

CORE MODULES

Competency Unit: Manage Merchandising and Store Presentation

Reference Number: RE-MM-401C-1

COURSE OVERVIEW

This competency unit specifies a range of skills and knowledge required to effectively manage merchandise and store presentation. It includes:

1. Manage store merchandising and display standards

- 1.1 Explain the importance of planning and developing standards and guidelines for store layout and merchandising presentation
- 1.2 Explain how to develop a checklist for reviewing store layout and merchandising presentation
- 1.3 Explain the importance of staff teamwork and support for maintaining store layout and merchandising presentation standards
- 1.4 Explain how to maintain open communication channels for staff discussions and feedback
- 1.5 Explain the legal, safety and health regulations relevant to the work role
- 1.6 Explain the organisational procedures for managing merchandising and store presentation
- 1.7 Explain the retail business at large and competitor's products and services

2. Plan and manage store advertising and promotions

- 2.1 Explain how anticipated and researched customer requirements are incorporated into the store promotional activities
- 2.2 Explain how to involve and negotiate the active participation of suppliers
- 2.3 Explain the importance of tie-ins between the store's and shopping centre/complex's promotional plans and activities

- 2.4 Explain the importance of continuous reviews and improvements in store operations
- 2.5 Explain how to develop criteria to assess the effectiveness of the store promotional activities
- 2.6 Explain the organisational procedures available for managing merchandising and store presentation

3. Manage store pricing policies

- 3.1 Explain the importance of clear pricing policies in store operations
- 3.2 Explain the importance of staff being clear and complying with the store pricing policies
- 3.3 Explain the importance of store pricing procedures for effective and consistent customer service

4. Manage housekeeping

- 4.1 Explain the importance of good housekeeping in store operations
- 4.2 How to develop good housekeeping criteria in line with organisational policies and guidelines
- 4.3 Explain how to ensure staff understanding and support of housekeeping requirements
- 4.4 Explain how to assess housekeeping practices in store operations and at merchandising presentation sites
- 4.5 Explain the importance of contingency plans in store operations
- 4.6 Explain how to develop a contingency plan

This unit is within the competency category of *Manage Merchandising and Store Presentation* and is one of the core modules leading to the CET Diploma in Retail Management.

The main target audience of this module is the service and sales manager/assistant manager from the retail outlets of various service industry sectors.

Training Hours (inclusive of assessment): 30 hours

Competency Unit: Manage Marketing Strategies

Reference Number: RE-MM-402C-2

COURSE OVERVIEW

On successful completion of this unit the participant will have the knowledge and skills to manage marketing strategies in a retail environment. The unit includes:

1. Forecast trends to identify retail marketing opportunities

- 1.1 Explain the common changes in trends that help identify the retail marketing opportunities
- 1.2 Describe the sales and business factors that are used to define and identify market opportunities
- 1.3 Explain the risk and benefit factors used to evaluate the market opportunities identified
- 1.4 Explain how to determine compatibility of market opportunities with business goals, marketing strategies and guidelines
- 1.5 Explain the organisational procedures for managing marketing strategies

2 Determine changes needed to improve current marketing performance and take advantage of marketing opportunities

- 2.1 Explain the types of operational changes needed to improve marketing performance
- 2.2 List the advantages of viable marketing opportunities
- 2.3 List the resources required to support the operational changes
- 2.4 Describe the methods of communicating operational changes to stakeholders

3 Monitor and improve marketing performance

- 3.1 Describe the ways to develop in-store plan for effective improvement of marketing performance
- 3.2 Explain the importance of developing a marketing performance monitoring plan
- 3.3 Explain how to monitor marketing performance
- 3.4 Explain the elements of marketing mix
- 3.5 Explain how the marketing strategy contributes to the business profitability

This unit is within the competency category of *Manage Marketing Strategies* and is one of the core modules leading to the CET Diploma in Retail Management.

The main target audience of this module is the service and store manager/assistant manager from the retail outlets of various service industry sectors.

Training Hours (inclusive of assessment): 30 hours

Competency Unit: Manage Finance for Retail Operations

Reference Number: RE-SS-410C-2

COURSE OVERVIEW

This competency unit specifies the skills and knowledge required by store managers to manage finance and develop budgets for retail operations. It includes:

1. Describe financial planning for retail operations

- 1.1 Explain the components of income / profit and loss statement
- 1.2 Explain the components of a balance sheet
- 1.3 Describe the ways to manage gross profit margin
- 1.4 List the various types of assets in your organisation
- 1.5 Describe the ways to manage assets
- 1.6 Explain the concept of return on net assets
- 1.7 Explain the concept of depreciation
- 1.8 Explain the concept of return on net worth
- 1.8 Explain the concept of cash flow control

2. Apply break even analysis to manage profitability

- 2.1 Explain the concept of scenario planning
- 2.2 Explain how to use break even analysis to maintain profitability and/or profitability for scenario planning

3. Describe stock and operations productivity management

- 3.1 Explain the concept of stock turn management
- 3.2 Explain the importance of stock turn rates to organisations
- 3.3 Explain the importance of gross margin return on investment (GMROI) to at least one of the following:

- products
- classifications
- departments
- stores

3.4 Explain the importance of GMROI to organisations

4. Analyse operational, strategic and financial planning documents

4.1 Describe your organisational strategic plans

4.2 Explain the process of developing tactical and operational plans

4.3 Explain the importance of developing tactical and operational plans/objectives within strategic plans

4.4 Explain the how to interpret and analyse financial trends

4.5 Explain the process of financial planning

4.6 Identify the documents, tools and equipment to be used for financial planning

4.7 Describe the methods of monitoring and controlling performance measures

4.8 Explain the importance of compliance with legal requirements

4.9 Explain the retail business at large and your competitor's products and services

5. Develop budget proposals

5.1 Explain the principles of costs and benefits analysis

5.2 Explain the principles of risk analysis and risk management

5.3 Explain the organisational procedures for allocating responsibilities

5.4 Explain the organisational policies relating to level of authority of staff

5.5 Explain the organisational procedures for developing budget proposals

5.6 Explain the organisational procedures for developing budget proposals and related activities

6. Negotiate with relevant groups to develop support / seek approval for plans

6.1 Describe 3 different negotiation techniques

6.2 Explain the relationship between budgets, plans and organisational strategic objectives

6.3 Describe 2 methods to develop support for plans

6.4 Explain the organisational procedures for negotiating with relevant groups to develop support/seek approval for plans

6.5 Explain the organisational approval process in the development of budgets and plans

6.6 Explain the organisational procedures for documenting and communicating final budgets and plans

This unit is within the competency category of *Manage Finance for Retail Operations* and is one of the core modules leading to the CET Diploma in Retail Management.

The main target audience of this module is the service and sales manager/assistant manager from the retail outlets of various service industry sectors.

Training Hours (inclusive of assessment): 48 hours

Competency Unit: Lead and Manage Work Teams

Reference Number: RE-SO-410C-1

COURSE OVERVIEW

This competency unit looks at the process of leading and managing a work.

1. Direct and organise work teams

1.1 Discuss and *establish* team *purpose, goals and objectives* with work teams in accordance with organisation's vision and *strategic plans*

1.2 Establish tasks, *resources, accountabilities and targets* with *team members* to achieve team purpose, goals and objectives

1.3 *Allocate roles, duties and responsibilities* to *team members* for achievement of team purpose, goals and objectives

1.4 Establish *communication plan* to update team members on work plan and achievement of goals and objectives

1.5 Establish *systems and processes* to monitor and review *team performance* and achievement of team purpose, goals and objectives

2. Lead work teams

2.1 Provide *support to team members* to achieve team purpose, goals and objectives

2.2 Build and maintain a *conducive team working environment to promote sharing, creativity, trust and relationships*

2.3 Maintain *communication plan* to ensure team members are constantly updated on *work progress, issues and expectations*

2.4 *Motivate team members* to achieve team purpose, goals and objectives

2.5 *Prevent and manage conflicts* in accordance with team purpose, goals and objectives

2.6 Manage *team meetings effectively* in accordance with organisational procedures

3. Manage work teams

- 3.1 Conduct *review of team effectiveness* in accordance with organisational policies and procedures
- 3.2 Identify *team performance gaps* in accordance with industry and organisational practices
- 3.3 *Provide feedback* to team members in accordance with organisational policies and procedures
- 3.4 Identify strategies *to improve team performances and effectiveness* with team members
- 3.5 *Identify training needs* for team members to improve performance and team effectiveness
- 3.6 Establish *training goals and objectives* with team members
- 3.7 Manage *team performance* in accordance with organisational procedures
- 3.8 Manage *training and development* for team members in accordance with organisational policies and procedures
- 3.9 Assess team performances and effectiveness to ensure performance gaps have been addressed and training is effective

In this unit, learners can acquire competencies such as directing ,organising, leading and managing work teams effectively.

The main target audience of this module are the shop managers, merchandising managers, operations managers, chain store managers, department managers, commercial managers, area managers and store managers.

Training Hours (inclusive of assessment): 36 hours

Competency Unit: Retailing and the Economy

Reference Number: RE-MM-408C-1

COURSE OVERVIEW

On completion of this unit participant will be able to apply the knowledge of retailing and the economy in the organization.

1. Demonstrate knowledge of retailing

- 1.1 Explain the key considerations in retailing
- 1.2 Explain the target markets in retailing
- 1.3 Describe the marketing strategies used in retailing
- 1.4 Describe the distribution methods in retailing
- 1.5 Describe the service levels offered by retailers
- 1.6 Describe the ownership structures for retailers
- 1.7 Describe the various retail formats

2. Demonstrate knowledge of economics in the context of retailing

- 2.1 Explain the concept of demand and supply in relation to price and quantity in the context of retailing
- 2.2 Explain the utility concept in relation to decision making in the context of retailing
- 2.3 Explain the characteristics of the various types of market structures in the context of retailing
- 2.4 Explain the effects of socio-economic changes in the retailing environment

3. Apply economic concepts of retailing in Singapore

- 3.1 Explain the global factors affecting the Singapore retail environment and the way retailers do business
- 3.2 Explain the importance of retailing to Singapore
- 3.3 Explain the key issues affecting the retail sector in Singapore
- 3.4 Explain the strategies used by the Singapore government and other agencies to boost the local retail sector's productivity performance and how they impact the economy

This unit is within the competency category of *Retailing and the Economy* and is one of the core modules leading to the CET Diploma in Retail Management.

The main target audience of this module is the service and store manager/assistant manager from the retail outlets of various service industry sectors.

Training Hours (inclusive of assessment): 24 hours

Competency Unit: Manage Service Operations

Reference Number: SV-CS-403G-0

COURSE OVERVIEW

On completion of this unit the learner will have knowledge and application skills in planning to meet internal and external customer requirements, ensuring delivery of quality service and monitoring and review of customer service.

1. Plan to meet internal and external customer requirements

- 1.1 Analyse organisational service objectives and define service and quality standards to be offered in a given operational area in order to meet those objectives.
- 1.2 Work in partnership with relevant business partners, customers and colleagues to enhance service planning.
- 1.3 Apply data from organisational customer intelligence to service planning.
- 1.4 Develop specific plans that will ensure sustainable and consistent delivery of quality customer service.
- 1.5 Identify and assess service risks that may occur during service delivery.
- 1.6 Develop effective contingency plans to deal with service risks affecting service delivery.
- 1.7 Conduct service cost benefit analysis to assess service planning in accordance with organisational financial guidelines.

2. Ensure delivery of quality service

- 2.1 Obtain the resources required to implement customer service delivery plans.
- 2.2 Develop specific, measurable and realistic targets for staff delivering customer service.
- 2.3 Ensure that planned resources are available when required to support the best possible service delivery.
- 2.4 Brief relevant staff on their service objectives and targets in accordance with the service delivery plan.
- 2.5 Acknowledge excellent service performance to motivate staff.
- 2.6 Address problems relating to customer service operations by developing service recovery strategies.

3. Monitor and review customer service

- 3.1 Develop a plan to monitor and evaluate customer service against service criteria.
- 3.2 Use the organisation's systems and technology to monitor progress in achieving service targets and

standards.

3.3 Encourage feedback from internal and external customers and staff on customer service operations.

3.4 Collect and analyse feedback from customers and staff on customer service operations.

3.5 Evaluate service operations against quantitative targets set.

3.6 Modify service delivery planning in response to evaluation.

3.7 Manage records, reports and recommendations within the organisation's systems and processes.

This unit is within the competency category of *Manage Service Operations* and is one of the core modules leading to the CET Diploma in Retail Management.

The main target audience of this module is the service and store manager/assistant manager from the retail outlets of various service industry sectors.

Training Hours (inclusive of assessment): 30 hours

Competency Unit: Manage Human Resources to Achieve Service Excellence

Reference Number: SV-PP-401G-0

COURSE OVERVIEW

On completion of this unit the learner will have the knowledge and application skills in human resources, planning, selecting, developing, motivating and empowering customer focused staff, and developing reward strategies to recognize service excellence.

1.Undertake human resources planning based on the organisation’s customer focussed strategies

- 1.1 Forecast human resources needs to meet key organisational service objectives.
- 1.2 Plan human resource programs to address key organisational service objectives within available budget allocations.
- 1.3 Evaluate human resources planning to ensure human resource planning is effective.

2. Recruit and select customer–centric staff

- 2.1 Select and use appropriate recruitment methods to source for service staff in accordance with organisational guidelines.
- 2.2 Manage staff selection processes and record keeping procedures to comply with organisational and legal requirements.
- 2.3 Implement and review processes that assess candidates’ service orientation against established service person specifications.
- 2.4 Inform candidates of selection outcome according to organisational procedures.
- 2.5 Negotiate employment arrangements with successful service candidates.

3. Monitor the impact of staff satisfaction on staff performance

- 3.1 Establish processes to ensure that service staff satisfaction is regularly monitored.
- 3.2 Identify factors that impact upon organisation service staff satisfaction levels.
- 3.3 Compare staff satisfaction levels with customer service feedback levels to identify underperforming areas for corrective action.

4. Develop effective customer service staff

- 4.1 Assist staff members providing customer service to identify their own learning and development needs.
- 4.2 Assist staff members to identify how they learn best.
- 4.3 Agree upon the aims and objectives of specific customer service training and development activities
- 4.4 Agree upon the type and style of customer service training and development activities that are appropriate to learner and in accordance with organisational training budget.

- 4.5 Confirm the detailed design of specific customer service training and development activities.
- 4.6 Monitor the performance of staff involved in training and development to ensure that learning has been put into practice.
- 4.7 Give staff recognition for training attended, where applicable.
- 4.8 Organise additional assistance or training for customer service staff as required.

5. Implement and manage a customer service award program for employees

- 5.1 Launch customer service awards to inform and motivate customers and service staff.
- 5.2 Ensure transparent criteria for customer service awards that are considered fair by service staff.
- 5.3 Publicise the program to customers to demonstrate organisational commitment to customer service where appropriate.
- 5.4 Organise objective judging of individual awards that can be justified to service staff.
- 5.5 Announce results and present awards in a manner that suits the culture of the organisation and service staff.
- 5.6 Review and evaluate the impact of the customer service awards program on customers and service staff.

This unit is within the competency category of *Manage Service Operations* and is one of the core modules leading to the CET Diploma in Retail Management.

The main target audience of this module is the service and store manager/assistant manager from the retail outlets of various service industry sectors.

Training Hours (inclusive of assessment): 30 hours

Manage Retail Productivity

COURSE OVERVIEW

On completion of this unit, the participant will have the knowledge and application skills required in identifying potential and opportunities for productivity measurement and improvement at the workplace. The participant will also be able to select and implement relevant techniques and tools for productivity improvement, monitor and manage productivity at the workplace.

This competency unit consists of the following elements:

1 Identify potential and opportunities for productivity measurement and improvement at the workplace

- 1.1 Explain meaning and concept of productivity
- 1.2 Explain importance of productivity at workplace
- 1.3 Identify potential and opportunities to improve productivity at workplace
- 1.4 Explain barriers to productivity improvement and ways to overcome them

2. Select and implement relevant techniques and tools for productivity improvement

- 2.1 Identify tools and techniques to find root cause of problems
- 2.2 Identify tools and techniques for productivity improvement at the workplace
- 2.3 Evaluate tools and techniques for productivity improvement at workplace
- 2.4 Implement tools and techniques for productivity improvement at the workplace

3. Monitor and manage productivity at workplace

- 3.1 Monitor productivity measurements
- 3.2 Analyze productivity performance data
- 3.3 Report and recommend productivity improvement for management endorsement
- 3.4 Support productivity initiatives by management

This unit is within the competency category of *Store Operations* and is one of the elective modules leading to the WSQ Diploma in Retail Management

The main target audience of this module are retail managers .

Training Hours (inclusive of assessment): 30 hours