

Curriculum

for

“Retail Operations Management”

(Assistant Operational Manager)

Level-4



National Vocational & Technical
Training Commission

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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, hyperstore market and wholesale centers has become a pleasant family outing

Definition/ Description of the training programme for Retail Operations Management (Assistant Operational Manager)

There is an increasing demand of the Assistant Operational Manager in trading. If an individual is planning to pursue a career in Retail Operations Management, this program will be helpful in targeting various industries etc.

Purpose of the training programme

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

Overall objectives of training programme

After completion of vocational training the graduates of the training program will have a good balance of knowledge, skills, attitude and work experiences, which are the essential elements of employability.

This course shall be facilitating the trainees to:

- Enhance their knowledge and skills to understand various aspects of the retail operations management.
- Comprehend core values essential to work effectively perform bookkeeping Carryout Administrative Activates, Maintain Store Safety, Maintain Store Security, Monitor in store display,
- To work as retail operations manager

Competencies to be gained after completion of course

Other than understanding retail sector functions, following competency will be gained after completion of the course:

- Understand process of Carrying out Administrative Activates
- Able to Maintain Store Safety
- Able to Maintain Store Security
- Understand process of monitoring in store display
- Understand process of performing bookkeeping

Possible available job opportunities available immediately and later in the future

Trainee can work as the following, after completing this course:

- Assistant Operational Manager
- Assistant Floor In charge
- Assistant Floor Manager
- Assistant Accounts Manager
- Assistant Store Manager

Trainee entry level

Title	Entry requirements
National Vocational Certificate level 4, in Retail Operations Management (Assistant Operational Manager)	National Vocational Certificate level 3 in Retail Operations Management (Sales Officer-Retail)

Minimum qualification of trainer

Trainer must possess a bachelor's degree and have working experience of minimum 3 years or a diploma along 5 years' experience in the field of retail operations management.

Recommended trainer: trainee ratio

The recommended ratio of Trainer: Trainee should be 1: 25

Medium of instruction i.e., language of instruction

Medium of instruction is English and Urdu

Duration of the course (Total time, Theory & Practical time)

This curriculum comprises 10 modules. The recommended delivery time is 1200hours.

Delivery of the course could therefore be full time, 5 days a week. Training providers are at liberty to develop other models of delivery, including part-time and evening delivery.

Module	Theory hours	Workplace hours	Total hours	Credit hours
Module 1: Deliver Services Excellence	18	72	90	9
Module 2: Manage Inventory Control	18	72	90	9
Module 3: Carryout Administrative Activates	18	72	90	9
Module 4: Maintain Store Safety	24	96	120	12
Module 5: Maintain Store Security	24	96	120	12
Module 6: Monitor in store display	20	80	100	10
Module7: Develop Professionalism	60	240	300	30
Module 8: Perform Bookkeeping	18	72	90	9
Module 9: Develop Entrepreneurial Skills	20	80	100	10
Module10: Identify and communicate trends in career development	20	80	100	10
Total	240	960	1200	120

Summary – overview of the curriculum for level 4

Module Title and Aim	Learning Units	Theory Days/hours	Workplace Days/hours	Timeframe of modules
Module 1: Deliver Services Excellence Aim: The aim of this module is to develop advanced knowledge, skills and understanding to deliver services excellence	LU1: Manage service quality & customer satisfaction LU2: Manage in store service performance LU3: Develop service operation LU4: Manage customer loyalty program LU5: Manage customer services at customer touch points	18	72	90
Module 2: Carryout Administrative Activities Aim: The aim of this module is to develop advanced knowledge, skills and understanding to carryout administrative activities	LU1: Maintain Housekeeping standards LU2: Maintain store facilities LU3: Coordinate with contractors LU4: Manage Utilities LU5: Comply with govt. rules & regulations LU6: Manage External affairs	18	72	90
Module 3: Maintain Store Safety Aim: The aim of this module is to develop advanced knowledge, skills and understanding to maintain store safety	LU1: Inform team members LU2: Involve team member LU3: Monitor and maintain a safe working environment LU4: Implement emergency procedures LU5: Maintain occupational health and safety records	24	96	120

Module Title and Aim	Learning Units	Theory Days/hours	Workplace Days/hours	Timeframe of modules
Module 4: Maintain Store Security Aim: The aim of this module is to develop advanced knowledge, skills and understanding to maintain store security	LU1: Apply routine store security LU2: Minimize theft LU3: Monitor and Maintain store security	24	96	120
Module 5: Monitor in-store display Aim: The aim of this module is to develop advanced knowledge, skills and understanding to monitor in-store display	LU1: Interpret visual merchandising plan LU2: Monitor display requirements LU3: Maintain displays to organization requirements and plan LU4: Contribute to the visual merchandising standards of the organisation	20	80	100
Module 6: Develop Professionalism Aim: The aim of this module is to develop advanced knowledge, skills and understanding to develop professionalism	LU1: Create a Personal vision/mission LU2: Manage your Attitude LU3: Manage time LU4: Manage your Professional Development LU5: Participate in Trainings and performance review	60	240	300

Module Title and Aim	Learning Units	Theory Days/hours	Workplace Days/hours	Timeframe of modules
Module 7: Manage Inventory Control Aim: The aim of this module is to develop advanced knowledge, skills and understanding to manage inventory control	LU1: Monitor Shrinkage LU2: Perform stock taking	24	96	90
Module 8: Perform Book Keeping Aim: The aim of this module is to develop advanced knowledge, skills and understanding to perform book keeping	LU1: Prepare General Journal LU2: Prepare Cashbook	24	96	90
Module 9: Develop Entrepreneurial Skills Aim: The aim of this module is to develop advanced knowledge, skills and understanding to develop Entrepreneurial Skills	LU1: Develop Business Plan LU2: Develop a Marketing Plan LU3: Develop Basic Business Communication Skills	20	80	100

Module Title and Aim	Learning Units	Theory Days/hours	Workplace Days/hours	Timeframe of modules
Module 10: Identify and Communicate Trends in Career Development Aim: The aim of this module is to develop advanced knowledge, skills and understanding to Identify and Communicate Trends in Career Development	LU1: Research and explore career trends LU2: Assess and confirm ongoing career development LU3: Maintain quality of career development services and professional practice	20	80	100

1. Deliver Services Excellence

Objective of the module: This competency standard covers the skills and knowledge required to manage services quality & customer satisfaction, manage in store services performance, develop services operation, manage customer loyalty program & manage customer services at customer touch points

Duration: 90 Hours **Theory:** 18Hours **Practical:** 72 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Manage service quality & customer satisfaction	The trainee will be able to: 1. Allocate resource for customer service in line with store policy. 2. Monitor customer complaints which have been referred by staff, resolved according to store policy. 3. Collect feedback from customers to improve future service operations 4. Project positive & professional image	• Explain customer services • Explain service quality in retail sector • Explain types of services quality in retails sector • Explain types of resources required for client services • Explain content of store policy for service quality • Explain ways to follow up customer complains • Explain ways to monitor customer complains • Explain ways to collect feedback from customer for future service operations • Explain importance feedback for improvement.	Total 18 Hours Theory: 3 Hours Practical: 15 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
LU2: Manage in store service performance	The trainee will be able to:	• Explain services delivery in retail	Total 18 Hours	Multimedia Videos	Class room

	1. Implement, communicate & review policies and procedures for service delivery in store on regular basis. 2. Communicate service targets/plans to staff. 3. Monitor service targets/plans to ensure that customer satisfaction. 4. Provide Feedback to staff on service operations performances 5. Optimize workforce for service excellence 6. Implement corrective measures to minimise factors which may disrupt operations. 7. Respond to services challenges	• Explain importance of implementation and communication of service delivery targets • Explain service delivery plans • Explain service delivery targets • Explain techniques to monitor service delivery plans • Explain ways to optimize workforce for service excellence • Explain factors that disrupt operation • Describe measure to minimize disruption in operation. • Explain service challenges in retail operations • Describe response to services challenges. • Describe Extra mile services	Theory: 3 Hours Practical: 15 Hours	Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	
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	8. Provide extra mile services				
LU3: Develop service operation	The trainee will be able to: 1. Prepare service operation framework 2. Prepare a service recovery framework 3. Engage in service innovation initiatives	• Explain service operation framework • Explain designs of service operation framework • Explain purpose & importance of service operation framework • Explain engage in service innovation	Total 16 Hours Theory: 4 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
LU4: Manage customer loyalty program	The trainee will be able to: 1. Identify type of loyalty program for stores 2. Develop loyalty program for stores 3. Implement loyalty program in store 4. Monitor loyalty program in store	• Describe customer loyalty • Explain types of loyalty programs for stores • Explain pros & cons of different type of loyalty program • Explain methods of developing loyalty program • Explain importance and uses of loyalty programs • Explains ways to implement loyalty program	Total 19 Hours Theory: 4 Hours Practical: 15 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook	Class room

	5. Implement improvements in loyalty program			Pen pencil	
LU5: Manage customer services at customer touch points	The trainee will be able to: 1. Identify customer touch points in store 2. Establish relationships for customer confidence over multiple customer touch points 3. Implement operations for service excellence over multiple customer touch points 4. Deliver customer service over multiple communication platforms	• Describe customer touch points • Explain importance of identification of customer touch points • Explain customer relationship building • Explain techniques to develop customer relationship at touch points • Explain ways to gain customer confidence • Describe importance of customer confidence	Total 19 Hours Theory: 4 Hours Practical: 15 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room

2. Manage Inventory Control

Objective of the module: This competency standard covers the skills and knowledge required to monitor shrinkage, & perform stocking taking.

Duration: 90 Hours **Theory:** 18 Hours **Practical:** 72 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Monitor Shrinkage	The trainee will be able to: 1. Identify the damaged/near expiry/expired items/theft 2. Prepare shrinkage report as per store policies 3. Communicate shrinkage to management as per store policies 4. Return the damaged items to relevant supplier/vendor	• Explain identifying process of damaged/near expiry/expired items/theft • Describe prepare techniques of shrinkage report as per store policies • Explain communicate methods of shrinkage to management as per store policies • Describe returning process of the damaged items to relevant supplier/vendor	Total 45 Hours Theory: 9 Hours Practical: 36 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
LU2: Perform stock taking	The trainee will be able to: 1. Verify the physical and system stock as per store policies	• Describe verifying process of physical and system stock as per store policies • Explain methods of prepare in stock report as per store policies	Total 45 Hours Theory: 9	Multimedia Videos Handouts	Class room

	2. Prepare stock report as per store policies 3. Record stock discrepancies store policies 4. Submit report to the management 5. Keep the record reports 6. Stock performance monitored and fast/slow selling items identified and reported according to store policy.	• Describe record techniques of stock discrepancies as per store policies • Explain methods of report stock discrepancies as per store policies • Explain process of submitting report to the management • Explain reports recording methods and its importance • Describe stock performance monitoring and fast/slow selling items identification and reporting according to store policy	Hours Practical: 36 Hours	Learner's guide White board Board markers Computer Duster Notebook Pen pencil	
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3. Carryout Administrative Activities

Objective of the module: This competency standard covers the skills and knowledge required to maintain housekeeping standards, maintain store facilities, coordinate with contractors, manage utilities, comply with govt. rules and regulations and manage external affairs.

Duration: 90 Hours **Theory:** 18 Hours **Practical:** 72 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Maintain Housekeeping standards	The trainee will be able to: 1.Create housekeeping plan for store 2.Execute housekeeping plan for store 3.Monitor housekeeping activities in store	• Explain housekeeping • Describe housekeeping activities • Explain housekeeping plan • Explain housekeeping plan format • Explain method of ensuring housekeeping	Total 15 Hours Theory: 3 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
LU2: Maintain store facilities	The trainee will be able to: 1. Identify issues in store facilities 2. Perform remedial actions for removal of	• Explain facilities in stores • Describe facilities issues can come in stores • Explain process of resolution of store facilities issue • Describe remedial actions of stores' facility issues • Explain ways to report store facilities issue	Total 15 Hours Theory: 3 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers	Class room

	issues in store facilities 3. Ensure store facilities as per store policy 4. Report out of order store facilities 5. Ensure reported out of order facility/replaced as per standard 6. Maintain store facilities record 7. Prepare contingency plan for event of maintenance problem	• Explain contingency plans & its purposes • Explain contingency plans for store facility maintenance. • Describe benefit of contingency plans		Computer Duster Notebook Pen pencil	
LU3: Coordinate with contractors	The trainee will be able to: 1. Communicate issues to contractor as per store policy 2. Resolve issues with contractors 3. Follow up with contractors	• Describe ways to discover to communicate with • Explain ways to resolve issues to contractor	Total 12 Hours Theory:3 Hours Practical: 9 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
LU4: Manage Utilities	The trainee will be able to:	• Explain importance of electricity load management	Total 18 Hours	Multimedia Videos	Class room

	1. Perform electricity load management of store 2. Ensure store's utilities bills paid 3. Ensure store's utilities are up & running 4. Launch utilities complains to respective utility provider 5. Follow up launched complain	• Describe techniques of electricity load management • Explain store utility management • Describe utility complain management	Theory: 3 Hours Practical: 15 Hours	Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	
LU5: Comply with govt. rules & regulations	The trainee will be able to: 1. Identify govt. rules & regulations for stores 2. Follow identified govt. rules & regulations for store 3. Ensure availability of required document in store	• Explain laws, rules & regulations of Pakistan related to retail • Explain documents need to maintain under law of Pakistan	Total 15 Hours Theory: 3 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
LU6: Manage External affairs	The trainee will be able to: 1. Identify unusual situation in case of any mishap	• Explain external affairs can be faced in retails stores • Explain techniques to handle external affaris • Explain incident report • Explain incident report format	Total 15 Hours Theory: 3 Hours	Multimedia Videos Handouts Learner's guide White board	Class room

	2. Consult with management about the situation 3. Handle situation as per store policies 4. Make incident report		Practical: 12Hours	Board markers Computer Duster Notebook Pen pencil	
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4. Maintain Store Safety

Objective of the module: This competency standard covers the skills and knowledge required to inform team members, involve team member, monitor and maintain a safe work environment, implement emergency procedure, and maintain occupational health and safety record.

Duration: 120Hours **Theory:** 24 Hours **Practical:** 96 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Inform team members	The trainee will be able to: 1.Communicate Store policies and procedures in regard to occupational health and safety and emergency procedures to team members. 2.Provide Store's emergency procedures to team members. 3.Provide information on identified hazards and risk control procedures regularly to team members.	• Explain Store policies for occupational health & safety. • Explain emergency procedures • Explain ways to methods of communication with staff members for store safety • Explain types of emergencies procedures • Explain hazards items • Explain risk control procedures • Explain ways to develop risk control procedures • Explain ways to develop emergency procedures	Total 20 Hours Theory: 5 Hours Practical:15 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
LU2: Involve team member	The trainee will be able to: 1. Provide opportunities and processes for team members to consult and contribute on occupational health and safety issues	• Explain ways to contribute in stores safety policies • Describe techniques to motivate team members to involve in store safety policy improvement	Total 20 Hours Theory: 5 Hours Practical: 15 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen	Class room

	according to store policy. 2. Solve issues are raised according to store policy. 3. Communicate outcomes of issues raised on occupational health and safety matters to team members			pencil	
LU3: Monitor and maintain a safe working environment	The trainee will be able to: 1. Implement store policies and procedures with regard to identification, prevention and reporting of potential hazards. 2. Deal with hazardous events according to store policies. 3. Investigate unsafe or hazardous events to identify cause and inadequacies in risk control measures 4. Identify allocation for risk control measures and reported as per store policy. 5. Implement risk control measures to prevent re-occurrence and minimize risks of unsafe and	• Explain monitoring store safe environment • Explain techniques of monitoring store safe environment • Explain maintaining store safe environment • Explain techniques of maintaining store safe environment • Explain reporting methods of identification, prevention hazards • Describe reporting of potential hazards • Explain process to handle hazardous events • Explain procedures of investigating unsafe, hazardous event.	Total 16 Hours Theory: 6 Hours Practical: 21 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room

	hazardous events and monitored according to store policy.. 6. Handle hazardous goods as per store policy. 7. Maintain equipment as per occupational health and safety regulations & polices.				
LU4: Implement emergency procedures	The trainee will be able to: 1. Implement store emergency policies and procedures in the event of an emergency. 2. Report event and its causes to management	• Explain store emergency procedures • Explain store emergency policies • Explain types of response in emergency situations • Explain ways to report emergency event.	Total 32 Hours Theory: 4 Hours Practical: 27 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
LU5: Maintain occupational health and safety records	The trainee will be able to: 1. Record occupational injury and disease as per store policy. 2. Use records to identify hazards and monitor risk control procedures as per store policy.	• Explain recoding of occupational injuries • Explain ways to use record for occupational health & safety monitoring	Total 22 Hours Theory: 4 Hours Practical: 18 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room

5. Maintain Store Security

Objective of the module: This competency standard covers the skills and knowledge required to apply routine store security, minimize theft, monitor and maintain store security.

Duration: 120 Hours **Theory:** 24 Hours **Practical:** 96 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Apply routine store security	The trainee will be able to: 1. Apply store security systems and procedures as per store policy. 2. Handle and secure cash as per store policy. 3. Monitor suspect behaviour by customers and deal it as per store policy. 4. Deal internal and external theft as per store policy. 5. Store products and equipment in a secure manner.	• Explain store security systems • Explain procedures of store security systems • Explain procedures and steps to secure cash handling. • Explain ways to monitor suspect behaviour of customers • Explain techniques to deal with suspected customers • Explain techniques of dealing internal and external theft	Total 36 Hours Theory: 6 Hours Practical: 30 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room

LU2: Minimize theft	The trainee will be able to: 1. Perform appropriate action to minimise theft by applying store procedures. 2. Match merchandise to correct price tags. 3. Maintain surveillance of merchandise as per store policy. 4. Check suspected customer as per store policy. 5. Maintain security of cash, cash register and keys as per store policy. 6. Maintain security of stock, cash and equipment in regard to customers, staff and outside contractors as per store policy.	• Explain procedures to minimize theft • Explain techniques to minimize theft • Explain process of creating surveillance system for store • Explain techniques of maintaining security of cash & cash register • Explain ways to deal with suspected, potential thief • Explain ways to deal with thief	Total 39 Hours Theory: 9 Hours Practical: 30 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
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	7. Deal with suspected or potential thieves as per store policy and procedures.				
LU3: Monitor and Maintain store security	The trainee will be able to: 1. Ensure store policies and procedures implemented to maintain store security. 2. Monitor & review store security procedures. 3. Execute procedures to minimize theft of easily stolen merchandise. 4. Communicate team members and staff about store security policies and procedures. 5. Provide trainings to staff for facilitation in detection of theft. 6. Report matter in connection to store security as per store policy.	• Explain monitoring techniques to ensure store safety • Explain reviewing store security procedures importance • Explain execution procedures to minimize theft of easily stolen products • Explain kinds of training to staff for store security	Total 45 Hours Theory: 9 Hours Practical: 36 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room

6. Monitor in-store display

Objective of the module: This competency standard covers the skills and knowledge required to interpret visual merchandising plan, monitor display requirements, maintain displays to organisation requirements and plan, and contribute to the visual merchandising standards of organization.

Duration: 100Hours **Theory:** 20 Hours **Practical:** 80 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Interpret visual merchandising plan	The trainee will be able to: 1. Identify design requirements of visual merchandising plan 2. Arrange resources required to implement visual merchandising plan. 3. Identify factors that may impact on visual merchandising plan. 4. Apply organisation's visual merchandising standards to visual merchandising plan.	• Explain requirement for design • Describe identifying design requirements of visual merchandising plan • Explain resources required to implement visual merchandising plan. • Explain factors affect visual merchandising. • Define identifying factors that may impact on visual merchandising plan. • Explain visual merchandising standards	Total 41 Hours Theory: 5 Hours Practical: 36 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
LU2: Monitor display requirements	The trainee will be able to: 1. Display is regularly monitored to ensure it	• Explain importance of regularly monitoring of display to ensure it	Total 26 Hours	Multimedia Videos	Class room

	meets the requirements of the visual merchandising plan. - Identify damage or changes to the display. - In action is taken to rectify any changes to the display.	meets the requirements of the visual merchandising plan. - Explain causes of damage or changes to the display. - Explain ways to identify changes in display with respect to visual merchandising - Describe actions to be taken to rectify any changes to the display.	Theory: 5 Hours Practical: 21 Hours	Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	
LU3: Maintain displays to organization requirements and plan	The trainee will be able to: - Maintain displays cleanliness and tidiness. - Make changes to displays so it adheres to the visual merchandising plan. - Maintain visual merchandising as per store requirement	- Describe displays are maintained so that they are clean and tidy. - Explain display consistently adheres to the visual merchandising plan. - Describe ways to maintain visual merchandising	Total 14 Hours Theory: 5 Hours Practical: 21 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room

LU4: Contribute to the visual merchandising standards of the organisation	The trainee will be able to: 1. Interpret visual merchandising standards of the organisation. 2. Identify opportunities for improving visual merchandising standards. 3. Make contributions to the visual merchandising standards	• Explain Interpreting visual merchandising standards of the organisation. • Describe identifying opportunities for improving visual merchandising standards. • Explain contributions to the visual merchandising standards	Total 23 Hours Theory: 5 Hours Practical: 18 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
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7. Develop Professionalism

Objective of the module: This competency standard covers the skills and knowledge required to create a personal vision/mission, manage your attitude, practice self-discipline, manage time, manage your professional development, and participate in trainings and performance review.

Duration: 300 hours **Theory:** 60 Hours **Practical:** 240 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Create a Personal vision/mission	The trainee will be able to: 1. Clarify / prioritize self-values and consider the value of others. 2. Clarify expectations of yourself and expectations others have of you. 3. Identify what you need to do to be successful (personal standards, targets, goals, principals) 4. Set specific short- and long-term goals. 5. Translate the vision into actionable steps.	1. Describe clarifying / prioritize self-values and consider the value of others. 2. Explain Clarifying expectations of yourself and expectations others have of you. 3. Describe identifying what you need to do to be successful (personal standards, targets, goals, principals) 4. Explain setting specific short- and long-term goals. 5. Describe translating the vision into actionable steps. 6. Explain integrating the vision into daily practice. 7. Explain recounting frequently with your vision and change accordingly	Total 36 Hours Theory: 15 Hours Practical: 21 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room

	6. Integrate the vision into daily practice. 7. Recount frequently with your vision and change accordingly				
LU2: Manage your Attitude	The trainee will be able to: 1. Challenge yourself, break old habits, and move out of your comfort zone. 2. Practice innovative techniques for out of the box creative thinking. 3. Seek out support and feedback from others on the team, in the organization / community etc. 4. Identify daily, weekly accomplishments. 5. Read inspirational material, audiotapes etc. 6. Practice self discipline	- Describe challenging yourself, break old habits, and move out of your comfort zone. - Describe practicing innovative techniques for out of the box creative thinking. - Explain seeking out support and feedback from others on the team, in the organization / community etc. - Explain identifying daily, weekly accomplishments. - Describe reading inspirational material, audiotapes etc. - Explain practice self discipline	Total 33 Hours Theory: 15 Hours Practical: 18 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room

LU3: Manage time	The trainee will be able to: 1. Isolate key success activities and prioritize them. 2. Breakdown large tasks down into manageable action steps (set time frame). 3. Create or adopt action plans and follow it. 4. Set aside appropriate blocks of time for goal related activities. 5. Make the best possible use of support people / recourses to accomplish tasks	• Explain isolating key success activities and prioritize them. • Describe breaking down large tasks down into manageable action steps (set time frame). • Describe creating or adopt action plans and follow it. • Explain setting aside appropriate blocks of time for goal related activities. • Explain making the best possible use of support people / recourses to accomplish tasks	Total 36 Hours Theory: 15 Hours Practical: 21 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
LU4: Manage your Professional Development	The trainee will be able to: 1. Take inventory of your personal	• Explain taking inventory of your personal interests, abilities, skills, knowledge etc. • Describe identifying and prioritize the strengths and gaps. • Describe using available assessment tools.	Total 35 Hours Theory: 15 Hours	Multimedia Videos Handouts Learner's guide White board	Class room

	interests, abilities, skills, knowledge etc. - Identify and prioritize the strengths and gaps. - Use available assessment tools. - Create a personal growth strategy / career path. - Set personal goals and timeframe for achieving them. - Learn from your mistakes.	- Explain creating a personal growth strategy / career path. - Describe setting personal goals and timeframe for achieving them. - Explain learning from your mistakes	Practical: 20 Hours	Board markers Computer Duster Notebook Pen pencil	
LU5: Participate in Trainings and performance review	The trainee will be able to: - Analyze, evaluate and improve performance, and report significant issues/problems to senior management - Demonstrate to-do Attitude in Profession	- Describe analyzing, evaluating and improving performance, and report significant issues/problems to senior management - Explain demonstrating to-do Attitude in Profession - Describe demonstrating understanding of skills requirements - Explain using the competences acquired in Trainings	Total 135 Hours Theory: 15 Hours Practical: 120 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen	Class room

	3. Demonstrate understanding of skills requirements 4. Use the competences acquired in Trainings			pencil	
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8. Perform Booking Keeping

Objective of the module: This competency standard covers the skills and knowledge required to prepare general journal and cashbook.

Duration: 90 Hours **Theory:** 18Hours **Practical:** 72 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Prepare General Journal	The trainee will be able to: 1. Record Debit Entries in general journal 2. Record Credit Entries in general journal 3. Record narration to entries	- Record Debit Entries in general journal - Record Credit Entries in general journal - Record narration to entries	Total 20 Hours Theory: 9 Hours Practical: 36 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
LU2: Prepare Cashbook	The trainee will be able to: 1. Record Cash Entries in cashbook 2. Record Bank Entries in cashbook 3. Record Expenses Entries in cashbook 4. Reconcile balances of cashbook	- Record Cash Entries in cashbook - Record Bank Entries in cashbook - Record Expenses Entries in cashbook - Reconcile balances of cashbook	Total 20 Hours Theory: 9 Hours Practical: 36 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room

9. Develop Entrepreneurial Skills

Objective: After the completion of this competency standard, the Trainee will be expected to develop a business plan, collect information regarding funding sources, develop a marketing plan and develop basic business communication skills. Trainee's underpinning knowledge regarding entrepreneurial skills will be sufficient to provide you the basis for your work.

Duration: 100Hours

Theory: 20 Hours

Practice: 80 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1. Develop a business plan	Trainee will be able to: - Conduct a market survey to collect following information: - Customer /demand - Tools, equipment, machinery and furniture with rates - Raw material - Supplier - Credit / funding sources - Marketing strategy - Market trends - Overall expenses - Profit margin - Select the best option in terms of cost, service, quality, sales, profit margin, overall expenses - Compile the information collected through the market survey, in the business plan format	- Main elements of business plan - Filling the business plan format - Enlist specific business terms used in the industry - Describe 7Cs of business communication	Theory- 5 hrs. Practical- 20hrs Total- 25 hrs.	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room

LU2. Collect information regarding funding sources	Trainee will be able to: - Identify the available funding sources based on their terms and conditions, maximum loan limit, payback time, interest rate - Choose the best available option according to investment requirement - Prepare documents according to the loan agreement requirement - Include the information of funding sources in the business plan	- Enlist the available funding sources - Explain how to get loan to start a new business - Explain market survey and its tools e.g.: questionnaire, interview, observation etc	Theory- 5 hrs. Practical- 20hrs Total- 25 hrs.	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
LU3. Develop a marketing plan	Trainee will be able to: - Make a marketing plan for the business including product, price, placement, promotion, people, packaging and positioning - Include the information of marketing plan in the business plan	7ps of marketing including product, price, placement, promotion, people, packaging and positioning	Theory- 5 hrs. Practical- 20hrs Total- 25 hrs.	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room
LU4. Develop basic business communication skills	Trainee will be able to: - Communicate with internal customers e.g.: labor, partners and external customers e.g.: suppliers, customers etc., using effective communication skills - Use different modes of communication to communicate internally and externally e.g.: presentation,	- Description of the market trends for specific product offering - Different modes of communication and their application in the industry	Theory- 5 hrs. Practical- 20hrs Total- 25 hrs.	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room

	speaking, writing, listening, visual representation, reading etc. • Use specific business terms used in the market				
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10. Identify and communicate trends in career development

Objective: After the completion of this competency standard, the Trainee will be able to conduct research to identify and communicate career trends. It establishes the need to interact professionally with others in assessing career needs, to effectively assist clients identify competencies they require for a career and employability in a given context. It also examines how to maintain quality of career development services and professional practice. It applies to individuals seeking to identify and communicate trends in career development.

Duration: 100 Hours

Theory: 20 Hours

Practice: 80 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1. Research and confirm career trends	Trainee will be able to: - Apply knowledge of changing organizational structures, lifespan of careers and methods of conducting work search, recruitment and selection processes - Analyze changing worker and employer issues, rights and responsibilities in context of changing work practices - Examine importance of quality careers development services - Maintain all research, documentation, sources and references (electronic or physical) to a high degree of currency and relevance	- Explain client care and counseling techniques and processes in the context of career development services - Describe diversity and its potential effects on career choices - Outline relevant policy, legislation, codes of practice and standards relevant to career development - Explain recruitment and selection processes in the	Theory- 10 hrs. Practical- 30Hrs Total- 40hrs.	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room

	- Analyze implications of relevant policy, legislation, professional codes of practice and national standards relating to worker and employer issues - Research changes and trends in theory of career development counseling and practice - Confirm clusters, levels and combinations of transferable employability skills and preferences that may open employment options spanning more than one occupation or career pathway	context of career development services			
LU2. Assess and confirm ongoing career development needs of target group	Trainee will be able to: - Analyze history and records in assessing needs of target group - Assess success of previous career development services and techniques used for individual or target group - Deploy other means to investigate appropriate care and counseling approaches as required - Maintain privacy, security of all data, research, personal records according to relevant policy, legislation, professional codes of practice & national standards	Outline human psychological development and needs in relation to careers development	Theory- 5hrs Practical- 25hrs Total- 30hrs	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room

	Establish existing work-life balance requirements, issues and needs				
LU3. Maintain quality of career development services and professional practice	Trainee will be able to: - Analyze and review relevance of career theories, models, frameworks and research for target group - Incorporate into career development services and professional practice, major changes and trends influencing workplace and career-related options and choices - Comply with all relevant policy, legislation, professional codes of practice that influence delivery of career development services	- Describe a range of data gathering and research techniques - Explain techniques used to analyze trends.	Theory- 5hrs Practical- 25hrs Total- 30hrs	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Notebook Pen pencil	Class room

General assessment guidance for *Retail Operations Management (Assistant Manager Retail Operations)*

Good practice in Pakistan makes, use of sessional and final assessments, the basis of which is described below. Good practice by vocational training providers in Pakistan, is to use a combination of these sessional and final assessments, combined to produce the final qualification result.

Sessional assessment is going on all the time. Its purpose is to provide feedback on what students are learning:

- to the student: to identify achievement and areas for further work
- To the teacher: to evaluate the effectiveness of teaching to date, and to focus future plans.

Assessors need to devise sessional assessments for both theoretical and practical work. Guidance is provided in the assessment strategy

Final assessment is the assessment, usually on completion of a course or module, which says whether or not the student has "passed". It is – or should be – undertaken with reference to all the objectives or outcomes of the course, and is usually fairly formal. Considerations of security – ensuring that the student who gets the credit is the person who did the work – assume considerable importance in final assessment.

Methods of assessment

For lessons with a high quantity of theory, written or oral tests related to learning outcomes and/ or learning content can be conducted. For workplace lessons, assessment can focus on the quality of planning the related process, the quality of executing the process, the quality of the product and/or evaluation of the process.

Methods include direct assessment, which is the most desirable form of assessment. For this method, evidence is obtained by direct observation of the student's performance.

Principles of assessment

All assessments should be valid, reliable, fair and flexible:

Fairness means that there should be no advantages or disadvantages for any assessed person. For example, it should not happen that one student gets prior information about the type of work performance that will be assessed, while another candidate does not get any prior information.

Validity means that a valid assessment assesses what it claims to assess.

Reliability means that the assessment is consistent and reproducible.

Flexibility means that the assessor has to be flexible concerning the assessment approach. For example, if there is a mishap during the assessment, the assessor should modify the arrangements to accommodate the students' needs.

Assessment strategy for Retail Operations Management (Assistant Operational Manager)

This curriculum consists of 10 modules:

1. Deliver Services Excellence
2. Prepare Inventory Requirements & Reports
3. Carryout Administrative Activities
4. Maintain Store Safety
5. Maintain Store Security
6. Monitor in-store display
7. Perform Booking Keeping
8. Develop Professionalism
9. Develop Entrepreneurial Skills
10. Identify and communicate trends in career development

Sessional assessment

The sessional assessment shall be conducted after completion of each module in two parts: theoretical assessment and practical assessment.

Theoretical assessment for all learning modules must consist of a written paper lasting at least 30 minutes per module. This can be a combination of multiple choice and short answer questions.

For practical assessment, all procedures and methods for the modules must be assessed on a sessional basis. Guidance is provided below under Planning for assessment.

Final assessment

Final assessment shall also be in two parts: theoretical assessment and practical assessment.

For the final practical assessment, each student shall be assessed over a period of 4-5 hours session. During this period, each student must be assessed on his ability to perform a complete job for each of the remaining modules.

The assessment team

The number of assessors must meet the needs of the students and the training provider. For example, where two assessors are conducting the assessment, there must be a maximum of five students per assessor. In this example, a group of 25 students shall therefore require assessments to be carried out over a four-day period. For a group of only 12 students, assessments would be carried out over a two-day period only.

Planning for assessment

Sessional assessment: assessors need to plan in advance how they will conduct sessional assessments for each module. The tables on the following pages are for assessors to use to

insert how many hours of theoretical and practical assessment will be conducted and what the scheduled dates are.

Final assessment: Training providers need to decide ways to combine modules into a cohesive two-day final assessment program for each group of five students. Training providers must agree the dishes for practical assessments in advance.

COMPLETE LIST OF TOOLS & EQUIPMENT

List of Personal Protective Equipment

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

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

List of Stationary

Sr. #	Description
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.	Note books
16.	Duster

Credit values

The credit value of the National Certificate for Retail Operations Management (Assistant Operational Manager) is defined by estimating the amount of time/ instruction hours required to complete each competency unit and competency standard. The NVQF uses a standard credit value of 1 credit = 10 hours of learning (Following Higher Education Commission (HEC) guidelines).

The credit values are as follows:

Competency Module	Estimate of hours	Credit Hours
1. Deliver Services Excellence	90	9
2. Manage Inventory Control	90	9
3. Carryout Administrative Activates	90	9
4. Maintain Store Safety	120	12
5. Maintain Store Security	120	12
6. Monitor in store display	100	10
7. Develop Professionalism	300	30
8. Perform Bookkeeping	90	9
9. Develop Entrepreneurial Skills	100	10
10. Identify and communicate trends in career development	100	10