcomes and improvements achieved

12.2.3 WM-12-WE02: Participate in business planning processes

Scope of Work Experience

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

WA0301	Participate actively in determining the short, medium and long term finance requirements of the business and the funding of capital requirements, and negotiating the financing of at least one agreement with relevant stakeholder(s)
--------	--

Supporting Evidence

SE0301	A report compiled by the learner reflecting his/her contribution to business planning processes, signed by the learner's superior
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12.3 Contextualised Workplace Knowledge

- 1 Organisational accounting system
- 2 Financial reporting system
- 3 Organisational specific policies and procedures

12.4 Criteria for Workplace Approval

Physical Requirements:

- An operational retail store, with operational systems in all functional areas

Human Resource Requirements:

- A staff complement of at least five employees or contract workers
- A manager with at least three years' experience of retail store management

Legal Requirements:

- Registered as a formal business
- Compliant with all legal requirements such as trading licences and other relevant compliance requirements related to health and safety, hazardous materials, specific goods, conditions of employment, labour relations, financial services, etc

12.5 Additional Assignments to be Assessed Externally

None specified

13 142103001-WM-13: Risk management NQF Level 6 (16 credits)

13.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to:

Gain exposure to and lead activities related to managing risk including shrinkage, waste, damages and security

The learner will be required to:

WM-13-WE01: Participate in and lead risk audit processes

WM-13-WE02: Participate in and lead the communication of shoplifter arrest measures

13.2 Guidelines for Work Experiences

13.2.1 WM-13-WE01: Participate in and lead risk audit processes

Scope of Work Experience

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

- WA0101 Participate actively in risk identification meetings at least three times over a period of three months
- WA0102 Participate actively in six different workplace inspections
- WA0103 Participate actively in safe working and incident reporting activities for a period of at least one month
- WA0104 Participate actively in implementing and controlling policies and procedures that prevent risk in all aspects of the business in at least 5 areas
- WA0105 Participate actively in risk assessment and action planning processes for a period of at least three months
- WA0106 Lead a variety of risk audit processes for a period of three months
- WA0107 Lead reporting sessions at least five times on the risks areas of the retail business
- WA0108 Participate in identifying products with high shrinkage through evaluation of stock reports and developing of action plans to reduce losses for one month
- WA0109 Lead the process of evaluating stock reports to identify items with high shrinkage and the developing of action plans to reduce losses for one month
- WA0110 Participate actively in opening and closing procedures for a period of at least one month
- WA0111 Participate actively in stockholding and inventory adjustments for known losses such as waste and breakages for a period of 3 weeks
- WA0112 Participate actively in daily and weekly stock counts of high risk items, for at least 20 counts
- WA0113 Compile at least five plans to address various risks identified

Supporting Evidence

- SE0101 Stock reports and analysis by learner proving correct identification of items missing along with action plans to reduce future loss
- SE0102 A report compiled by the learner reflecting his/her contribution to risk identification meetings, inspections, and safe working and incident reporting activities, signed by the learner's superior

SE0103	Minutes of meetings reflecting all possible forms of risk identified for the store and the decisions made to reduce the identified risk
SE0104	Completed risk audit reports that are accurate and action plans that are feasible and signed off by the learner's superior
SE0105	Inspection forms, checklists, registers and audits that are accurate and complete
SE0106	Safe working and incident reporting activities that meet action plan requirements and standards
SE0107	Feasible plans to address risks
SE0108	Records that are accurately adjusted to compensate for known losses
SE0109	A report compiled by the learner reflecting his/her contribution to stock counts of high risk items signed by the learner's superior

13.2.2 WM-13-WE02: Participate in and lead the communication of shoplifter arrest measures

Scope of Work Experience

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

WA0201	Participate in developing or reviewing policies and procedures for the arrest of internal and external shoplifters at least once
WA0202	Participate in communicating organisational policies and procedures for the arrest of internal and external shoplifters at least once
WA0203	Lead communication of organisational policies and procedures for the arrest of internal and external shoplifters at least once

Supporting Evidence

SE0201	Minutes of meetings showing communication of organisational policies and procedures for the arrest of internal and external shoplifters
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13.3 Contextualised Workplace Knowledge

- 1 Location of power supply, IT equipment, safety equipment
- 2 High risk areas
- 3 Relevant organisational policies, procedures, rules and regulations
- 4 Procedures for the correct handling and usage of equipment, hazardous materials, fittings and products
- 5 Administration requirements

13.4 Criteria for Workplace Approval

Physical Requirements:

- An operational retail store, with operational systems in all functional areas

Human Resource Requirements:

- A staff complement of at least five employees or contract workers
- A manager with at least three years' experience of retail store management

Legal Requirements:

- Registered as a formal business
- Compliant with all legal requirements such as trading licences and other relevant compliance requirements related to health and safety, hazardous materials, specific goods, conditions of employment, labour relations, financial services, etc

13.5 Additional Assignments to be Assessed Externally

None specified

14 142103001-WM-14: Asset management NQF Level 6 (10 credits)

14.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to:

Gain exposure to, participate in and lead activities related to managing and maintaining assets, and managing asset productivity

The learner will be required to:

WM-14-WE01: Participate in asset register checks

WM-14-WE02: Participate in a relay, revamp, re-launch or refurbishment process

WM-14-WE03: Participate in measurement of asset productivity

WM-14-WE04: Participate in asset installation, repair and maintenance processes

14.2 Guidelines for Work Experiences

14.2.1 WM-14-WE01: Participate in asset register checks

Scope of Work Experience

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

- | | |
|--------|---|
| WA0101 | Participate in developing or reviewing an asset strategy and policy at least once |
| WA0102 | Participate in compiling and verifying an asset register at least once |
| WA0103 | Develop or review an asset strategy and policy at least once |
| WA0104 | Lead the compilation and verification of an asset register at least once |

Supporting Evidence

- | | |
|--------|--|
| SE0101 | A report compiled by the learner reflecting his/her contribution to asset register checking processes, signed by the learner's superior |
| SE0102 | Asset strategy and policy that accurately reflects the company's approach to asset capitalisation, depreciation, moveable assets, regulatory compliance, insurance requirements, details of ownership, hire or lease, repairs and maintenance |
| SE0103 | An audited asset register showing asset descriptions and unique numbers (such as serial number and internal reference number), location, purchase date, purchase value, current value, depreciation scale, quantity, date of disposal, gains or losses in disposal, insurance details and movement details |

14.2.1 WM-14-WE02: Participate in a relay, revamp, re-launch or refurbishment process

Scope of Work Experience

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

- | | |
|--------|--|
| WA0201 | Participate in identifying relay, revamp, re-launch or refurbishment opportunities and requirements at least once and compiling a report |
| WA0202 | Participate in generating a relay, revamp, re-launch or refurbishment plan at least once |
| WA0203 | Participate in managing a project team to drive the plan, review progress and meet deadlines at least once |

- | | |
|--------|--|
| WA0204 | Lead the generation of a relay, revamp, re-launch or refurbishment plan at least once |
| WA0205 | Manage a project team to drive the plan, review progress and meet deadlines at least once |
| WA0206 | Review the success of the relay, revamp, re-launch or refurbishment and compile a report at least once |

Supporting Evidence

- | | |
|--------|---|
| SE0201 | A report compiled by the learner reflecting his/her contribution to relay, revamp, re-launch or refurbishment processes, signed by the learner's superior |
| SE0202 | Relay, revamp, re-launch or refurbishment opportunity report that shows a description of each opportunity. |

14.2.4 WM-14-WE03: Participate in measurement of asset productivity

Scope of Work Experience

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

- | | |
|--------|--|
| WA0301 | Participate in identifying productivity input and output measurements for assets at least twice. |
| WA0302 | Participate in setting targets for asset productivity at least twice |
| WA0303 | Participate in measuring asset productivity and compiling reports at least twice |
| WA0304 | Participate in developing action plans to manage asset productivity variances at least twice |
| WA0305 | Identify productivity input and output measurements for assets at least three times |
| WA0306 | Set targets for asset productivity at least three times |
| WA0307 | Measure asset productivity and compile reports at least three times |
| WA0308 | Develop action plans to manage asset productivity variances at least three times |

Supporting Evidence

- | | |
|--------|--|
| SE0101 | A report compiled by the learner reflecting his/her contribution to the process of measuring the productivity of assets, signed by the learner's superior |
| SE0102 | Asset productivity measurements and reports showing asset description, input and output productivity measurements, productivity targets, actual productivity ratings and variances |
| SE0103 | Asset productivity action plans showing schedules, tasks, deadlines and responsible persons to achieve asset productivity targets |

14.2.5 WM-14-WE04: Participate in asset installation, repair and maintenance processes

Scope of Work Experience

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

- | | |
|--------|--|
| WA0101 | Participate in planning the preventative maintenance of the assets and equipment in a department the retail business for at least three months |
| WA0102 | Participate in planning the installation of assets and equipment in a department at least once |
| WA0103 | Participate in managing repairs of assets and equipment over a six month period |

WA0104 Compile a preventative maintenance schedule for a department at least once

Supporting Evidence

- SE0101 A report compiled by the learner reflecting his/her contribution to asset installation, repair and maintenance processes, signed by the learner's superior
- SE0102 Preventative maintenance, installation and repair schedules and registers, signed by superior, that reflect actions taken
- SE0103 A report compiled by the learner summarising the asset installation, repair and maintenance processes, signed by the learner's superior
- SE0104 Preventative maintenance schedule, compiled by the learner, indicating feasible maintenance actions, scheduling and costs

14.3 Contextualised Workplace Knowledge

- 1 Location of power supply, IT equipment, safety equipment
- 2 High risk assets
- 3 Relevant organisational policies, procedures, rules and regulations
- 4 Procedures for the correct handling and usage of assets
- 5 Administration requirements

14.4 Criteria for Workplace Approval

Physical Requirements:

- An operational retail store, with operational systems in all functional areas

Human Resource Requirements:

- A staff complement of at least five employees or contract workers
- A manager with at least three years' experience of retail store management

Legal Requirements:

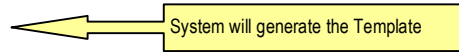
- Registered as a formal business
- Compliant with all legal requirements such as trading licences and other relevant compliance requirements related to health and safety, hazardous materials, specific goods, conditions of employment, labour relations, financial services, etc

14.5 Additional Assignments to be Assessed Externally

None specified

SECTION 4: STATEMENT OF WORK EXPERIENCE

STATEMENTS OF WORK EXPERIENCE



Curriculum Number:

Curriculum Title:

Learner Details

Name:

ID Number:

Employer Details

Company Name:

Address:

Supervisor Name:

Work Telephone:

E-Mail:

WE01	xxxxxxxxxxxxxxxxxxxx	Date	Signature
Work Activities			
WA0101			
WA0102			
WA0103			
Supporting Evidence			
SE0101			
SE0102			
Contextulised Workplace Knowledge			

2

3

Additional Assignments to be Assessed Externally

1

2

WE02	xxxxxxxxxxxxxxxxxxxx	Date	Signature
------	----------------------	------	-----------

Work Activities

WA0201

WA0202

WA0203

Supporting Evidence

SE0201

SE0202

Contextulised Workplace Knowledge

1

2

3

Additional Assignments to be Assessed Externally

1

2

WE03	xxxxxxxxxxxxxxxxxxxx	Date	Signature
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Work Activities

WA0301

WA0302

WA0303

Supporting Evidence

SE0301

SE0302

Contextulised Workplace Knowledge

1

2

3

Additional Assignments to be Assessed Externally

1

