

Curriculum
for
“Retail Operations Management”
(Floor In charge/ Operational Manager)
Level-5



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 (Floor In charge/ Operational Manager)

There is an increasing demand of the Floor In charge/ 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 to manage shopper marketing program
- Able to create display for small business
- Able to buy store merchandise
- Understand to manage store categories
- Understand to manage outlet/store sales performance

Possible available job opportunities available immediately and later in the future

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

- Floor In charge
- Floor Manager
- Head Store Manager
- Operational Manager

Trainee entry level

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)

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: Manage Staff	40	60	100	10
Module 2: Provide Training to staff	40	60	100	10
Module 3: Develop Teams & individuals	32	48	80	8
Module 4: Manage shopper marketing program	40	60	100	10
Module 5: Create display for small scale store	40	60	100	10
Module 6: Buy Store Merchandise	40	60	100	10
Module7: Manage store's categories	40	60	100	10
Module 8: Manage Outlet/Store Sales Performance	32	48	80	8
Module 9: Manage partners' relationship	32	48	80	8
Module10: Develop Business Opportunities	32	48	80	8
Module11: Manage Finance	40	60	100	10
Module12: Plan & Organize Work	32	48	80	8
Module13: Deliver Operational Excellence	25	50	75	8

Module14: Implement Green Skills at Workplace	10	15	25	2
Total	475	725	1200	120

Summary – overview of the curriculum for level 5

Module Title and Aim	Learning Units	Theory Days/hours	Workplace Days/hours	Timeframe of modules
Module 1: Manage Staff Aim: The aim of this module is to develop advanced knowledge, skills and understanding to manage staff	LU1: Maintain duty roster LU2: Allocate duties to staff LU3: Monitor Staff LU4: Resolve staff conflict LU5: Comply with store values LU6: Handle Harassment issues LU7: Perform Time Management LU8: Align staff with Store KPIs LU9: Prepare staff succession plan	40	60	100
Module 2: Provide Training to Staff Aim: The aim of this module is to develop advanced knowledge, skills and understanding to provide training to staff	LU1: Perform Morning Meetings/Refreshers LU2: Perform training need analysis LU3: Arrange staff training LU4: Provide training on store policies LU5: Provide product knowledge trainings	40	60	100
Module 3: Develop Teams & Individuals Aim: The aim of this module is to develop advanced knowledge, skills and understanding to develop teams & individuals	LU1: Monitor and evaluate workplace learning LU2: Develop team commitment and cooperation LU3: Plan learning and development in the team LU4: Select suitable learning method LU5: Facilitate accomplishment of organizational goals	32	48	80

Module Title and Aim	Learning Units	Theory Days/hours	Workplace Days/hours	Timeframe of modules
Module 4: Manage Shopper's Marketing Activities Aim: The aim of this module is to develop advanced knowledge, skills and understanding to manage shopper's marketing activities	LU1: Collect Information on Customer Profile LU2: Develop Customer Marketing Programs LU3: Monitor Customer Marketing Program	40	60	100
Module 5: Create Display for Small Organization Aim: The aim of this module is to develop advanced knowledge, skills and understanding to create display for small organization	LU1: Identify the requirements of the display LU2: Develop display ideas LU3: Develop and implement display plan LU4: Maintain display	40	60	100
Module 6: Buy Store Merchandise Aim: The aim of this module is to develop advanced knowledge, skills and understanding to buy store merchandise	LU1: Analyse Market LU2: Plan product range LU3: Establish supplier relations LU4: Monitor quality control LU5: Introduce product range LU6: Maximise profit LU7: Rationalise stock	40	60	100

Module Title and Aim	Learning Units	Theory Days/hours	Workplace Days/hours	Timeframe of modules
Module 7: Manage Store Categories Aim: The aim of this module is to develop advanced knowledge, skills and understanding to manage store categories	LU1: Identify categories for stores LU2: List & de-list category LU3: Plan store category layout LU4: Evaluate category performance LU5: Facilitate Vendors	40	60	100
Module 8: Manage Outlet/Store sales Performance Aim: The aim of this module is to develop advanced knowledge, skills and understanding to manage outlet/store sales performance	LU1: Interpret information on sales goals and targets LU2: Prepare Sales Forecast LU3: Set Salespersons' targets LU4: Maintain outlet/store sales performance LU5: Communicate sales performance to management LU6: Use control charts to monitor sales	32	48	80
Module 9: Manage Business Partner Relationship Aim: The aim of this module is to develop advanced knowledge, skills and understanding to manage business partners relationship	LU1: Coordinate with Business Partners LU2: Maintain business Partnership LU3: Provide Feedback on quality & Effectiveness of Partnership	32	48	80

Module Title and Aim	Learning Units	Theory Days/hours	Workplace Days/hours	Timeframe of modules
Module 10: Develop Business Opportunities Aim: The aim of this module is to develop advanced knowledge, skills and understanding to Develop Business Opportunities	LU1: Research business opportunities or market trend LU2: Prepare Analysis report on new market trend and segments LU3: Develop business continuity plans LU4: Facilitate management in the development of organisation strategies	32	48	80
Module 11: Manage Finance Aim: The aim of this module is to develop advanced knowledge, skills and understanding to manage finance	LU1: Prepare Ledger Accounts LU2: Prepare Income Statement LU3: Prepare Balance Sheet LU4: Prepare Cashflows statement	40	60	100
Module 12: Plan & Organize Work Aim: The aim of this module is to develop advanced knowledge, skills and understanding to plan & Organize work	LU1: Set objectives and plan work activities LU2: Plan and schedule work activities LU3: Implement work plans LU4: Monitor work activities LU5: Review and evaluate work plans and activities	32	48	80

Module Title and Aim	Learning Units	Theory Days/hours	Workplace Days/hours	Timeframe of modules
Module 13: Deliver Operational Excellence Aim: The aim of this module is to develop advanced knowledge, skills and understanding to deliver operational excellence	LU1: Identify Near Loss & Lost Items LU2: Align Business Partners for floor upgradation LU3: Maintain Store Ambiance LU4: Develop Store Operation's Strategy & plan LU5: Monitor Operations of promotions & events LU6: Carryout Continuous Improvement activities LU7: Monitor sales conversion ratio	32	48	80
Module 14: Implement Green Skills at Workplace Aim: The aim of this module is to develop advanced knowledge, skills and understanding to implement green skills at workplace.	LU1: Contribute to communications planning LU2: Contribute to communications planning LU3: Communicate project information LU4: Contribute to assessing effectiveness of communication	10	15	25

1. Manage Staff

Objective of the module: 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, align staff with store KPIs and prepare staff succession plan.

Duration: 100 Hours **Theory:** 40 Hours **Practical:** 60 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Maintain duty roster	The trainee will be able to: 1. Plan duty roster of staff as per store policies 2. Communicate duty roster to staff 3. Implement the duty roster 4. Monitor staff availability for duties	• Explain duty roster • Explain planning duty roster • Explain techniques to plan duty roster • Explain importance of monitoring staff availability.	Total 12 Hours Theory: 4 Hours Practical: 6 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU2: Allocate duties to staff	The trainee will be able to: 1. Recognize the strength of store staff 2. Align experienced staff in peak hours	• Explain allocation of duties to staff • Explain ways to distribute duties among staff • Explain reasons of aligning experienced staff in peak hours	Total 12 Hours Theory: 4 Hours Practical: 6 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen	Class room

	3. Assign proper duty as per expertise			Pencil	
LU3: Monitor Staff	The trainee will be able to: 1. Implement staffing levels 2. Monitor physical appearance of staff in store policies 3. Prepare contingency plans to cope with staffing issues. 4. Identify staff turnover problem 5. Rectify staff turnover problem and issues 6. Monitor behavior of staff as per store policies 7. Monitor staff performance as store policies 8. Communicate to staff their performance 9. Ensure implementation of company policy	• Explain staffing levels • Explain importance of monitoring physical appearance of staff • Explain importance of contingency plan to cope staffing issues • Explain ways to make contingency plan • Explain staff turnover • Explain ways to address staff turnover • Explain reasons of staff turnover • Explain techniques to monitor staff performances • Explain ways to communicate staff performance • Explain importance of monitoring staff behavior	Total 24 Hours Theory: 6 Hours Practical: 9 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU4: Resolve staff conflict	The trainee will be able to: 1. Determine cause of problem or disagreement	• Describe cause of problem or disagreement • Explain conflict resolution techniques • Explain staff conflict report	Total 12 Hours Theory: 4	Multimedia Videos Handouts Learner's guide White board Board markers	Class room

	2. Use conflict resolution techniques 3. Prepare staff conflict report		Hours Practical: 6 Hours	Computer Duster Note book Pen Pencil	
LU5: Comply with store values	The trainee will be able to: 1. Communicate store values to staff 2. Ensure employee comply company values 3. Perform town hall session on company values 4. Conduct employee assessment on company values	• Explain importance of communicating store values to staff • Describe ways to ensuring employee comply company values • Explain town hall session • Explain conduct employee assessment on company values • Explain techniques of conduct employee assessment on company values	Total 12 Hours Theory: 4 Hours Practical: 6Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU6: Handle Harassment issues	The trainee will be able to: 1. Analyze harassment issue 2. Determine cause of problem 3. Resolve harassment issues as per store policies 4. Communicate the decision as per store policies	• Explain harassment issues • Describe possible causes of problem and harassment issues • Describe techniques to resolve harassment issues • Explain ways to communicate decision on harassment issues	Total 12 Hours Theory: 6 Hours Practical: 9 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU7: Perform Time Management	The trainee will be able to:	• Explain importance of prioritizing the important task	Total 10 Hours	Multimedia Videos Handouts Learner's guide	Class room

	1. Prioritize the important task 2. Create check list of routine tasks 3. Follow the check list	• Explain methods of creating check list of routine task	Theory: 4 Hours Practical: 6 Hours	White board Board markers Computer Duster Note book Pen Pencil	
LU8: Align staff with Store KPIs	The trainee will be able to: 1. Communicate the KPIs to the staff 2. Monitor KPIs of staffs	• Explain KPIs • Explain staff KPIs • Explain communicating methods to staff about KPIs • Explain monitoring techniques of staff KPIs	Total 8 Hours Theory: 4 Hours Practical: 6 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU9: Prepare staff succession plan	The Trainee will be able to: 1. Identify staff personality traits 2. Recognize strength of staff 3. Recognize weakness of staff 4. Identify future staff requirement 5. Prepare pool staff	• Explain personality traits • Explain types of personalities • Explain types of personality traits • Explain ways to Identify staff personality traits • Explain methods of recognizing strength of staff • Explain ways to recognize weakness of staff • Explain techniques of identifying future staff requirement • Describe importance of identification future staff requirement • Explain pool of staff • Explain ways to prepare pool staff	Total 18 Hours Theory: 4 Hours Practical: 6 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

2. Provide Training to Staff

Objective of the module: 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.

Duration: 100 Hours **Theory:** 40 Hours **Practical:** 60 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Perform Morning Meetings/Refreshers	The trainee will be able to: 1.Align the staff for morning meetings/refreshers 2.Use learning tools & methods for morning meeting/ refreshers 3.Provide information to staff in morning meetings/refreshers	• Explain morning meetings/refreshers • Describe learning tools & methods for morning meeting/ refreshers • Explain type of information need to provide staff in morning meetings/refreshers	Total 20 Hours Theory: 8 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU2: Perform training need analysis	The trainee will be able to: 1. Identify staff competences needs 2. Identity trainable competence 3. Prepare gap analysis report	• Explain competencies of staff • Describe methods of identifying staff competences needs • Explain trainable competence • Describe gap analysis • Explain methods of preparing gap analysis report	Total 20 Hours Theory: 8 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

LU3: Arrange staff training	The trainee will be able to: 1. Prioritize staffs training as per store requirement 2. Check the staff availability for training 3. Schedule the training as per HR plan 4. Document training programs and their result	• Explain ways to prioritizing staffs training as per store requirement • Describe ways to check the staff availability for training • Explain HR plan • Explain methods of scheduling the training as per HR plan • Explain documenting training programs and their result • Explain importance of documenting training programs & their result.	Total 20 Hours Theory: 8 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU4: Provide training on store policies	The trainee will be able to: 1. Prepare refresher trainings store polices 2. Provide refresher store policies 3. Assess the staff store policies	• Explain refresher trainings. • Explain ways to prepare refresher trainings • Describe assessing techniques of staff store policies	Total 20 Hours Theory: 8 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU5: Provide product knowledge trainings	The trainee will be able to:	• Explain importance to product knowledge trainings	Total 20 Hours Theory: 8	Multimedia Videos Handouts Learner's guide White board	Class room

	1. Assess the staff 's capability on products 2. Develop training course for products/categories 3. Conduct training as per developed trainings	• Describe assessing methods of staff 's capability on products • Explain methods of developing training course for products/categories • Explain ways of conducting training as per developed trainings	Hours Practical: 12 Hours	Board markers Computer Duster Note book Pen Pencil	
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3. Develop Teams & Individuals

Objective of the module: 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.

Duration: 80 Hours **Theory:** 32 Hours **Practical:** 48 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Monitor and evaluate workplace learning	The trainee will be able to: 1. Get feedback from individuals or teams is used to identify and implement improvements in future learning arrangements. 2. Assess performance of individuals/teams and recorded to determine the effectiveness of development programme and the extent of additional support. 3. Modify learning plans to improve the efficiency and effectiveness of learning. 4. Records and reports of competency are maintained within organizational requirement.	• Explain importance and purpose of getting feedback from individuals or teams for improvements in future learning arrangements. • Describe assessing performance of individuals/teams • Explain recording of effectiveness of development program. • Describe recording and reporting of competency	Total 20 Hours Theory: 8 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU2: Develop team commitment and cooperation	The trainee will be able to: 1. Open communication processes are used to obtain and share information is used by team.	• Explain developing teams' commitment & cooperation • Explain importance of developing teams' commitment & cooperation • Explain techniques of developing teams' commitment & cooperation	Total 20 Hours Theory: 8 Hours Practical: 12	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book	Class room

	2. Make decisions about team in accordance with its agreed roles and responsibilities. 3. Develop mutual concern and camaraderie in the team.		Hours	Pen Pencil	
LU3: Plan learning and development in the team	The trainee will be able to: 1. Identify learning and development needs in line with organizational requirements based on feedback on performance and self-evaluation. 2. Develop & implement learning plan to meet individual and group training and developmental needs is collaboratively 3. Encourage individuals to self - evaluate performance and identify areas for improvement.	• Explain learning and development based on feedback on performance and self-evaluation. • Describe developing & implementing of learning plan to meet individual and group training and developmental needs is collaboratively	Total 17 Hours Theory: 8 Hours Practical: 9 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU4: Select suitable learning method	The trainee will be able to: 1. Identify learning and development program goals and objectives to match the specific knowledge and skills requirements of competency standards. 2. Select delivery methods for learner for the learning goals, the learning style of	• Explain learning and development program goals and objectives • Explain setting learning & development program goals & objectives • Describe delivery methods for learner for the learning goals, the learning style of participants and availability of equipment and resources.	Total 13 Hours Theory: 4 Hours Practical: 9 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

	participants and availability of equipment and resources. 3. Identify resources and timelines required for learning activities in accordance with organizational requirements.	Explain resources and timelines required for learning activities in accordance with organizational requirements.			
LU5: Facilitate accomplishment of organizational goals	The trainee will be able to: - Participate with team members actively in team activities and communication processes. - Develop team members & individual responsibility for their actions. - Make collaborative efforts to attain organizational goals.	- Describe ways to encourage participation of team members actively in team activities and communication processes. - Explain developing team members & individual responsibility for their actions. - Explain synchronizing efforts to attain organizational goals	Total 10 Hours Theory: 4 Hours Practical: 6 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

4. Manage Shopper's Marketing Programme

Objective of the module: This competency standard covers the skills and knowledge required to collect information on customer profile, develop customer marketing program, and monitor customer marketing program.

Duration: 100 Hours **Theory:** 40 Hours **Practical:** 60 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Collect Information on Customer Profile	The trainee will be able to: 1. Collect database of visiting customers 2. Identity customer needs for future activities	• Explain methods of collecting database of visiting customers • Explain importance and purpose of collecting database • Explain Identifying customer needs for future activities • Explain methods of Identifying customer needs for future activities	Total 35 Hours Theory: 10 Hours Practical: 20 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU2: Develop Customer Marketing Programs	The trainee will be able to: 1. Collect input from relevant personnel for marking program development 2. Use innovative ideas for customer attraction or shopper marketing programs 3. Establish outcomes of shopper marketing activities	• Explain inputs for marking program development • Explain collecting inputs for marking program development • Explain innovative ideas for customer attraction or shopper marketing programs • Describe establishing outcomes of shopper marketing activities • Explain preparing shopper marketing activities for customers engagement	Total 35 Hours Theory: 15 Hours Practical: 20 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

	4. Prepare shopper marketing activities for customers engagement				
LU3: Monitor Customer Marketing Program	The trainee will be able to: 1. Prepare processes for collecting & reporting information on marketing program 2. Monitor marketing program results	• Explain preparing processes for collecting & reporting information on marketing program • Describe monitoring marketing program results	Total 35 Hours Theory: 15 Hours Practical: 20 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

5. Create a display for small Business

Objective of the module: 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.

Duration: 100 Hours **Theory:** 40 Hours **Practical:** 60 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Identify the requirements of the display	The trainee will be able to: 1. Identify target market for the display. 2. Identify products display. 3. Identify store requirements 4. Research displays related information. 5. Identify resources required to create the display. 6. Point out constraints or factors that impact creation of display.	• Explain target market • Explain identifying target market for the display. • Explain product display. • Explain identifying products display. • Explain identifying store requirements • Explain researching display related information. • Describe identifying resources required to create the display. • Explain point out constraints or factors that impact creation of display	Total 16 Hours Theory: 10 Hours Practical: 6 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU2: Develop display ideas	The trainee will be able to: 1. Use creative thinking techniques for display ideas 2. Compare ideas against display requirements and store requirements.	• Describe use of creative thinking techniques for display ideas • Explain comparing ideas against display requirements and store requirements. • Explain modification of display ideas according to feedback.	Total 28 Hours Theory: 10 Hours Practical: 18 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book	Class room

	3. Discuss display options with management. 4. Modify display ideas according to feedback.			Pen Pencil	
LU3: Develop and implement display plan	The trainee will be able to: 1. Create display plan in detail according to develop ideas. 2. Arrange resources, materials and products to meet display plan requirements. 3. Set display as per display plan.	• Explain display plan • Explain creating display plan in detail according to develop ideas. • Explain resources, materials and products to meet display plan requirements. • Describe setting display as per display plan	Total 40 Hours Theory: 10 Hours Practical: 30 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU4: Maintain display	The trainee will be able to: 1. Ensure cleanness and tidiness of display. 2. Place products as per display plan. 3. Make changes or alterations to the display as required	• Explain ensuring cleanness and tidiness of display. • Describe placing products as per display plan. • Explain changes or alterations to the display as required	Total 16 Hours Theory: 10 Hours Practical: 6 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

6. Buy Store Merchandise

Objective of the module: 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.

Duration: 100 Hours **Theory:** 40 Hours **Practical:** 60 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Analyse Market	The trainee will be able to: 1. Identify and Analyse store marketing policies. 2. Monitor customer requirements in order to evaluate market trends and customer needs. 3. Research new products and services. 4. Identify opportunities to improve sales. 5. Identify demand for individual items and seasonal variations while monitoring merchandise range. 6. Monitor (know your competitor)	• Explain store marketing strategy • Explain ways to identify and analyses store marketing policies. • Describe ways to identify customer requirement for evaluation for market trend • Explain methods of monitoring customer requirements for market trends and customer needs. • Explain researching new products and services for stores. • Explain identifying opportunities to improve sales. • Describe identifying demand for individual items and seasonal variations while monitoring merchandise range. • Explain know your competitor • Describe importance of know your competitors	Total 12 Hours Theory: 06 Hours Practical: 06 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

		• Explain monitoring competitors			
LU2: Plan product range	The trainee will be able to: 1. Prepare buying plan as per store policies and procedures. 2. Identify future directions for merchandise ranges as per store policies. 3. Liaise relevant staff to coordinate promotional and marketing activities. 4. Evaluate store/department sales figures and contribution rates of product lines. 5. Identify and act accordingly contribution improvement opportunities. 6. Evaluate store/department space requirements and brand product mix as per store policy. 7. Evaluate stock levels according to peak seasons, special events and supplier's lead time. 8. Evaluate and set stock range and sources of supply according to management, staff and customer feedback	• Explain preparing buying plan as per store policies and procedures. • Describe identifying future directions for merchandise ranges as per store policies. • Explain Liaising relevant staff to coordinate promotional and marketing activities. • Describe evaluating store/department sales figures and contribution rates of product lines. • Explain identifying and act accordingly contribution improvement opportunities. • Describe evaluating store/department space requirements and brand product mix as per store policy. • Describe evaluating stock levels according to peak seasons, special events and supplier's lead time. • Describe evaluating and setting stock range and sources of supply according to management, staff and customer feedback	Total 12 Hours Theory: 06 Hours Practical: 06 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

LU3: Establish supplier relations	The trainee will be able to: 1. Develop cooperative relationships with supplier representatives as per store policy. 2. Prepare suppliers performance matrix. 3. Identify new suppliers and remove existing suppliers according to performance indicators.	• Explain developing cooperative relationships with supplier representatives as per store policy. • Describe preparing supplier's performance matrix. • Explain identifying new suppliers and remove existing suppliers according to performance indicators.	Total 15 Hours Theory: 06 Hours Practical: 09 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU4: Monitor quality control	The trainee will be able to: 1. Establish merchandise quality standards with suppliers according to legal requirements, customer requirements and store policy. 2. Monitor quality of merchandise during supply, manufacture and delivery processes. 3. Record stock return figures against target figure	• Explain establishing merchandise quality standards with suppliers according to legal requirements, customer requirements and store policy. • Describe monitoring quality of merchandise during supply, manufacture and delivery processes. • Describe recording stock return figures against target figure	Total 18 Hours Theory: 06 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU5: Introduce product range	The trainee will be able to: 1. Communicate relevant staff about new product ranges and	• Explain Communicating relevant staff about new product ranges and advised on preferred location of merchandise.	Total 18 Hours Theory: 06	Multimedia Videos Handouts Learner's guide	Class room

	advised on preferred location of merchandise. 2. Ensure staff training on introduced new product range. 3. Display or Demonstrated New ranges to staff according to store merchandising plan.	• Describe ensuring staff training on introduced new product range. • Describe new ranges demonstration/display to staff according to store merchandising plan.	Hours Practical: 12 Hours	White board Board markers Computer Duster Note book Pen Pencil	
LU6: Maximize profit	Trainee will be able to: 1. Calculate Individual product range contributions against budget/targets. 2. Prepare product range assessment checks against budget/targets. 3. Calculate overall selling space contributions as per store merchandising plan. 4. Negotiate with suppliers for maximizing profit. 5. Set store pricing policies according to store merchandising plan and consumer law.	• Explain calculating Individual product range contributions against budget/targets. • Describe preparing product range assessment checks against budget/targets. • Explain calculating overall selling space contributions as per store merchandising plan. • Describe negotiations with suppliers for maximizing profit. • Explain setting store pricing policies according to store merchandising plan and consumer law	Total 14 Hours Theory: 05 Hours Practical: 9 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU7: Rationalize stock	Trainee will be able to:	• Describe rationalizing stock • Explain reviewing stock range at regular intervals.	Total 11 Hours	Multimedia Videos Handouts	Class room

	1. Review stock range at regular intervals. 2. Identify stock lines to be phased out 3. Consolidate stock as required to maximize sales potential.	• Explain identifying stock lines to be phased out • Describe consolidating stock as required to maximize sales potential.	Theory: 05 Hours Practical: 06 Hours	Learner's guide White board Board markers Computer Duster Note book Pen Pencil	
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7. Manage Store's Categories

Objective of the module: 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.

Duration: 100 Hours **Theory:** 40 Hours **Practical:** 60 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Identify categories for stores	The trainee will be able to: 1.Review store catchment area 2.Collate customers' feedback on product categories 3.Identify category assortment for stores 4.Perform category assortment for stores	- Describe store catchment area - Explain reviewing store catchment area - Describe collating customers' feedback on product categories - Explain identifying category assortment for stores - Describe performing category assortment for stores	Total 20 Hours Theory: 8 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU2: List & de-list category	The trainee will be able to: 1. Identify non-performing products 2. Identify obsolete products 3. Remove non-performing & obsolete products 4. Add new products	- Explain non performing products - Explain obsolete products - Explain identifying non-performing products - Describe identifying obsolete products - Explain removing non-performing & obsolete products - Describe adding new products to store	Total 20 Hours Theory: 8 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU3: Plan store category layout	The trainee will be able to:	Explain category placement in stores	Total 20 Hours	Multimedia Videos Handouts	Class room

	1. Review category placement in store 2. Place category or products in store for sales improvement 3. Prepare store layout plan for promotion	• Explain reviewing category placement in store • Describe placing category or products in store for sales improvement • Describe preparing store layout plan for promotion	Theory: 8 Hours Practical: 12 Hours	Learner's guide White board Board markers Computer Duster Note book Pen Pencil	
LU4: Evaluate category performance	The trainee will be able to: 1. Identify slow moving products 2. Identify fast moving products 3. Prepare Category Profit/Loss Statement	• Explain identifying slow moving products • Describe identifying fast moving products • Describe prepare category profit/loss statement	Total 20 Hours Theory: 8 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU5: Facilitate Vendors	The trainee will be able to: 1. Facilitate vendor for billing e payment queries issues 2. Facilitate vendor for logistics issue 3. Facilitate vendors for product display issues 4. Facilitate vendors for administrative issues	• Explain facilitating vendor for billing e payment queries issues • Explain facilitating vendor for logistics issue • Explain facilitating vendors for product display issues • Explain facilitating vendors for administrative issues	Total 20 Hours Theory: 8 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

8. Manage Outlet/Store Sales Performance

Objective of the module: 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.

Duration: 80 Hours **Theory:** 32 Hours **Practical:** 48 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Interpret information on sales goals and targets	The trainee will be able to: 1. Identify sales communications and objective 2. Identify in store strategies for sales targets & goals	• Explain sales objectives • Explain store sales strategies • Explain techniques of identification sales objectives • Explain sales targets & goals	Total 14 hours Theory: 6 hours Practical: 8 hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU2: Prepare Sales Forecast	The trainee will be able to: 1. Gather past sales data 2. Gather past foot fall data 3. Prepare list of upcoming seasons & occasions 4. Make Sales Forecast according to past sales, customer footfall, and upcoming seasons & occasion	• Describe sales data • Explain importance of sales data • Explain ways to gather sales data • Describe store foot fall data • Explain importance of food fall data • Explain techniques to collect store foot fall data • Describe seasons & occasions and its importance for sales forecasting. • Describe sale forecasting • Explain types of forecasting	Total 14 hours Theory: 6 hours Practical: 8 hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

		Explain methods of sales forecasting			
LU3: Set Salespersons' targets	The trainee will be able to: - Identify individual sales potential of staff - Communicate sales targets in units and amount - Communicate incentives on sales targets	- Explain team target setting - Explain techniques of setting team target - Explain motivation techniques for team management - Explain communication techniques for team management - Explain incentives on sales - Explain importance of incentives on sales	Total 14 hours Theory: 6 hours Practical: 8 hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU4: Maintain outlet/store sales performance	The trainee will be able to: - Develop and implement weekly/monthly sales plans for achieving sales targets - Use liquidation strategies for slow movers - Monitor salesperson performances & their sales targets - Prepare Sections' Sales report	- Describe Sales Plan - Describe Sales plan purpose and its importance - Explain sales plan drafts & designs - Explain liquidation strategies for slow movers - Explain ways to implement liquidation strategies for slow movers - Explain team performance monitoring techniques - Explain importance of team performance monitoring - Explain sections' sales report - Explain ways to prepare sections sales report - Describe sections sales report importance	Total 14 hours Theory: 6 hours Practical: 8 hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

LU5: Communicate sales performance to management	The trainee will be able to: 1. Present sales performance to management 2. Present suggestions for sales improvement of store to management 3. Present key areas to improve for better results	• Explain presentation importance • Explain techniques and ways to present sales performance • Explain ways to incorporate suggestion in presentation • Explain types of presentation templates	Total 12 hours Theory: 4 hours Practical: 8 hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU6: Use control charts to monitor sales	THE trainee will be able to: 1. Use Histogram for monitoring sales 2. Use Pie Chart for monitoring sales 3. Use upper control & lower control chart for monitoring sales 4. Use X bar chart for monitoring sales	• Explain histogram • Explain uses of histogram • Explain pie chart • Explain uses of pie chart • Explain upper & lower control chart • Explain uses of upper & lower control chart • Explain X bar charts • Explain uses of X bar charts	Total 12 hours Theory: 4 hours Practical: 8 hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

9. Manage partners(Vendors) relationship

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

Duration: 80 Hours **Theory:** 32 Hours **Practical:** 48 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Coordinate with Business Partners	The trainee will be able to: 1. Communicate business partner about their supply's issues 2. Communicate business partner about upcoming shopper marketing program 3. Communicate partner about customer feedback on their products	• Explain communicating business partner about their supply's issues • Explain communicating business partner about upcoming shopper marketing program • Explain communicating partner about customer feedback on their products	Total 26 Hours Theory: 10 Hours Practical: 16 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU2: Maintain business Partnership	The trainee will be able to: 1. Conduct meetings with business partners for relationship growth 2. Set Clear Expectations 3. Communicate mutual benefits to partners 4. Prepare mutual plans for growths	• Describe conducting meetings with business partners for relationship growth • Explain setting clear expectations • Explain communicating mutual benefits to partners • Describe preparing mutual plans for growths	Total 26 Hours Theory: 10 Hours Practical: 16 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

LU3: Provide Feedback on quality & Effectiveness of Partnership	The trainee will be able to: 1. Communicate area of improvement to partner 2. Highlight weak areas of partner performance 3. Seek resolutions of partner lacking from partner	• Explain communicating area of improvement to partner • Describe highlighting weak areas of partner performance • Explain seeking resolutions of partner lacking from partner	Total 28 Hours Theory: 12 Hours Practical: 16 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
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10. Develop Business Opportunities

Objective of the module: 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

Duration: 80 Hours **Theory:** 32 Hours **Practical:** 48 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Research business opportunities or market trend	The trainee will be able to: 1. Identify competitors pricing, promotions, and loyalty programs. 2. Gather information from industry's newsletters. 3. Identify future events & new launches.	• Explain market segmentation • Explain types of retail markets • Explain market research • Explain methods of market research • Explain pricing strategies • Explain store and sales promotions • Explain loyalty programs • Describe industry newsletters	Total 20 Hours Theory: 8 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU2: Prepare Analysis report on new market trend and segments	The trainee will be able to: 1. Prepare market analysis report. 2. Prepare market trend report. 3. Prepare market comparison report	• Describe market analysis report • Explain ways to prepare market analysis report • Explain market trend • Describe market trend report • Explain methods of preparing market trend report • Describe market comparison report • Explain methods of preparing market comparison report.	Total 20 Hours Theory: 8 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

LU3: Develop business continuity plans	The trainee will be able to: 1. Identify business strength & weakness 2. Identify market opportunities and threads 3. Perform PEST analysis 4. Prepare business continuity plan	• Explain SWOT analysis of business • Explain PEST analysis of business • Describe importance of SWOT analysis • Describe importance of PEST analysis	Total 20 Hours Theory: 8 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU4: Facilitate management in the development of organisation strategies	The trainee will be able to: 1. Communicate PEST & SWOT findings 2. Provide suggestions for organizational strategies	• Explain organization strategies • Explain Market Penetration • Explain uses of market penetration strategies • Explain growth strategies • Explain uses of growth strategies	Total 20 Hours Theory: 8 Hours Practical: 12 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

11. Manage Finance

Objective of the module: This competency standard covers the skills and knowledge required to prepare ledger accounts, prepare income statement, prepare balance sheet, and prepare cash flows statement.

Duration: 100 Hours **Theory:** 40 hours **Practical:** 60 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Prepare Ledger Accounts	The trainee will be able to: 1. Prepare Expenses T accounts 2. Prepare Sales T accounts 3. Prepare Accounts Receivable T accounts 4. Prepare Accounts Payable T accounts 5. Prepare others T accounts	• Describe techniques preparing expenses T accounts • Describe techniques preparing Sales T accounts • Describe techniques preparing Accounts Receivable T accounts • Describe techniques preparing Accounts Payable T accounts • Describe techniques preparing others T accounts	Total 25 Hours Theory: 10 Hours Practical: 15 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU2: Prepare Income Statement	The trainee will be able to: 1. Identify income statement account heads 2. Record Total Sales in income statement 3. Record Total Expenses in income statement 4. Record Taxes in income statement 5. Perform calculations for income statement	• Explain identifying income statement account heads • Describe recording methods of Total Sales in income statement • Explain recording techniques of total expenses in income statement • Explain recording process taxes in income statement • Describe performing calculations for income statement	Total 25 Hours Theory: 10 Hours Practical: 15 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU3: Prepare Balance Sheet	The trainee will be able to:	• Explain identifying balance sheet account heads	Total 25	Multimedia Videos	Class room

	1. Identify balance sheet account heads 2. Record assets in balance sheet 3. Record liabilities in balance sheet 4. Record capital in balance sheet 5. Perform calculations for balance sheet 6. Balance both side of balance sheet.	• Describe recording techniques assets in balance sheet • Describe recording techniques liabilities in balance sheet • Describe recording techniques capital in balance sheet • Describe recording techniques calculations for balance sheet • Explain balancing process both side of balance sheet	Hours Theory: 10 Hours Practical: 15 Hours	Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	
LU4: Prepare Cash flows statement	The trainee will be able to: 1. Identify inflows 2. Identify outflows 3. Record inflows 4. Record outflows 5. Prepare cash flows statement	• Explain identifying cash inflows • Describe identifying cash outflows • Explain recording process of cash inflows • Describe recording techniques outflows • Explain process and techniques of preparing cash flows statement	Total 25 Hours Theory: 10 Hours Practical: 15 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

12. Plan & Organize Work

Objective of the module: 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

Duration: 80 Hours **Theory:** 32 Hours **Practical:** 48 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Set objectives and plan work activities	The trainee will be able to: 1. Identify work objectives 2. Determine work activities 3. Establish work activity priorities 4. Identify own and team responsibilities 5. Develop feedback mechanisms, key dates and performance indicators for monitoring and evaluation purposes 6. Allocate resource implications of the work activities	• Explain Identifying work objectives in consultation with supervisor and consistent with organizational aims. • Describe work activities are determined, consistent with, and linked to objectives and broken down into steps in accordance with set time frames. • Explain Establishing work activity priorities and deadlines in consultation with others, as appropriate, optimizing the use of time and resources. • Describe Identifying own and team responsibilities and levels of authority to ensure understanding of roles. • Explain developing feedback mechanisms, key dates and performance indicators for monitoring and evaluation purposes • Explain assessing & allocating resource implications of the work	Total 22 Hours Theory: 8 Hours Practical: 14 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

		activities for appropriate consistent with workplace procedures.			
LU2: Plan and schedule work activities	The trainee will be able to: 1. Schedule of work activities is coordinated with personnel concerned. 2. Conduct work within established workplace policies and the business goals of the workplace. 3. Schedule work tasks.	• Explain scheduling of work activities is coordinated with personnel concerned. • Describe Conducting work within established workplace policies and the business goals of the workplace. • Explain Scheduling work tasks	Total 8 Hours Theory: 3 Hours Practical: 5 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU3: Implement work plans	The trainee will be able to: 1. Identify Work methods and practices in consultation with personnel concerned. 2. Implement Work plans in accordance with set time frames, resources and standards.	• Explain identifying work methods and practices in consultation with personnel concerned. • Describe implement Work plans in accordance with set time frames, resources and standards.	Total 8 Hours Theory: 3 Hours Practical: 5 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU4: Monitor work activities	The trainee will be able to: 1. Monitor & Compare work activities are monitored with set objectives. 2. Monitor work performance.	• Explain monitor & compare work activities are monitored with set objectives. • Describe monitor work performance.	Total 18 Hours Theory: 8 Hours	Multimedia Videos Handouts Learner's guide White board	Class room

	3. Report deviations from work activities and recommend with appropriate personnel and in accordance with set standards. 4. Compile reporting requirements with in accordance with recommended format. 5. Prepare & maintain files in accordance with standard operating procedures.	• Explain reporting deviations from work activities and recommend with appropriate personnel and in accordance with set standards. • Describe compile reporting requirements with in accordance with recommended format. • Explain preparing & maintaining files in accordance with standard operating procedures	Practical: 10 Hours	Board markers Computer Duster Note book Pen Pencil	
LU5: Review and evaluate work plans and activities	The trainee will be able to: 1. Review work plans, strategies and implementation based on relevant and current information. 2. Review is based on comprehensive consultation with appropriate personnel on outcomes of work plans and reliable feedback. 3. Identify & Develop ways to improve competence within available opportunities accordingly to feedback. 4. Conduct performance appraisal in accordance with organization rules and regulations.	• Explain reviewing work plans, strategies and implementation based on relevant and current information. • Describe reviewing is based on comprehensive consultation with appropriate personnel on outcomes of work plans and reliable feedback. • Describe identifying & developing ways to improve competence within available opportunities accordingly to feedback. • Explain conducting performance appraisal in accordance with organization rules and regulations.	Total 24 Hours Theory: 10 Hours Practical: 14 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

	5. Prepare performance appraisal report as per organization requirements. 6. Prepare recommendations and presented to appropriate personnel/authorities. 7. Prepare & Implement feedback mechanisms in line with organization policies.	• Describe preparing performance appraisal report as per organization requirements. • Describe preparing recommendations and presented to appropriate personnel/authorities. • Describe preparing & Implementing feedback mechanisms in line with organization policies.			
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13. Deliver Operational Excellence

Objective of the module: 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.

Duration: 75 Hours **Theory:** 25 Hours **Practical:** 50 Hours

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
LU1: Identify Near Loss & Lost Items	The trainee will be able to: 1. Identify lost items of store 2. Identify pilferage of store 3. Prepare list of Near Loss & Lost Items of stores 4. Off Shelf Expired Products from Shelves 5. Prepare promotion or Mark down for near expiring products/Out dated Products 6. Dispose Expired products as per SOP	• Explain lost items in retail industry • Describe types of lost items in retails industry • Explain near lost items in retail industry • Describe types of near lost items in retails industry • Explain pilferage of store • Describe techniques of identifying near lost and lost items • Describe methods of preparing lists of near loss & lost items • Describe kinds of promotions that can be used for near loss items or out-dated products • Describe techniques to dispose expired items	Total 13 Hours Theory: 4 Hours Practical: 9 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU2: Align Business Partners for floor upgradation	The trainee will be able to: 1. Identify areas of improvement in store	• Explain floor and store ambiance	Total 10 Hours	Multimedia Videos Handouts	Class room

	2. Communicate suggestions for store improvement to management 3. Facilitate business partner & management for floor upgradation. 4. Execute upgradation in store	• Explain areas to focus on store for better customer appeal • Explain types of improvement can be done on store • Explain ways to present ideas of store upgradation to management • Explain steps involve in store upgradation	Theory: 3 Hours Practical: 7 Hours	Learner's guide White board Board markers Computer Duster Note book Pen Pencil	
LU3: Maintain Store Ambiance	The trainee will be able to: 1. Maintain shelves cleanliness of store 2. Maintain fixtures of stores 3. Maintain store environment	• Explain Shelves and its importance in stores • Explain importance cleanliness shelves in store • Describe ways to ensure cleanliness of shelves in store • Explain store fixtures • Explain importance of store fixtures • Explain store fixtures impact on customers • Describe ways to ensure store fixture maintenance • Explain store environment • Explain elements of store environment • Describe techniques to develop store environment • Explain ways to ensure maintenance of store environment	Total 11 Hours Theory: 3 Hours Practical: 8 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU4: Develop Store Operation's Strategy & plan	The trainee will be able to: 1. Identify stores' peak & off-peak times/hours 2. Identify potential products (fast moving & slow moving) of store	• Explain peaks hours of stores • Explain off peaks hours of stores • Describe ways to identify stores' peak & off-peak hours. • Explain importance of understanding stores' peak & off-peak hours	Total 12 Hours Theory: 4 Hours	Multimedia Videos Handouts Learner's guide White board	Class room

	3. Identify potential promotion for store 4. Prepare store operation plan	• Explain importance of identification of stores' peak & off peak hours • Describe potential of products in store sales • Explain Fast Moving products • Explain slow moving products • Describe store promotion on products for store operations • Explain store operation plan • Describe techniques of store operation plan • Explain importance of store operation plan	Practical: 8 Hours	Board markers Computer Duster Note book Pen Pencil	
LU5: Monitor Operations of promotions & events	The trainee will be able to: 1. Execute promotions as per given instruction 2. Maintain promotions execution 3. Monitor promotions execution	• Explain execution plan for store promotion • Describe importance of promotion execution of store plan • Explain elements required for successful promotion execution in stores • Describe importance of promotion monitoring • Explain methods of monitoring store promotions	Total 8 Hours Theory: 3 Hours Practical: 5 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room
LU6: Carryout Continuous Improvement activities	The trainee will be able to: 1. Identify areas of improvement in store 2. Conduct review meeting	Explain continuous improvement • Explain continuous improvement tools & techniques • Describe ways to incorporate continuous improvement tools in store operations	Total 9 Hours Theory: 4 Hours	Multimedia Videos Handouts Learner's guide White board	Class room

	3. Prepare action plan for store improvement implementation 4. Implement quality management tools in store	• Explain ways of identifying store areas of improvement • Explain change management • Explain importance of change management • Explain elements of successful continuous improvement plan	Practical: 5 Hours	Board markers Computer Duster Note book Pen Pencil	
LU7: Monitor sales conversion ratio	The trainee will be able to: 1. Calculate store foot fall 2. Identify stores' performing promotions 3. Calculate sale lost 4. Review product placement in store	• Explain store food fall • Describe methods of calculating store foot fall • Explain importance of calculating foot fall • Describe performing promotions in store • Describe methods of identifying store performing promotions • Explain sales lost • Explain methods of calculating sales lost. • Explain product placement in store • Explain importance of product placement in stores	Total 12 Hours Theory: 4 Hours Practical: 8 Hours	Multimedia Videos Handouts Learner's guide White board Board markers Computer Duster Note book Pen Pencil	Class room

14.Module: Apply Implement Green Skills at Workplace

Objective: 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.

Duration: 25 Hours

Theory: 10 Hours

Practice: 15 Hours

Credit Hours: 2.5

Learning Unit	Learning Outcomes	Learning Elements	Duration	Materials Required	Learning Place
CU1. Use Power management techniques	Trainee will be able to: - Use both sides of the paper for printing - 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. - The use of LED and LCD monitors in place of CRTs - 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	- Describe the importance of green energy with respect to global warming - Power management techniques - Difference between LED and LCD monitor	Theory- 3 Practical- 5 hrs. Total- 8	- Internet - Laptop/Computer - White board - Projector screen - Multimedia projector	Classroom

CU2. Use efficient Resource Management	Trainee will be able to: 1. Turn off the computer when not using 2. Switch off the External Devices when not needed 3. Facilitate energy management 4. Use Devices which consume low energy 5. Use handheld equipment rather than PCs for basic tasks	• Techniques used for energy saving in industry	Theory- 3 Practical- 5hrs Total- 8	• Internet • Laptop/Computer • White board • Projector screen • Multimedia projector	Classroom
CU3. Shift Towards Green IoT	Trainee will be able to: 1. Minimize the power consumption by technologies and other electronic devices 2. Enable the designing, analysis, and synthesis of green IOT computers, servers, and other related devices 3. Recycle old gadgets and unused electronic devices	• Appliances used in household for green energy • Define the term IR 4.0 • Define the term IoT	Theory- 4 Practical- 5hrs Total- 9	• Internet • Laptop/Computer • White board • Projector screen • Multimedia projector	Classroom

Assessment strategy for Retail Operations Management (Floor In charge/ Operational Manager)

This curriculum consists of 14 modules:

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

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 teams

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

List of Tools & 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
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.	Energy meter	5
15.	Battery	2

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 Manager Retail Operations) 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. Manage Staff	100	10
2. Provide Training to staff	100	10
3. Develop Teams & individuals	80	8
4. Manage shopper's marketing program	100	10
5. Create display for small business	100	10
6. Buy Store Merchandise	100	10
7. Manage store's categories	100	10
8. Manage Outlet/Store Sales Performance	80	8
9. Manage partners' relationship	80	8
10. Develop Business Opportunities	80	8
11. Manage Finance	100	10

Competency Module	Estimate of hours	Credit Hours
12. Plan & Organize Work	80	8
13. Deliver Operational Excellence	75	7.5
14. Implenent Green Skills at Workplace	25	2.5