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SOUTH AFRICAN QUALIFICATIONS AUTHORITY

REGISTERED QUALIFICATION:

Occupational Certificate: Retail Manager: Retail Store Manager

SAQA QUAL ID		QUALIFICATION TITLE		
91789		Occupational Certificate: Retail Manager: Retail Store Manager		
ORIGINATOR				
Development Quality Partner - W&RSETA				
PRIMARY OR DELEGATED QUALITY ASSURANCE FUNCTIONARY			NQF SUB-FRAMEWORK	
QCTO - Quality Council for Trades and Occupations			OQSF - Occupational Qualifications Sub-framework	
QUALIFICATION TYPE	FIELD		SUBFIELD	
Occupational Certificate	Field 11 - Services		Wholesale and Retail	
ABET BAND	MINIMUM CREDITS	PRE-2009 NQF LEVEL	NQF LEVEL	QUAL CLASS
Undefined	507	Not Applicable	NQF Level 06	Regular-ELOAC
REGISTRATION STATUS		SAQA DECISION NUMBER	REGISTRATION START DATE	REGISTRATION END DATE
Reregistered		EXCO 0425/24	2018-07-01	2025-12-30
LAST DATE FOR ENROLMENT		LAST DATE FOR ACHIEVEMENT		
2026-12-30		2029-12-30		

In all of the tables in this document, both the pre-2009 NQF Level and the NQF Level is shown. In the text (purpose statements, qualification rules, etc), any references to NQF Levels are to the pre-2009 levels unless specifically stated otherwise.

This qualification is replaced by:

Qual ID	Qualification Title	Pre-2009 NQF Level	NQF Level	Min Credits	Replacement Status
122237	Advanced Occupational Certificate: Retail Store Manager	Not Applicable	NQF Level 06	248	Complete

PURPOSE AND RATIONALE OF THE QUALIFICATION

Purpose:

The purpose of this qualification is to prepare a learner to manage the functions of a sustainable retail establishment to achieve the objectives of the business while addressing the expectations of the stakeholders.

A qualified learner will be able to:

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

Retail Managers (Retail Store Managers) are facing an increasingly complex operating environment and have to manage a very diverse set of factors. These include increased legislative and regulatory requirements, higher standards, increasingly assertive customers, threats such as fraud, shrinkage and theft, health and safety issues, management of more complex supply chains and the usual complexities of managing people, processes and financial sustainability.

This qualification describes the knowledge, practical skills and exposure to retail store processes required to ensure that

learners have a comprehensive and in-depth knowledge and understanding of the retail business.

Rationale:

This qualification is designed to enhance the professionalism and productivity of those who are responsible for managing a retail outlet. These managers have full responsibility for all aspects of the business including setting strategy and developing or revising policy. They may own the retail establishment or report directly to the owners or shareholders. Such Retail Manager (Retail Store Managers) have a higher level of responsibility than chain store managers who manage retail operations within a defined corporate environment and implement pre-determined strategy and policy. Retail establishments vary from fuel filling stations to independent supermarkets, hardware stores and furniture stores, and could be situated in urban or in rural areas.

Typical learners would be graduates with retail management Diplomas from Universities or Universities of Technology who are entering the industry and will be employed as interns, or school leavers who have been employed as learner managers.

The learning pathway includes, at the lowest level, qualifications for shop keepers, then chain store managers and finally Retail Manager (Retail Store Managers).

The qualification defines and structures what has previously been largely an informal process. This ensures that qualifying learners will have undergone learning which is broad enough to encompass all critical aspects of retailing while at the same time being fit-for purpose. Customers will enjoy higher levels of customer service, health, safety and security.

LEARNING ASSUMED TO BE IN PLACE AND RECOGNITION OF PRIOR LEARNING

Recognition of Prior Learning (RPL):

RPL for access to the integrated assessment: Accredited providers and approved workplaces must apply the internal assessment criteria specified in the related curriculum document to establish and confirm prior learning. Prior learning must be acknowledged by appropriate proof of evidence.

RPL for access to the qualification: Accredited providers and approved workplaces may recognise prior learning against the relevant access requirements.

Admission to the Qualification:

A NQF Level 4 qualification which may be obtained through a process of RPL.

RECOGNISE PREVIOUS LEARNING?

Y

QUALIFICATION RULES

Knowledge Standards:

- Retailing, NQF Level 6, 20 Credits.
- Customer Service in Retail, NQF Level 6, 15 Credits
- Asset and Risk Management in Retail, NQF Level 6, 15 Credits
- Retail Marketing, NQF Level 6, 15 Credits
- Retail Management, NQF Level 6, 15 Credits
- Retail Financial Management, NQF Level 6, 15 Credits
- Communication in Retail, NQF Level 5, 5 Credits
- Human Resource Management in Retail, NQF Level 6, 20 Credits
- Logistics and the Supply Chain in Retail, NQF Level 6, 15 Credits

Total Knowledge Credits: 135.

Practical Standards:

- Manage people and relationships, NQF Level 5, 8 Credits
- Manage operational processes, NQF Level 5, 6 Credits
- Manage workforce planning processes, NQF Level 5, 10 Credits
- Manage employee performance, NQF Level 6, 12 Credits
- Plan and control service standards, NQF Level 6, 10 Credits
- Build stakeholder relationships, NQF Level 6, 10 Credits
- Plan and manage stock, NQF Level 6, 9 Credits
- Price, merchandise and store stock, NQF 6, 7 Credits
- Manage supplier performance and relationships, NQF Level 6, 8 Credits
- Optimise stock performance, NQF Level 6, 8 Credits
- Develop marketing and sales plans, NQF Level 6, 18 Credits
- Develop and interpret financial documents, NQF Level 6, 7 Credits
- Manage cash flow, NQF Level 6, 5 Credits
- Work with financial accounts and business plans, NQF Level 6, 12 Credits
- Manage and mitigate risk, NQF Level 6, 20 Credits
- Manage assets, NQF Level 6, 8 Credits

Total Practical Credits: 158.

Work Experience Standards:

- Operational planning and implementation, NQF Level 6, 20 Credits
- Human resources management, NQF Level 6, 16 Credits
- Industrial relations, NQF Level 6, 12 Credits
- Management of customer shopping experience, NQF Level 6, 12 Credits
- Stakeholder engagement, NQF Level 6, 16 Credits
- Stock management, NQF Level 5, 12 Credits
- Supply chain management, NQF Level 6, 12 Credits
- Sales management, NQF Level 6, 16 Credits
- Marketing management, NQF Level 6, 16 Credits
- Cash management, NQF Level 6, 16 Credits
- Financial management, NQF Level 6, 20 Credits
- Financial control, NQF Level 6, 20 Credits
- Risk management, NQF Level 6, 16 Credits
- Asset management, NQF Level 6, 10 Credits

Total Work Experience Credits: 214.

Total Qualification Credits: 507.

EXIT LEVEL OUTCOMES

1. The ability to communicate effectively with a range of stakeholders using a variety of communication tools.
2. The ability to analyse and interpret financial information and develop an action plan to address possible shortcomings.
3. The ability to manage employee performance to achieve specific objectives in a retail environment.
4. The ability to manage all aspects of the retail supply chain to achieve specific objectives in a retail environment.
5. The ability to manage all operational aspects of retail stores.

Qualification Outcomes:

- Manage employees in a retail business (NQF Level 6).
- Manage services and service standards and relations with stakeholders of a retail business (NQF Level 6).
- Manage the stock, supply chain and logistics of a retail business (NQF Level 6).
- Manage the marketing activities of a retail business (NQF Level 6).
- Manage the financial activities of a retail business (NQF Level 6).
- Manage assets and controlling risks and losses in a retail business (NQF Level 6).

ASSOCIATED ASSESSMENT CRITERIA**Associated Assessment Criteria for Exit Level Outcome 1:**

- Communication strategies clearly show the range of stakeholders affected, the most appropriate communication mediums and what the main content of each communication would be.
- The communications show an understanding of the issues and the solutions are presented in an appropriate and convincing manner for the relevant stakeholder.
- The communications are pitched at the correct level for the relevant audience or reader.

Associated Assessment Criteria for Exit Level Outcome 2:

- Key issues in a range of financial reports are identified and prioritised.
- Action plans focus on appropriate and workable solutions for identified issues or problems.
- Appropriate ratios and financial formulas are selected and used to identify issues in financial reports.

Associated Assessment Criteria for Exit Level Outcome 3:

- Evaluations of case studies identify the key performance and compliance issues.
- Strategies to improve performance and compliance are developed.

Associated Assessment Criteria for Exit Level Outcome 4:

- Reports on stock performance are evaluated and appropriate recommendations are made to improve stock performance.
- For a set of products and circumstances, various supply chain options are evaluated and an appropriate supply chain is proposed.

Associated Assessment Criteria for Exit Level Outcome 5:

- Checklists are developed to evaluate selected operations and contribute to the smooth running of a retail store.
- Operations are evaluated, risks are identified and mitigation strategies are developed.
- Marketing strategies to achieve the objectives of a retail business are developed.

Integrated Assessment:

An external integrated summative assessment, conducted through the relevant QCTO Assessment Quality Partner, is required for the issuing of this qualification.

The external integrated summative assessment will focus on the Exit Level Outcomes and Associated Assessment Criteria.

The external assessment will be conducted through a written assessment conducted over one day at an approved assessment site. The external assessment will consist of a set of written responses (paper or on-line) to a series of in-

basket exercises which will test the candidate's ability to analyse, prioritise, plan, delegate, communicate, solve problems and make decisions in relation to a set of typical situations and circumstances which are encountered in the retail store environment. The responses will be assessed by registered assessors.

In order to qualify for the external summative assessment learners must provide a completed and signed Statement of Work Experience as well as proof of successful completion of the following subjects and modules or alternative programmes where applicable.

Knowledge Subjects:

- Retailing, NQF Level 6, 20 Credits.
- Customer Service in Retail, NQF Level 6, 15 Credits.
- Asset and Risk Management in Retail, NQF Level 6, 15 Credits.
- Retail Marketing, NQF Level 6, 15 Credits.
- Retail Management, NQF Level 6, 15 Credits.
- Retail Financial Management, NQF Level 6, 15 Credits.
- Communication in Retail, NQF Level 5, 5 Credits.
- Human Resource Management in Retail, NQF Level 6, 20 Credits.
- Logistics and the Supply Chain in Retail, NQF Level 6, 15 Credits.

Alternative Programmes:

The following are relevant alternatives to all or any of the Knowledge Subjects:

78666, 74105, 72635, 72747, 72261, National Diploma: Retail Business Management, NQF Level 6, 360 Credits

Practical Skills Modules:

- Manage people and relationships, NQF Level 5, 8 Credits.
- Manage operational processes, NQF Level 5, 6 Credits.
- Manage workforce planning processes, NQF Level 5, 10 Credits.
- Manage employee performance, NQF Level 6, 12 Credits.
- Plan and control service standards, NQF Level 6, 10 Credits.
- Build stakeholder relationships, NQF Level 6, 10 Credits.
- Plan and manage stock, NQF Level 6, 9 Credits.
- Price, merchandise and store stock, 6, 7 Credits.
- Manage supplier performance and relationships, NQF Level 6, 8 Credits.
- Optimise stock performance, NQF Level 6, 8 Credits.
- Develop marketing and sales plans, NQF Level 6, 18 Credits.
- Develop and interpret financial documents, NQF Level 6, 7 Credits.
- Manage cash flow, NQF Level 6, 5 Credits.
- Work with financial accounts and business plans, NQF Level 6, 12 Credits.
- Manage and mitigate risk, NQF Level 6, 20 Credits.
- Manage assets, NQF Level 6, 8 Credits.

Alternative Programmes

The following are relevant alternatives to all or any of the Practical Skill Modules:

78666, 74105, 72635, 72747, 72261, National Diploma: Retail Business Management, NQF Level 6, 360 Credits.

INTERNATIONAL COMPARABILITY

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

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

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

Country selected for comparison:

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

Similarities and differences:

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

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

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

Conclusion:

The South African curriculum is comparable to international practice.

ARTICULATION OPTIONS

This qualification forms part of a learning pathway. Learners accessing the programme may be school leavers, may have already completed a structured programme or a formal qualification from a University or University of Technology or may have acquired experience in the retail sector either as shopkeepers or as employees of retail establishments. Articulation will, to some extent, be determined by what type of learning pathway the Retail Manager (Retail Store Manager) has had.

The qualification itself is structured as a learning pathway. There is an option to complete a portion thereof and qualify to manage chain store retail establishments within a corporate structure. People who choose this option can then elect at a later stage to complete the outstanding parts of the programme and become Retail Manager (Retail Store Managers).

Horizontal Articulation:

Qualified Retail Manager (Retail Store Managers) may be able to access a National Diploma in Retailing at a University or University of Technology if they have a requisite school-leaving qualification with an appropriate endorsement.

The educational learning pathway consists of a National Diploma leading to a Bachelor of Technology in retailing and then further post-graduate qualifications.

Vertical Articulation:

Articulate vertically to qualifications within the field Retail Management.

Diagonal Articulation:

Achievement of this qualification would provide access to and facilitate progression on a career pathway which includes a variety of career options. Retail Manager (Retail Store Managers) have a variety of career choices in this respect. These include becoming a manager or owner of a franchise or a specialist manager in a retail distribution centre or a corporate retail environment. Specialist management options include a variety of areas, for example, operations, distribution, logistics, supply chain, corporate social responsibility, promotions, advertising, quality, procurement and marketing, as well as chief executive positions. The move to such positions may or may not involve formal learning programmes.

MODERATION OPTIONS

N/A

CRITERIA FOR THE REGISTRATION OF ASSESSORS

Accreditation of providers will be done against the criteria as reflected in the relevant curriculum on the QCTO website.

REREGISTRATION HISTORY

As per the SAQA Board decision/s at that time, this qualification was Reregistered in 2015.

NOTES

In order to qualify for an external assessment, learners must provide proof of completion of all required standards by means of statements of results and work experience.

LEARNING PROGRAMMES RECORDED AGAINST THIS QUALIFICATION:

When qualifications are replaced, some of their learning programmes are moved to being recorded against the replacement qualifications. If a learning programme appears to be missing from here, please check the replacement.

NONE

PROVIDERS CURRENTLY ACCREDITED TO OFFER THIS QUALIFICATION:

This information shows the current accreditations (i.e. those not past their accreditation end dates), and is the most complete record available to SAQA as of today. Some Primary or Delegated Quality Assurance Functionaries have a lag in their recording systems for provider accreditation, in turn leading to a lag in notifying SAQA of all the providers that they have accredited to offer qualifications and unit standards, as well as any extensions to accreditation end dates. The relevant Primary or Delegated Quality Assurance Functionary

should be notified if a record appears to be missing from here.

NONE

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