



National Competency Standards for Retail Operations Management (Floor In charge/ Operational Manager)

Level -5



National Vocational and Technical Training Commission
(NAVTTTC),
Government of Pakistan

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1. INTRODUCTION

With the induction of global brands and outlets, Pakistan's retail sector at present witnessing a booming and impressive growth. The local retailers are expanding their boundaries to compete with their larger foreign competitors. In 2013, seven Pakistani brands were nominated for the first time for the World Retail Awards held in Paris, in which three brands were shortlisted. Many local brands have expanded and gone global by adopting fast-changing trends. With an estimated size of the retail market at around \$50 billion, the country's retail sector is growing faster than its economy. But still there is long way to go and some key initiatives by the government and entrepreneurs need to be taken to meet the future challenges confronting retailing industry in Pakistan.

Today, we find in our cities big shopping malls and hypermarkets and small and medium scale outlets which provides various categories of products under one roof. The phenomenal growth in retail sector bodes well for the country's economic health, as the sector can create enormous job opportunities and attract foreign investment into the country by alluring global brands to the local market.

Trends in the country's retail industry are quite encouraging, as far as the development of new retail formats and the establishment of large number of global chains' retail outlets across the country is concerned. The country has witnessed the mushroom growth of more and more malls, restaurants, sport complexes, multiplex cinemas, and large number of shops in big cities. Household size and income have a decisive influence over shopping decisions. Research studies show that in Pakistan's mega cities most households with larger family sizes shop at general stores, while those with smaller family sizes shop at large supermarkets. Quality shopping has led consumers towards modern retail shopping options. Most consumers seek quality products in adequate quantities under one roof. The retail stores and shopping malls have become very attractive to the consumers in Pakistan. For many Pakistanis, a visit to modern retail, hyper store market and wholesale centers has become a pleasant family outing

2. PURPOSE OF THE QUALIFICATION

The purpose of these qualifications is to set high professional standards for retail operations job. These national qualifications will support training providers in enhancing the quality of training and assessment in Pakistan. The specific objectives of developing these qualifications are as under:



- Improve the overall quality of training delivery and setting national benchmarks for training of retail operations management in the country
- Provide flexible pathways and progressions to learners enabling them to receive relevant, up-to-date and recent skills
- Provide basic knowledge through competency-based assessment which is recognized and accepted by employers
- Establish a standardized and sustainable system of training for retail operations management in the country.

3. MAIN OBJECTIVES OF QUALIFICATION

The main objectives of the qualification are to focus on following competencies:

1. Manage Staff
2. Provide Training to staff
3. Develop Teams
4. Manage shopper marketing program
5. Create display for small business
6. Buy Store Merchandise
7. Manage store categories
8. Manage Outlet/Store Sales Performance
9. Manage partner's relationship
10. Develop Business Opportunities
11. Manage Finance
12. Plan & Organize Work
13. Deliver Operational Excellence
14. Implement Green Skills at Workplace

4. DATE OF REVIEW

These national qualifications have been validated by the Qualification Validation Committee (QVC) on 26th to 28th Aug 2019 in Karachi which will remain valid until August 2022.

5. CODE OF QUALIFICATION

The International Standard Classification of Education (ISCED) is a framework for assembling, compiling, and analyzing cross-nationally comparable statistics on education and training, ISCED codes for these qualifications as assigned as follow:



Qualification Titles**Code**

Diploma in Retail Operations Management Level 5(Floor In charge/
Operational Manager)

0416ROM5



6. QUALIFICATION DEVELOPMENT COMMITTEE

The following members participated in the qualification's development workshop from 29th, 30th July, & 1st August 2019 in Karachi:

Sr. No.	Name	Designation	Organization	Phone No.:
1.	Abdul Samee	GM HR / Stores	Metro Habib Cash & Carry	0324-5000756
2.	Manan Gul	Learning & Development	Imtiaz Super Market	0302-8663171
3.	Muhammad Nouman Shaikh	Associate Manager HR	Chase Value Centre	0334-2340005
4.	Waqas Talib	Manager HR	Al-Karam Stores	0334-3753501
5.	Abdul Rafay	Key Accounts Manager	Bays International	0321-2476044
6.	Hirah Mahmood	Training and Development	Chase Value	0332-3715485
7.	Farhan Ahmed	Manager HR	Chase Value Centre	
8.	Altaf Shaikh	Deputy Director	STVETA	0333-2656835
9.	Sarwat Sabih	Qualification Development facilitator	Amantech	0332-0505081
10.	Furqan Aziz	Principal	Memon Industrial Technical Institute	0345-2104253
11.	Fayaz Somroo	Dy. Director	NAV TTC	0333-5499039
12.	Taha Mehmood	Qualification Development facilitator	Karsaz Consultants	0300-3302455
13.	M. Naeem Ansari	Technical Advisor	TVET Sector Support Programme (GIZ)	0301 8626735
14.	Mehdi Hasnain	CEO	Hunar Foundation / Tohfay	



7. QUALIFICATION VALIDATION COMMITTEE

The following members participated in the qualification's validation workshop from 26th to 28th August, 2019, in Karachi:

Sr. No.	Name	Designation	Organization	Phone No.:
1.	Mr. Habib Zaib	Head of HR	Chase Up	0300-2265399
2.	Mr. Mustafa Bilal	Head of HR	Dewan Cement	0301-8280285
3.	Ms. Hirah Mahmood	Training and Development	Chase Value	0332-3715485
4.	Ms. Sarwat Sabih	Qualification Development facilitator	Amantech	0333-20505081
5.	Mr. Abdul Rafay	Key Account Manager	Bays International	0321-2476044
6.	Mr. Safiullah	Program Manager	Punjab TVETA	
7.	Mr. Mohammad Ali	Program Manager	Punjab TVETA	0346-7618949
8.	Mr. Muhammad Yasir	Assistant Director	NAVTTTC	0334-9166930
9.	Mr. Mansoor	Incharge NVQF Registry	SBTE	0321-2153860
10.	Mr. M Naeem Ansari	Technical Advisor	TVET Sector Support Programme (GIZ)	0301 8626735
11.	Mr. Nasir Salim	Head of HR	Salma Super Store	
12.	Mr. Taha Mehmood	Qualification Development facilitator	Karsaz Consultant	0300-3302455
13.	Mr. Rana Muhammad Tariq Nazir	GM HRD	Stylo Group	0322-8447980
14.	Mehdi Hasnain	CEO	Hunar Foundation / Tohfay	0322-2818391



8. ENTRY REQUIREMENTS

The entry for National Vocational Certificates is given below:

Title	Entry requirements
National Vocational Diploma level 5, in Retail Operations Management (Floor In charge/ Operational Manager)	National Vocational Certificate level 4 in Retail Operations Management (Assistant Operational Manager)

9. REGULATIONS FOR THE QUALIFICATION AND SCHEDULE OF UNITS

Not applicable



Code	Competency Standards	Level	Contact hours	Credit hours	Category
0416ROM5-A	Manage Staff	5	100	10	Technical
0416ROM5-B	Provide Training to staff	5	100	10	Technical
0416ROM5-C	Develop Teams & individuals	5	80	8	Technical
0416ROM5-D	Manage shopper's marketing program	5	100	10	Technical
0416ROM5-E	Create display for small business	5	100	10	Technical
0416ROM5-F	Buy Store Merchandise	5	100	10	Technical
0416ROM5-G	Manage store's categories	5	100	10	Technical
0416ROM5-H	Manage Outlet/Store Sales Performance	5	80	8	Technical
0416ROM5-I	Manage Business partners' relationship	5	80	8	Technical
0416ROM5-J	Develop Business Opportunities	5	80	8	Technical
0416ROM5-K	Manage Finance	5	100	10	Technical
00416ROM5-L	Plan & Organize Work	5	80	8	Technical
00416ROM5-M	Deliver Operational Excellence	5	75	7.5	Technical
0416ROM5-O	Implement Green Skills at Workplace	5	25	2.5	Functional
Total			1200	120	



1. Manage Staff

Overview:

This competency standard covers the skills and knowledge required to maintain duty roster, allocate duties to staff, monitor, resolve staff conflict, comply with store values, handle harassment issue, and perform time management.

Competency Units	Performance Criteria
CU1. Maintain duty roster	Trainee will be able to: P1. Plan duty roster of staff as per store policies P2. Communicate duty roster to staff P3. Implement the duty roster P4. Monitor staff availability for duties
CU2. Allocate duties to staff	Trainee will be able to: P1. Recognize the strength of store staff P2. Align experienced staff in peak hours P3. Assign proper duty as per expertise
CU3. Monitor Staff	Trainee will be able to: P1. Implement staffing levels P2. Monitor physical appearance of staff in store policies P3. Prepare contingency plans to cope with staffing issues. P4. Identify staff turnover problem P5. Rectify staff turnover problem and issues P6. Monitor behavior of staff as per store policies P7. Monitor staff performance as store policies P8. Communicate to staff their performance P9. Ensure implementation of company policy
CU4. Resolve staff conflict	Trainee will be able to: P1. Determine cause of problem or disagreement P2. Use conflict resolution techniques P3. Prepare staff conflict report
CU5. Comply with store values	Trainee will be able to: P1. Communicate store values to staff P2. Ensure employee comply company values P3. Perform town hall session on company values P4. Conduct employee assessment on company values



CU6. Handle Harassment issues	Trainee will be able to: P1. Analyze harassment issue P2. Determine cause of problem P3. Resolve harassment issues as per store policies P4. Communicate the decision as per store policies
CU7. Perform Time Management	Trainee will be able to: P1. Prioritize the important task P2. Create check list of routine tasks P3. Follow the check list
CU8. Align staff with Store KPIs	Trainee will be able to: P1. Communicate the KPIs to the staff P2. Monitor KPIs of staffs
CU9. Prepare staff succession plan	Trainee will be able to: P1. Identify staff personality traits P2. Recognize strength of staff P3. Recognize weakness of staff P4. Identify future staff requirement P5. Prepare pool staff

Understanding and Knowledge:

The trainee must be able to demonstrate knowledge and understanding required to carry out tasks covered in this competency standard, which includes the knowledge of:

- K1:** Explain duty roster
- K2:** Describe way the prepare duty roster
- K3:** Explain importance of monitoring staff
- K4:** Describe ways to monitor staff
- K5:** Explain techniques of resolving conflicts
- K6:** Explain company values and its importance
- K7:** Explain ways to adhere company values from staff
- K8:** Explain harassment issues
- K9:** Describe techniques to handle harassment issues
- K10:** Explain time management and its importance
- K11:** Describe techniques to manage time
- K12:** Explain store KPIs and its importance
- K13:** Describe succession plan and its content

Critical Evidence (s) required:

The trainee needs to produce following critical evidence (s) to be competent in this competency standard:

1. Maintain duty roster,
2. Allocate duties to staff,
3. Monitor staff
4. Resolve staff conflict
5. Comply with store values



6. Handle harassment issue
7. Perform time management

Tools & Equipment required:

The tools and equipment required for this competency standard are given below:

Sr. No	DESCRIPTION
1.	Computer
2.	Operating System
3.	Application Software
4.	Product manuals
5.	Internet
6.	Printer & Scanner



2. Provide Training to staff

Overview:

This competency standard covers the skills and knowledge required to perform morning meetings/refreshers, perform training need analysis, arrange staff training, provide training on store policies, and provide product knowledge trainings.

Competency Units	Performance Criteria
CU1. Perform Morning Meetings/Refreshers	Trainee will be able to: P1. Align the staff for morning meetings/refreshers P2. Use learning tools & methods for morning meeting/refreshers P3. Provide information to staff in morning meetings/refreshers
CU2. Perform training need analysis	Trainee will be able to: P1. Identify staff competences needs P2. Identity trainable competence P3. Prepare gap analysis report
CU3. Arrange staff training	Trainee will be able to: P1. Prioritize staffs training as per store requirement P2. Check the staff availability for training P3. Schedule the training as per HR plan P4. Document training programs and their result
CU4. Provide training on store policies	Trainee will be able to: P1. Prepare refresher trainings store policies P2. Provide refresher store policies P3. Assess the staff store policies
CU5. Provide product knowledge trainings	Trainee will be able to: P1. Assess the staff 's capability on products P2. Develop training course for products/categories P3. Conduct training as per developed trainings

Understanding and Knowledge:

The trainee must be able to demonstrate knowledge and understanding required to carry out tasks covered in this competency standard, which includes the knowledge of:

K1: Explain morning meetings



- K2:**Describe tools and methods for morning meetings
K3:Describe training need analysis and its purpose
K4:Describe training need analysis techniques
K5:Explain trainings types and its techniques
K6:Explain product knowledge trainings
K7:Describe product knowledge training importance

Critical Evidence (s) required:

The trainee needs to produce following critical evidence (s) to be competent in this competency standard:

1. Perform morning meetings/refreshers
2. Perform training need analysis
3. Arrange staff training
4. Provide training on store policies
5. Provide product knowledge trainings

Tools & Equipment required:

The tools and equipment required for this competency standard are given below:

Sr. No	DESCRIPTION
1.	Computer
2.	Operating System
3.	Application Software
4.	Product manuals
5.	Internet
6.	Printer & Scanner



3. Develop Teams & Individuals

Overview:

This competency standard covers the skills and knowledge required to Monitor and evaluate workplace learning, develop team commitment and cooperation, Plan learning and development in the team, select suitable learning method, Facilitate accomplishment of organizational goals.

Competency Units	Performance Criteria
CU1. Monitor and evaluate workplace learning	Trainee will be able to: P1. Get feedback from individuals or teams is used to identify and implement improvements in future learning arrangements. P2. Assess performance of individuals/teams and recorded to determine the effectiveness of development programmes and the extent of additional support. P3. Modify learning plans to improve the efficiency and effectiveness of learning. P4. Records and reports of competency are maintained within organizational requirement.
CU2. Develop team commitment and cooperation	Trainee will be able to: P1. Open communication processes are used to obtain and share information is used by team. P2. Make decisions about team in accordance with its agreed roles and responsibilities. P3. Develop mutual concern and camaraderie in the team.
CU3. Plan learning and development in the team	Trainee will be able to: P1. Identify learning and development needs in line with organizational requirements based on feedback on performance and self-evaluation. P2. Develop & implement learning plan to meet individual and group training and developmental needs is collaboratively P3. Encourage individuals to self -valuate performance and identify areas for improvement.
CU4. Select suitable learning method	Trainee will be able to:



		P1. Identify learning and development programme goals and objectives to match the specific knowledge and skills requirements of competency standards. P2. Select delivery methods for learner for the learning goals, the learning style of participants and availability of equipment and resources. P3. Identify resources and timelines required for learning activities in accordance with organizational requirements.
CU5.	Facilitate accomplishment of organizational goals	Trainee will be able to: P1. Participate with team members actively in team activities and communication processes. P2. Develop team members & individual responsibility for their actions. P3. Make collaborative efforts to attain organizational goals.

Understanding and Knowledge:

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. Therefore, he/she must be able to:

- K1.** Explain Career planning/development
- K2.** Explain Coaching, mentoring and/or supervision
- K3.** Define Formal/informal learning programme
- K4.** Define Internal/external training provision
- K5.** Explain Performance appraisals
- K6.** Explain benefits recognition of prior learning
- K7.** Define work experience/exchange/opportunities
- K8.** Explain workplace skills assessment

Critical Evidence (s) required:

The candidate needs to produce following critical evidence(s) in order to be competent in this competency standard:

1. Accessed and designated learning opportunities;
2. Facilitated participation of individuals in the work of the team;
3. Gave and received feedback constructively;
4. Identified and implemented learning opportunities for others;
5. Negotiated learning plans to improve the effectiveness of learning; and
6. Prepared learning plans to match skill needs.



Tools & Equipment required:

Sr. no.	Tools & Equipment
1.	Computer
2.	Multimedia
3.	Printer & Scanner
4.	Internet



4. Manage Shopper's Marketing Activities

Overview:

This competency standard covers the skills and knowledge required to collect information on shopper profile, develop shopper marketing program, and monitor shopper marketing program.

Competency Units	Performance Criteria
CU1. Collect Information on Customer Profile	Trainee will be able to: P1. Collect database of visiting customers P2. Identify customer needs for future activities
CU2. Develop Customer Marketing Programs	Trainee will be able to: P1. Collect input from relevant personnel for marketing program development P2. Use innovative ideas for customer attraction or shopper marketing programs P3. Establish outcomes of shopper marketing activities P4. Prepare shopper marketing activities for customers engagement
CU3. Monitor Customer Marketing Program	Trainee will be able to: P1. Prepare processes for collecting & reporting information on marketing program P2. Monitor marketing program results

Understanding and Knowledge:

The trainee must be able to demonstrate knowledge and understanding required to carry out tasks covered in this competency standard, which includes the knowledge of:

K1: Describe shopper profile

K2: Explain ways to develop shopper profiles

K3: Explain shopper marketing program and its purpose

K4: Describe tools and methods to develop shopper marketing programs

K5: Describe process and tools to monitor marketing program

Critical Evidence (s) required:

The trainee needs to produce following critical evidence (s) to be competent in this competency standard:

1. Collect information on shopper profile
2. Develop shopper marketing programs
3. Monitor shopper marketing programs



Tools & Equipment required:

The tools and equipment required for this competency standard are given below:

Sr. No	DESCRIPTION
1.	Computer
2.	Operating System
3.	Application Software
4.	Product manuals
5.	Internet
6.	Printer & Scanner



5. Create display for small Business

Overview:

This competency standard covers the skills and knowledge required to identify the requirements of display, develop display ideas, develop and implement display plan, maintain display.

Competency Units	Performance Criteria
CU1. Identify the requirements of the display	Trainee will be able to: P1. Identify target market for the display. P2. Identify products display. P3. Identify store requirements P4. Research displays related information. P5. Identify resources required to create the display. P6. Point out constraints or factors that impact creation of display.
CU2. Develop display ideas	Trainee will be able to: P1. Use creative thinking techniques for display ideas P2. Compare ideas against display requirements and store requirements. P3. Discuss display options with management. P4. Modify display ideas according to feedback.
CU3. Develop and implement display plan	Trainee will be able to: P1. Create display plan in detail according to develop ideas. P2. Arrange resources, materials and products to meet display plan requirements. P3. Set display as per display plan.
CU4. Maintain display	Trainee will be able to: P1. Ensure cleanness and tidiness of display. P2. Place products as per display plan. P3. Make changes or alterations to the display as required

Understanding and Knowledge:

The trainee must be able to demonstrate knowledge and understanding required to carry out tasks covered in this competency standard, which includes the knowledge of:

K1: Explain basic design principles including:

- a. color
- b. shape



- c. use of space
- d. flow of product

K2: Describe identification audience for the display and what the display needs to communicate

K3: Describe variety of display options

K4: Explain organizational requirements in terms of product display

K5: Explain creativity importance in developing ideas for display

K6: Describe ways to maintain display

Critical Evidence (s) required:

The trainee needs to produce following critical evidence (s) to be competent in this competency standard:

1. identify the requirements of display
2. develop display ideas
3. develop and implement display plan
4. maintain display

Tools & Equipment required:

The tools and equipment required for this competency standard are given below:

Sr. No	DESCRIPTION
1.	Computer
2.	Operating System
3.	Application Software
4.	Product manuals
5.	Internet
6.	Printer & Scanner



6. Buy store Merchandise

Overview:

This competency standard covers the skills and knowledge required to analyse market, plan product range, establish supplier relations, monitor quality control, introduce product range, maximize profit, and rationalize stock.

Competency Units	Performance Criteria
CU1. Analyse Market	Trainee will be able to: P1. Identify and analyse store marketing policies. P2. Monitor customer requirements in order to evaluate market trends and customer needs. P3. Research new products and services. P4. Identify opportunities to improve sales. P5. Identify demand for individual items and seasonal variations while monitoring merchandise range. P6. Monitor (know your competitor)
CU2. Plan product range	Trainee will be able to: P1. Prepare buying plan as per store policies and procedures. P2. Identify future directions for merchandise ranges as per store policies. P3. Liaise relevant staff to coordinate promotional and marketing activities. P4. Evaluate store/department sales figures and contribution rates of product lines. P5. Identify and act accordingly contribution improvement opportunities. P6. Evaluate store/department space requirements and brand product mix as per store policy. P7. Evaluate stock levels according to peak seasons, special events and supplier's lead time. P8. Evaluate and set stock range and sources of supply according to management, staff and customer feedback
CU3. Establish supplier relations	Trainee will be able to: P1. Develop cooperative relationships with supplier representatives as per store policy.



	P2. Prepare suppliers performance matrix. P3. Identify new suppliers and remove existing suppliers according to performance indicators.
CU4. Monitor quality control	Trainee will be able to: P1. Establish merchandise quality standards with suppliers according to legal requirements, customer requirements and store policy. P2. Monitor quality of merchandise during supply, manufacture and delivery processes. P3. Record stock return figures against target figure
CU5. Introduce product range	Trainee will be able to: P1. Communicate relevant staff about new product ranges and advised on preferred location of merchandise. P2. Ensure staff training on introduced new product range. P3. New ranges demonstrated/displayed to staff according to store merchandising plan.
CU6. Maximise profit	Trainee will be able to: P1. Calculate Individual product range contributions against budget/targets. P2. Prepare product range assessment checks against budget/targets. P3. Calculate overall selling space contributions as per store merchandising plan. P4. Negotiate with suppliers for maximizing profit. P5. Set store pricing policies according to store merchandising plan and consumer law.
CU7. Rationalise stock	Trainee will be able to: P1. Review stock range at regular intervals. P2. Identify stock lines to be phased out P3. Consolidate stock as required to maximize sales potential.

Understanding and Knowledge:

The trainee must be able to demonstrate knowledge and understanding required to carry out tasks covered in this competency standard, which includes the knowledge of:

- K1:** Explain store policies and procedures, in regard to:
- marketing



- b. buying
- c. profit margins
- d. quality control
- e. stock/inventory levels - current and future
- f. stock location/allocated areas
- g. staff product knowledge training

K2: Describe industry/store, including:

- a. market needs
- b. range of merchandise available
- c. market competition
- d. existing and possible new suppliers
- e. channels of distribution

K3: Explain relevant legislation and statutory requirements

K4: Describe relevant industry codes of practice

K5: Describe pricing procedures including (GST) requirements

K6:

Critical Evidence (s) required:

The trainee needs to produce following critical evidence (s) to be competent in this competency standard:

1. Analyze market
2. Plan product range,
3. Establish supplier relations,
4. Monitor quality control
5. Introduce product range,
6. Maximize profit,
7. Rationalize stock

Tools & Equipment required:

The tools and equipment required for this competency standard are given below:

Sr. No	DESCRIPTION
1.	Computer
2.	Operating System
3.	Application Software
4.	Product manuals
5.	Internet
6.	Printer & Scanner



7. Manage store categories

Overview:

This competency standard covers the skills and knowledge required to identify categories for stores, list and de-list category, plan store category layout evaluate category and facilitate vendors.

Competency Units	Performance Criteria
CU1. Identify categories for stores	Trainee will be able to: P1. Review store catchment area P2. Collate customers' feedback on product categories P3. Identify category assortment for stores P4. Perform category assortment for stores
CU2. List & de-list category	Trainee will be able to: P1. Identify non-performing products P2. Identify obsolete products P3. Remove non-performing & obsolete products P4. Add new products
CU3. Plan store category layout	Trainee will be able to: P1. Review category placement in store P2. Place category or products in store for sales improvement P3. Prepare store layout plan for promotion
CU4. Evaluate category performance	Trainee will be able to: P4. Identify slow moving products P5. Identify fast moving products P6. Prepare Category Profit/Loss Statement
CU5. Facilitate Vendors	Trainee will be able to: P1. Facilitate vendor for billing e payment queries issues P2. Facilitate vendor for logistics issue P3. Facilitate vendors for product display issues P4. Facilitate vendors for administrative issues

Understanding and Knowledge:

The trainee must be able to demonstrate knowledge and understanding required to carry out tasks covered in this competency standard, which includes the knowledge of:

K1: Describe ways to research for store product categories



- K2:** Explain product categories
K3: Describe strategies for store product categories
K4: Explain assortments for stores
K5: Describe store layout plan
K6: Explain store layout plan options
K7: Describe ways to evaluate category performance
K8: Explain slow moving and fast moving products

Critical Evidence (s) required:

The trainee needs to produce following critical evidence (s) to be competent in this competency standard:

1. identify categories for stores
2. list and de-list category
3. plan store category layout
4. evaluate category performance
5. facilitate vendors

Tools & Equipment required:

The tools and equipment required for this competency standard are given below:

Sr. No	DESCRIPTION
1.	Computer
2.	Operating System
3.	Application Software
4.	Product manuals
5.	Internet
6.	Printer & Scanner



8. Manage Outlet/Store Sales Performance

Overview:

This competency standard covers the skills and knowledge required to interpret information on sales goals and targets, prepare sales forecast, set salespersons' targets, maintain outlet/store sales performance, communicate sales performance to management and use control charts to monitor sales.

Competency Units	Performance Criteria
CU1. Interpret information on sales goals and targets	Trainee will be able to: P1. Identify sales communications and objective P2. Identify in store strategies for sales targets & goals
CU2. Prepare Sales Forecast	Trainee will be able to: P1. Gather past sales data P2. Gather past foot fall data P3. Prepare list of upcoming seasons & occasions P4. Make Sales Forecast according to past sales, customer footfall, and upcoming seasons & occasion
CU3. Set Salespersons' targets	Trainee will be able to: P1. Identify individual sales potential of staff P2. Communicate sales targets in units and amount P3. Communicate incentives on sales targets
CU4. Maintain outlet/store sales performance	Trainee will be able to: P1. Develop and implement weekly/monthly sales plans for achieving sales targets P2. Use liquidation strategies for slow movers P3. Monitor salesperson performances & their sales targets P4. Prepare Sections' Sales report
CU5. Communicate sales performance to management	Trainee will be able to: P1. Present sales performance to management P2. Present suggestions for sales improvement of store to management P3. Present key areas to improve for better results



CU6. Use control charts to monitor sales	Trainee will be able to: P1. Use Histogram for monitoring sales P2. Use Pie Chart for monitoring sales P3. Use upper control & lower control chart for monitoring sales P4. Use X bar chart for monitoring sales
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Understanding and Knowledge:

The trainee must be able to demonstrate knowledge and understanding required to carry out tasks covered in this competency standard, which includes the knowledge of:

- K1:** Explain sales strategies
- K2:** Explain sales target & goal
- K3:** Describe sales forecast
- K4:** Describe methods of sales forecast
- K5:** Explain setting of individual sales target
- K6:** Explain importance of setting individual target
- K7:** Describe strategies to maintain store performance
- K8:** Explain store performance factors
- K9:** Describe presentation of performance and its importance
- K10:** Explain ways to present performance
- K11:** Describe control charts & their usage

Critical Evidence (s) required:

The trainee needs to produce following critical evidence (s) to be competent in this competency standard:

1. Prepare Sales Forecast
2. Set Individual's sales target
3. Prepare monthly/weekly sales plan

Tools & Equipment required:

The tools and equipment required for this competency standard are given below:

Sr. No	DESCRIPTION
1.	Computer
2.	Operating System
3.	Application Software
4.	Product manuals
5.	Internet
6.	Printer & Scanner



9. Manage Business partners relationship

Overview: This competency standard covers the skills and knowledge required to coordinate with partners, maintain business partnership and provide feedback on quality and effectiveness of partnership.

Competency Units	Performance Criteria
CU1. Coordinate with Business Partners	Trainee will be able to: P1. Communicate business partner about their supplies issues P2. Communicate business partner about upcoming shopper marketing program P3. Communicate partner about customer feedback on their products
CU2. Maintain business Partnership	Trainee will be able to: P1. Conduct meetings with business partners for relationship growth P2. Set Clear Expectations P3. Communicate mutual benefits to partners P4. Prepare mutual plans for growths
CU3. Provide Feedback on quality & Effectiveness of Partnership	Trainee will be able to: P1. Communicate area of improvement to partner P2. Highlight weak areas of partner performance P3. Seek resolutions of partner lacking from partner

Understanding and Knowledge:

The trainee must be able to demonstrate knowledge and understanding required to carry out tasks covered in this competency standard, which includes the knowledge of:

- K1:** Explain communication medium to partners
- K2:** Explain communication strategy with partners
- K3:** Describe ways to maintain business partnership
- K4:** Explain importance of feedback quality and effectiveness of partnership

Critical Evidence (s) required:

The trainee needs to produce following critical evidence (s) to be competent in this competency standard:

1. Coordinate with partners
2. Maintain business partnership
3. Provide feedback on quality and effectiveness of partnership.



Tools & Equipment required:

The tools and equipment required for this competency standard are given below:

Sr. No	DESCRIPTION
1.	Computer
2.	Operating System
3.	Application Software
4.	Product manuals
5.	Internet
6.	Printer & Scanner



10. Develop Business Opportunities

Overview:

This competency standard covers the skills and knowledge required to research business opportunities or market trend, prepare analysis report on new market trend and segments, develop business continuity plans, & facilitate management in development of organisation strategies.

Competency Units	Performance Criteria
CU1. Research business opportunities or market trend	Trainee will be able to: P3. Identify competitors pricing, promotions, and loyalty programs. P4. Gather information from industry's newsletters. P5. Identify future events & new launches.
CU2. Prepare Analysis report on new market trend and segments	Trainee will be able to: P5. Prepare market analysis report. P6. Prepare market trend report. P7. Prepare market comparison report
CU3. Develop business continuity plans	Trainee will be able to: P5. Identify business strength & weakness P6. Identify market opportunities and threads P7. Perform PEST analysis P8. Prepare business continuity plan
CU4. Facilitate management in the development of organisation strategies	Trainee will be able to: P1. Communicate PEST & SWOT findings P2. Provide suggestions for organizational strategies

Understanding and Knowledge:

The trainee must be able to demonstrate knowledge and understanding required to carry out tasks covered in this competency standard, which includes the knowledge of:

- K1:** Explain research new opportunities for business
- K2:** Describe factors to search on for new business opportunities
- K3:** Describe competitive analysis of market
- K4:** Describe market analysis report & its purpose
- K5:** Describe market trend report & its purpose
- K6:** Explain PEST analysis
- K7:** Describe business continuity plan
- K8:** Explain SWOT analysis



Critical Evidence (s) required:

The trainee needs to produce following critical evidence (s) to be competent in this competency standard:

1. Research on market trend
2. Prepare market trend report
3. Prepare market analysis report
4. Perform SWOT analysis
5. Perform PEST analysis

Tools & Equipment required:

The tools and equipment required for this competency standard are given below:

Sr. No	DESCRIPTION
1.	Computer
2.	Operating System
3.	Application Software
4.	Product manuals
5.	Internet
6.	Printer & Scanner



11. Manage Finance

Overview:

This competency standard covers the skills and knowledge required to prepare ledger accounts, prepare income statement, prepare balance sheet, and prepare cashflows statement.

Competency Units		Performance Criteria
CU1. Prepare Accounts	Ledger	Trainee will be able to: P1. Prepare Expenses T accounts P2. Prepare Sales T accounts P3. Prepare Accounts Receivable T accounts P4. Prepare Accounts Payable T accounts P5. Prepare others T accounts
CU2. Prepare Statement	Income	Trainee will be able to: P1. Identify income statement account heads P2. Record Total Sales in income statement P3. Record Total Expenses in income statement P4. Record Taxes in income statement P5. Perform calculations for income statement
CU3. Prepare Balance Sheet		Trainee will be able to: P1. Identify balance sheet account heads P2. Record assets in balance sheet P3. Record liabilities in balance sheet P4. Record capital in balance sheet P5. Perform calculations for balance sheet P6. Balance both side of balance sheet.
CU4. Prepare statement	Cashflows	Trainee will be able to: P1. Identify inflows P2. Identify outflows P3. Record inflows P4. Record outflows P5. Prepare cash flows statement

Understanding and Knowledge:

The trainee must be able to demonstrate knowledge and understanding required to carry out tasks covered in this competency standard, which includes the knowledge of:

K1:Describe general journal



- K2:** Explain rules of general journal entries
K3: Describe cash book
K4: Explain cashbook entries, procedures and rules
K5: Describe T accounts
K6: Explain procedure, and rules of T accounts
K7: Describe Income statements
K8: Explain procedure and rules of income statement
K9: Describe Balance Sheet
K10: Explain procedure and rules of balance sheet

Critical Evidence (s) required:

The trainee needs to produce following critical evidence (s) to be competent in this competency standard:

1. Prepare general journal
2. Prepare cashbook
3. Prepare ledger accounts
4. Prepare income statement
5. Prepare balance sheets

Tools & Equipment required:

The tools and equipment required for this competency standard are given below:

Sr. No	DESCRIPTION
1.	Computer
2.	Operating System
3.	Application Software
4.	Product manuals
5.	Internet
6.	Printer & Scanner



12. Plan & Organize Work

Overview:

This competency standard covers the skills and knowledge required to set objectives and plan work activities, plan and schedule work activities, implement work plans, monitor work activities, and review and evaluate work plans and activities.

Competency Units	Performance Criteria
CU1. Set objectives and plan work activities	Trainee will be able to: P1. Identify work objectives P2. Determine work activities P3. Establish work activity priorities P4. Identify own and team responsibilities P5. Develop feedback mechanisms, key dates and performance indicators for monitoring and evaluation purposes P6. Allocate resource implications of the work activities
CU2. Plan and schedule work activities	Trainee will be able to: P1. Schedule of work activities is coordinated with personnel concerned. P2. Conduct work within established workplace policies and the business goals of the workplace. P3. Schedule work tasks.
CU3. Implement work plans	Trainee will be able to: P1. Identify Work methods and practices in consultation with personnel concerned. P2. Implement Work plans in accordance with set time frames, resources and standards.
CU4. Monitor work activities	Trainee will be able to: P1. Monitor & Compare work activities are monitored with set objectives. P2. Monitor work performance. P3. Report deviations from work activities and recommend with appropriate personnel and in accordance with set standards. P4. Compile reporting requirements with in accordance with recommended format.



	P5. Prepare & maintain files in accordance with standard operating procedures.
CU5. Review and evaluate work plans and activities	Trainee will be able to: P1. Review work plans, strategies and implementation based on relevant and current information. P2. Review is based on comprehensive consultation with appropriate personnel on outcomes of work plans and reliable feedback. P3. Identify & Develop ways to improve competence within available opportunities accordingly to feedback. P4. Conduct performance appraisal in accordance with organization rules and regulations. P5. Prepare performance appraisal report as per organization requirements. P6. Prepare recommendations and presented to appropriate personnel/authorities. P7. Prepare & Implement feedback mechanisms in line with organization policies.

Understanding and Knowledge:

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. Therefore he/she must be able to:

- K1.** Define communication skills: sharing information, listening and understanding, negotiation, facilitation and team collaboration
- K2.** Define conducting team meetings, coordinating, leading, motivation skills
- K3.** Explain organization's strategic plan, policies rules and regulations, laws and objectives for work unit activities and priorities
- K4.** Explain organizations policies, strategic plans, guidelines related to the role of the work unit
- K5.** Explain organizing, planning and presentation skills
- K6.** Explain team work and consultation strategies

Critical Evidence (s) required:

The candidate needs to produce following critical evidence(s) in order to be competent in this competency standard:



1. Implemented work plans;
2. Monitored work activities;
3. Planned and scheduled work activities;
4. Reviewed and evaluated work plans and activities; and
5. Set objectives

Tools & Equipment required:

Sr. no.	Tools & Equipment
1.	Computer
2.	Multimedia
3.	Printer
4.	Internet



13. Deliver Operational Excellence

Overview:

This competency standard covers the skills and knowledge required to identify near loss & lost items, align business partners for floor upgradation, maintain store ambiance, develop store operation's strategy & plan, monitor operations of roadshows, promotions & events, carryout continuous improvement activities and monitor sales conversation ratio.

Competency Units	Performance Criteria
CU1. Identify Near Loss & Lost Items	Trainee will be able to: P1. Identify lost items of store P2. Identify pilferage of store P3. Prepare list of Near Loss & Lost Items of stores P4. Off Shelf Expired Products from Shelves P5. Prepare promotion or Mark down for near expiring products/Out dated Products P6. Dispose Expired products as per SOP
CU2. Align Business Partners for floor upgradation	Trainee will be able to: P1. Identify areas of improvement in store P2. Communicate suggestions for store improvement to management P3. Facilitate business partner & management for floor upgradation. P4. Execute upgradation in store
CU3. Maintain Store Ambiance	Trainee will be able to: P1. Maintain shelves cleanliness of store P2. Maintain fixtures of stores P3. Maintain store environment
CU4. Develop Store Operation's Strategy & plan	Trainee will be able to: P1. Identify stores' peak & off-peak times/hours P2. Identify potential products (fast moving & slow moving) of store P3. Identify potential promotion for store



	P4. Prepare store operation plan
CU5. Monitor Operations of promotions & events	Trainee will be able to: P1. Execute promotions as per given instruction P2. Maintain promotions execution P3. Monitor promotions execution
CU6. Carryout Continuous Improvement activities	Trainee will be able to: P1. Identify areas of improvement in store P2. Conduct review meeting P3. Prepare action plan for store improvement implementation P4. Implement quality management tools in store
CU7. Monitor sales conversion ratio	Trainee will be able to: P1. Calculate store foot fall P2. Identify stores' performing promotions P3. Calculate sale lost P4. Review product placement in store

Understanding and Knowledge:

The trainee must be able to demonstrate knowledge and understanding required to carry out tasks covered in this competency standard, which includes the knowledge of:

- K1:** Explain near loss & lost items
- K2:** Describe shelves life of products
- K3:** Explain difference b/w best before and expiry dates
- K4:** Explain pilferage & its causes.
- K5:** Describe ascetics of store ambiance
- K6:** Explain store facilities and areas of improvement in it
- K7:** Describe peak and off peak hours
- K8:** Describe fast moving and slow moving products
- K9:** Explain store operation plan
- K10:** Explain store promotions & its importance
- K11:** Explain roadshows & its importance
- K12:** Describe continuous improvement techniques and activities
- K13:** Explain sales conversion ratio
- K14:** Describe store foot fall
- K15:** Explain sales lost
- K16:** Describe product placement and its importance for store

Critical Evidence (s) required:

The trainee needs to produce following critical evidence (s) to be competent in this competency standard:

1. Identify near loss and lost items



2. Maintain store ambiance
3. Develop store operation plan
4. Execute promotion in stores
5. Monitor sales conversion ratio

Tools & Equipment required:

The tools and equipment required for this competency standard are given below:

Sr. No	DESCRIPTION
1.	Computer
2.	Operating System
3.	Application Software
4.	Product manuals
5.	Internet
6.	Printer & Scanner



14. Implement Green Skills at Workplace

Overview:

This competency standard covers the skills and knowledge required to reduce energy losses. After this competency standard, the trainee will be able to develop knowledge and competence in an efficient way for resource and power management and shifting Towards Green IoT.

Unit of Competency	Performance Criteria
CU1. Use Power management techniques	Trainee will be able to: P1. Use both sides of the paper for printing P2. Reduce the brightness of the screen, saving the battery which in turn helps in saving the power, and most importantly turning off the device when not in use. P3. The use of LED and LCD monitors in place of CRTs P4. Select the blend of group policies, Windows in-built sleep function and various other third-party software systems such as Tivoli systems, BigFix and EZ GPO can help in power management
CU2. Use efficient Resource Management	Trainee will be able to: P1. Turn off the computer when not using P2. Switch off the External Devices when not needed P3. Facilitate energy management P4. Use Devices which consume low energy P5. Use handheld equipment rather than PCs for basic tasks
CU3. Shift Towards Green IoT	Trainee will be able to: P1. Minimize the power consumption by technologies and other electronic devices P2. Enable the designing, analysis, and synthesis of green IOT computers, servers, and other related devices P3. Recycle old gadgets and unused electronic devices

Knowledge and Understanding

The candidate must be able to demonstrate underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes the knowledge of:

- Define the term IR 4.0



- Define the term IoT
- Describe the importance of green energy with respect to global warming
- Enlist any four appliances used in household for green energy
- Enlist any four techniques used for energy saving in industry

Critical Evidence(s) Required

The candidate needs to produce following critical evidence(s) in order to be competent in this competency standard:

- ✓ Use Power management techniques
- ✓ Use efficient Resource Management
- ✓ Shift Towards Green IoT

Tools & Equipment required:

The tools and equipment required for this competency standard are given below:

Sr. No	DESCRIPTION
1.	Amperemeter
2.	Sensors (IR, temperature, pressure etc.)
3.	Solar Panel
4.	UPS
5.	Battery
6.	Energy meter



COMPLETE LIST OF TOOLS & EQUIPMENT

Sr. #	Description	Specifications	Quantity
1.	First AID Box	Standard	2
2.	Fire Extinguisher Cylinder	Co2- 5 Kg	5
3.	Fire Blanket	Standard	2
4.	Fire Bucket	Standard	2
5.	Safety Gloves	Standard	5
6.	Safety Goggles	White	5
7.	Safety Shoes	Standard	5
8.	Safety Belt	Standard	5

List of Personal Protective Equipment

List of Tools & Equipment

Sr. No	Description	Quantity
1.	Computer	26
2.	Printer & Scanner	1
3.	POS system	5
4.	Credit card machine	1
5.	Bar code	5
6.	RFID remover	5
7.	UPS	5
8.	RIFD Scanner	2
9.	White Board	1
10.	Amperemeter	5
11.	Sensors (IR, temperature, pressure etc.)	5
12.	Solar Panel	1
13.	UPS	1
14.	Battery	2
15.	Energy meter	5

List of Stationary

Sr. #	Description
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1.	Handbooks / Registers
2.	Pencils/ pens
3.	Rubbers
4.	Sharpeners
5.	Paper Cutter
6.	Seizers
7.	Colors
8.	White charts
9.	Brown sheets
10.	White board markers
11.	Permanent markers
12.	File cover and files
13.	Tag cards
14.	Small Knife and blades
15.	Board duster

