

# Model Curriculum

## Business Leader/ Multi-outlet Retailer

**SECTOR : RETAIL**

**SUB-SECTOR : RETAIL BUSINESS**

**OCCUPATION : CONSUMER SALES**

**REF. ID : RAS/Q0203 VERSION 1.0**

**NSQF LEVEL : 6**



## Certificate

### CURRICULUM COMPLIANCE TO QUALIFICATION PACK – NATIONAL OCCUPATIONAL STANDARDS

is hereby issued by the

**RETAILERS ASSOCIATION'S SKILL COUNCIL OF INDIA**

for the

### MODEL CURRICULUM

Complying to National Occupational Standards of  
Job Role/Qualification Pack: 'Business Leader/Multi-outlet Retailer' QP No. 'RAS/Qo2o3 NSQF Level 6'

Date of Issuance: **May 21<sup>st</sup>, 2021**

Valid up to: **May 26<sup>th</sup>, 2024**

\* Valid up to the next review date of the Qualification Pack

Authorised Signatory  
(Retailers Association's Skill Council of India)

## TABLE OF CONTENTS

<b>1. Curriculum</b>	<b>01</b>
<b>2. Trainer Prerequisites</b>	<b>16</b>
<b>3. Annexure: Assessment Criteria</b>	<b>17</b>

# Business Leader/Multi-outlet Retailer

## Curriculum / Syllabus

This program is aimed at training candidates for the job of a “Business Leader/Multi-outlet Retailer”, in the “Retail” Sector/Industry and aims at building the following key competencies amongst the learner

<b>Program Name</b>	<b>Business Leader/Multi-outlet Retailer</b>		
<b>Qualification Pack Name &amp; Reference ID.</b>	Business Leader/Multi-outlet Retailer RAS/Q0203		
<b>Version No.</b>	1.0	<b>Version Update Date</b>	21-05-2021
<b>Pre-requisites to Training</b>	10th Standard Pass and 1 year experience in a supervisory role OR ITI Pass (2 Years after Class 8) and 1 year experience in a supervisory role OR Certified in NSQF level 5 Job role of Retail Sector / Any following Job roles – Business Builder/ Retail Team Leader/ Sales Supervisor/ Visual Merchandiser and 1 year experience in a supervisory role.		
<b>Training Outcomes</b>	<b>After completing this programme, participants will be able to:</b> <ul style="list-style-type: none"> <li>• Implement legal compliances, policies and procedures</li> <li>• Manage financial operations</li> <li>• Manage business operations</li> <li>• Update self and team on products/services being offered by the business</li> <li>• Manage inventory and sales</li> <li>• Drive operational excellence</li> <li>• Drive marketing activities and plan promotion strategies</li> <li>• Manage customer needs effectively through need identification and strong customer relationship</li> <li>• Build relationships with vendors/dealers to ensure smooth business operations and increase sales</li> <li>• Perform manpower planning activity and impart training to staff</li> <li>• Manage team through demonstration of leadership skills</li> </ul>		

This course encompasses 11 out of 11 National Occupational Standards (NOS) of “Business Leader/Multi-outlet Retailer” Qualification Pack issued by “Retailers Association's Skill Council of India”.

Sr. No.	Module	Key Learning Outcomes	Equipment Required
1	<p><b>Implement legal compliances, policies and procedures</b></p> <p><b>Theory Duration</b> (hh:mm) 20:00</p> <p><b>Practical Duration</b> (hh:mm) 20:00</p> <p><b>Corresponding NOS Code</b> RAS / N0209</p>	<p>The learners should be able to:</p> <ul style="list-style-type: none"> <li>Acquire knowledge of local corporations and government bodies that have a bearing on the particular business</li> <li>Identify corporations and government bodies and the contact persons of the particular corporations and government bodies</li> <li>Build and maintain relationships with the key persons to ensure smooth functioning of business</li> <li>Determine key elements of major legal oversight systems affecting business operations follow relevant rules and policies</li> <li>Compare various issues affecting different forms of contract and agreements within business operations</li> <li>Update self with knowledge to minimise losses and maximise gains</li> <li>Ensure team conformance to the relevant rules and policies for smooth functioning of business</li> <li>Update self and team with knowledge to minimise losses and maximise gains</li> <li>Examine legal aspects of financial transactions within business operations</li> <li>Determine legal requirements for the sale of products and services</li> <li>Analyse various methods of regulating patents and trademarks in local business environment</li> <li>Identify and implement policies and procedures to ensure goods are handled, stored and transported safely and according to requirements for dangerous and hazardous materials</li> <li>Ensure security checks and balances are conducted and balances to prevent hazards and risks involved in the business process</li> <li>Acquire and impart knowledge to team of ways and means to handle emergencies and mitigate risks</li> <li>Record, store and transfer information according to legislative and business requirements</li> </ul>	<p>Registration copy; Shelves for Stacking Products; Shopping Basket; Signage Board Retail; Offer Signages; Big Poster (POS) for offer related advertisement; Card Swapping Machine; Gondolas; Products for display (Dummy cameras &amp; Mobiles); Dangers; Coupons &amp; Vouchers; Credit notes; Currency notes of different Denominations; Carry Bags; Physical Bill Copy; Bar Code Machine; Tables &amp; Stools; Stock Almirah; CC TV Camera; Projector; 1 Computer; LCD TV (optional); Demo Counter; Dummy Billing &amp; Invoicing Software; Dummy Multi-store POS software, Dummy Multi-store software for Inventory Control, Stock management, Accounting, HRMIS, Reporting; Fake note detecting machine; Peghooks; Customer Feedback Forms; Lead Register; Offer/ Promo Pamphlets; Product Catalogue/Product detailer; Sample visiting cards; Company Brochure; Calculator; Pre-printed bill book; Dummy DSR; Daily Log book; Challan book with delivery challans</p>

Sr. No.	Module	Key Learning Outcomes	Equipment Required
		The learners should be able to apply knowledge of: <ul style="list-style-type: none"> <li>Local corporations/authorities that have a bearing on the particular business</li> <li>Policies and procedures that have a bearing on the particular business</li> <li>Legal formalities applicable for the particular business</li> <li>Knowledge of processes involved in the business</li> <li>Hazards and risks involved in the business</li> </ul>	
2	<b>Manage financial operations</b>  <b>Theory Duration</b> (hh:mm) 20:00  <b>Practical Duration</b> (hh:mm) 20:00  <b>Corresponding NOS Code</b> RAS / N0215	The learners should be able to: <ul style="list-style-type: none"> <li>Observe business policy and procedures in regard to preparation of budget or target figures</li> <li>Present proposed budgets or targets accurately and concisely to the concerned stakeholders</li> <li>Negotiate necessary changes to agreed budget allocations if necessary</li> <li>Monitor income and expenditure and maintain expenditure within budget targets according to business policy</li> <li>Take prompt corrective action where significant deviations from budget occur</li> <li>Enforce budget audit mechanisms and compliance requirements</li> <li>Ensure team ability to conduct basic accounting tasks, creating and maintaining reports</li> <li>Build team ability to analyse sources of profits and causes of losses as reflected in the reports</li> <li>Ensure implementation of checks to prevent monetary losses due to fraudulent activities</li> <li>Monitor and maintain business systems for recording sales figures, revenue, personnel and payroll information, and expenditure</li> <li>Implement cost reduction measures according to business policy and procedures</li> <li>Encourage team members to actively control costs in their areas of responsibility</li> <li>Promptly implement recommendations for improving cost reduction or communicate to the team</li> <li>Make the team understand the business cycle from accounting point of view</li> </ul>	Registration copy; Shelves for Stacking Products; Shopping Basket; Signage Board Retail; Offer Signages; Big Poster (POS) for offer related advertisement; Card Swapping Machine; Gondolas; Products for display (Dummy cameras & Mobiles); Dangers; Coupons & Vouchers; Credit notes; Currency notes of different Denominations; Carry Bags; Physical Bill Copy; Bar Code Machine; Tables & Stools; Stock Almirah; CC TV Camera; Projector; 1 Computer; LCD TV (optional); Demo Counter; Dummy Billing & Invoicing Software; Dummy Multi-store POS software, Dummy Multi-store software for Inventory Control, Stock management, Accounting, HRMIS, Reporting; Fake note detecting machine; Peghooks; Customer Feedback Forms; Lead Register; Offer/ Promo Pamphlets; Product Catalogue/Product detailer; Sample visiting cards; Company Brochure; Calculator; Pre-printed bill book; Dummy DSR; Daily Log book; Challan book with delivery challans

Sr. No.	Module	Key Learning Outcomes	Equipment Required
		<ul style="list-style-type: none"> <li>• Calculate credit amount, credit period, break-even point and payment schedules</li> <li>• Define vendor credit cycle to ensure smooth borrowing process</li> <li>• Negotiate to arrive at the most profitable vendor relationship for the organization and finalise credit cycle</li> <li>• Identify credit sources for business expansion</li> <li>• Compare the terms and conditions of sources offering credit</li> <li>• Assess risks involved in each of sources be considered</li> <li>• Select suitable source of credit</li> <li>• Confirm processes for approving trading terms</li> <li>• Establish supplier trading terms</li> <li>• Finalise business customer/direct customer trading terms</li> <li>• Approve trading terms according to business policy and procedures</li> </ul> <p>The learners should be able to apply knowledge of:</p> <ul style="list-style-type: none"> <li>• Organizations financial status</li> <li>• Shareholder expectation</li> <li>• Investment mix</li> <li>• Business expansion plans</li> <li>• Reporting forms and formats of the organization</li> <li>• Elements, specific to business, that need to be considered budgeting and accounting</li> <li>• Risks management while expanding business</li> <li>• Systems that enable timely collection, management and processing of information</li> </ul>	
3	<p><b>Manage business operations</b></p> <p><b>Theory Duration</b> (hh:mm) 20:00</p> <p><b>Practical Duration</b> (hh:mm) 20:00</p> <p><b>Corresponding NOS Code</b> RAS / N0216</p>	<p>The learners should be able to:</p> <ul style="list-style-type: none"> <li>• Ensure awareness of similar businesses</li> <li>• Conduct SWOT (Strength, Weakness, Opportunities, Threats) as compared to external market</li> <li>• Identify do's and don'ts for the business</li> <li>• Identify, assess and prioritize risks</li> <li>• Make a short term and long term business plan and express actions for the planned project</li> <li>• Define milestones and break them into achievable targets</li> <li>• Audit current performance of business to identify opportunities for increased performance.</li> </ul>	<p>Registration copy; Shelves for Stacking Products; Shopping Basket; Signage Board Retail; Offer Signages; Big Poster (POS) for offer related advertisement; Card Swapping Machine; Gondolas; Products for display (Dummy cameras &amp; Mobiles); Danglers; Coupons &amp; Vouchers; Credit notes; Currency notes of different Denominations; Carry Bags; Physical Bill Copy; Bar Code Machine; Tables &amp; Stools; Stock Almirah;</p>

Sr. No.	Module	Key Learning Outcomes	Equipment Required
		<ul style="list-style-type: none"> <li>• Analyse the location, market focus and performance of competitors</li> <li>• Identify, cost and budget the resources required to support the implementation of business strategy.</li> <li>• Communicate the business strategy and individual performance requirements to team members</li> <li>• Establish and communicate to stores/business a schedule of visits to oversee and support operations</li> <li>• Establish and maintain effective communication and feedback mechanisms to manage performance and inform adjustments to strategy based on changing circumstances</li> <li>• Provide effective and actionable advice to staff to ensure high quality merchandising, stock management and selling</li> <li>• Provide direction, advice, resources and support to staff engaged in rolling out promotional and marketing strategies</li> <li>• Identify the staffing and skill requirements for the business</li> <li>• Manage staff selection in line with organisational and procedures</li> <li>• Manage staff performance appraisals according to organisational policies and processes and using standardised instruments</li> <li>• Foster staff skill development to lift their individual and team performance</li> <li>• Provide motivation and coaching of staff on improved sales, merchandising, planning and stock management processes</li> <li>• Identify and manage conflict between individuals according to organisational policies and procedures</li> </ul> <p>The learners should be able to apply knowledge of:</p> <ul style="list-style-type: none"> <li>• Similar businesses and their highs and lows</li> <li>• Possible business risks</li> <li>• Resource utilization</li> <li>• Team management</li> <li>• SWOT (Strength, Weakness, Opportunity, Threat) analysis</li> <li>• Development and evaluation of business plans</li> </ul>	<p>CC TV Camera; Projector; 1 Computer; LCD TV (optional); Demo Counter; Dummy Billing &amp; Invoicing Software; Dummy Multi-store POS software, Dummy Multi-store software for Inventory Control, Stock management, Accounting, HRMIS, Reporting; Fake note detecting machine; Peghooks; Customer Feedback Forms; Lead Register; Offer/ Promo Pamphlets; Product Catalogue/Product detailer; Sample visiting cards; Company Brochure; Calculator; Pre-printed bill book; Dummy DSR; Daily Log book; Challan book with delivery challans</p>



Sr. No.	Module	Key Learning Outcomes	Equipment Required
4	<p><b>Update self and team on products/services being offered by the business</b></p> <p><b>Theory Duration</b> (hh:mm) 20:00</p> <p><b>Practical Duration</b> (hh:mm) 20:00</p> <p><b>Corresponding NOS Code</b> RAS / N0217</p>	<p>The learners should be able to:</p> <ul style="list-style-type: none"> <li>• Ensure thorough knowledge of products/services involved in the business</li> <li>• Ensure team is updated on market trends with respect to sales patterns</li> <li>• Ensure team knowledge of related products/services and possible</li> <li>• Explore opportunities with respect to up-selling, cross-selling, expansion of business etc.</li> <li>• Incorporate changes in critical processes that effect business</li> <li>• Improve performance with respect to market trends</li> <li>• Operate relevant equipment involved in business</li> <li>• Have knowledge of precautions and maintenance required</li> <li>• Update self on new technology that can improve efficiencies and reduce risks play a key role in existing key customer engagement</li> </ul> <p>The learners should be able to apply knowledge of:</p> <ul style="list-style-type: none"> <li>• Product/service being offered</li> <li>• Competition and substitute product/service</li> <li>• Concepts of up- selling, cross-selling, business expansion</li> <li>• How to identify market trend and sales pattern</li> </ul>	<p>Registration copy; Shelves for Stacking Products; Shopping Basket; Signage Board Retail; Offer Signages; Big Poster (POS) for offer related advertisement; Card Swapping Machine; Gondolas; Products for display (Dummy cameras &amp; Mobiles); Dangers; Coupons &amp; Vouchers; Credit notes; Currency notes of different Denominations; Carry Bags; Physical Bill Copy; Bar Code Machine; Tables &amp; Stools; Stock Almirah; CC TV Camera; Projector; 1 Computer; LCD TV (optional); Demo Counter; Dummy Billing &amp; Invoicing Software; Dummy Multi-store POS software, Dummy Multi-store software for Inventory Control, Stock management, Accounting, HRMIS, Reporting; Fake note detecting machine; Peghooks; Customer Feedback Forms; Lead Register; Offer/ Promo Pamphlets; Product Catalogue/Product detailer; Sample visiting cards; Company Brochure; Calculator; Pre-printed bill book; Dummy DSR; Daily Log book; Challan book with delivery challans</p>
5	<p><b>Manage inventory and sales</b></p> <p><b>Theory Duration</b> (hh:mm) 20:00</p> <p><b>Practical Duration</b> (hh:mm) 20:00</p> <p><b>Corresponding NOS Code</b> RAS / N0211</p>	<p>The learners should be able to:</p> <ul style="list-style-type: none"> <li>• Identify target audience/ consumer profile</li> <li>• Continuously observe and identify buying patterns and analyse sales data to define assortments and modify them as per trends observed</li> <li>• Be aware of competitors/other players/ substitute products</li> <li>• Determine means to forecast demands on inventory</li> <li>• Establish importance to the team for monitoring market trends and technology changes as part of managing inventory demands</li> </ul>	<p>Registration copy; Shelves for Stacking Products; Shopping Basket; Signage Board Retail; Offer Signages; Big Poster (POS) for offer related advertisement; Card Swapping Machine; Gondolas; Products for display (Dummy cameras &amp; Mobiles); Dangers; Coupons &amp; Vouchers; Credit notes; Currency notes of different Denominations; Carry Bags; Physical Bill Copy; Bar Code Machine; Tables &amp; Stools; Stock Almirah;</p>

Sr. No.	Module	Key Learning Outcomes	Equipment Required
		<ul style="list-style-type: none"> <li>• Assess inventory/procuring capacity as per demand</li> <li>• Ensure required Inventory is on hand</li> <li>• Monitor stock levels and maintain at required levels</li> <li>• Coordinate stocktake or cyclical count</li> <li>• Assess operational costs</li> <li>• Define targets for self and team to achieve business gains</li> <li>• Match logistics of delivery to inventory supply requirements</li> <li>• Calculate profits and margins</li> <li>• Take steps to prevent inventory losses</li> <li>• Plan for contingencies in case of stockout</li> </ul> <p>The learners should be able to apply knowledge of:</p> <ul style="list-style-type: none"> <li>• Products/services involved in the business</li> <li>• Related products/services</li> <li>• Competitors and substitutes</li> <li>• All costs involved</li> <li>• Possible contingencies</li> <li>• Equipment involved in the business</li> <li>• Calculating various costs</li> <li>• Possible sources of losses</li> </ul>	CC TV Camera; Projector; 1 Computer; LCD TV (optional); Demo Counter; Dummy Billing & Invoicing Software; Dummy Multi-store POS software, Dummy Multi-store software for Inventory Control, Stock management, Accounting, HRMIS, Reporting; Fake note detecting machine; Peghooks; Customer Feedback Forms; Lead Register; Offer/ Promo Pamphlets; Product Catalogue/Product detailer; Sample visiting cards; Company Brochure; Calculator; Pre-printed bill book; Dummy DSR; Daily Log book; Challan book with delivery challans
6	<b>Drive operational excellence</b>  <b>Theory Duration</b> (hh:mm) 20:00  <b>Practical Duration</b> (hh:mm) 20:00  <b>Corresponding NOS Code</b> RAS / N0218	<p>The learners should be able to:</p> <ul style="list-style-type: none"> <li>• Ensure optimum utilisation of resources in daily operations</li> <li>• Ensure the required precautions are taken and timely maintenance is conducted</li> <li>• Ensure updations on new technology that can improve efficiencies and reduce risks</li> <li>• Ensure team competence on using of equipment/s relevant to business</li> <li>• Ensure team competence in manufacturing/selling/servicing of products/services being sold</li> <li>• Ensure insurance and safekeeping of all goods and properties involved in the business</li> </ul> <p>The learners should be able to apply knowledge of:</p> <ul style="list-style-type: none"> <li>• Activities that daily operations comprise</li> <li>• Equipment's used in business and their operation</li> <li>• Possible emergencies</li> <li>• Technology used by others in the business</li> <li>• Possible risks</li> </ul>	Registration copy; Shelves for Stacking Products; Shopping Basket; Signage Board Retail; Offer Signages; Big Poster (POS) for offer related advertisement; Card Swapping Machine; Gondolas; Products for display (Dummy cameras & Mobiles); Dangers; Coupons & Vouchers; Credit notes; Currency notes of different Denominations; Carry Bags; Physical Bill Copy; Bar Code Machine; Tables & Stools; Stock Almirah; CC TV Camera; Projector; 1 Computer; LCD TV (optional); Demo Counter; Dummy Billing & Invoicing Software; Dummy Multi-store POS software, Dummy Multi-store software for Inventory Control, Stock management, Accounting, HRMIS, Reporting; Fake note detecting machine; Peghooks; Customer Feedback Forms; Lead Register; Offer/ Promo

Sr. No.	Module	Key Learning Outcomes	Equipment Required
			Pamphlets; Product Catalogue/Product detailer; Sample visiting cards; Company Brochure; Calculator; Pre-printed bill book; Dummy DSR; Daily Log book; Challan book with delivery challans
7	<p><b>Drive marketing activities and plan promotion strategies</b></p> <p><b>Theory Duration</b> (hh:mm) 12:00</p> <p><b>Practical Duration</b> (hh:mm) 12:00</p> <p><b>Corresponding NOS Code</b> RAS / N0219</p>	<p>The learners should be able to:</p> <ul style="list-style-type: none"> <li>• Create understanding in team about elements that affect customer satisfaction and affinity</li> <li>• Design formats that can be used to collect and study appropriate data</li> <li>• Ensure training of team for collection of market information</li> <li>• Ensure accurate data is collected and adequately analysed so that relevant data is obtained</li> <li>• Identify business needs and designing promotions that work for the same</li> <li>• Ensure team is capable of designing promotions that are easily executable and are low on cost with high returns</li> <li>• Identify and execute promotions and promotional events to augment sales and profitability</li> </ul> <p>The learners should be able to apply knowledge of:</p> <ul style="list-style-type: none"> <li>• Company and competition</li> <li>• Pricing policy and the working for the same</li> <li>• Promotional history of the organization</li> <li>• Pricing and promotions across the industry</li> <li>• Current market conditions</li> </ul>	Registration copy; Shelves for Stacking Products; Shopping Basket; Signage Board Retail; Offer Signages; Big Poster (POS) for offer related advertisement; Card Swapping Machine; Gondolas; Products for display (Dummy cameras & Mobiles); Dangers; Coupons & Vouchers; Credit notes; Currency notes of different Denominations; Carry Bags; Physical Bill Copy; Bar Code Machine; Tables & Stools; Stock Almirah; CC TV Camera; Projector; 1 Computer; LCD TV (optional); Demo Counter; Dummy Billing & Invoicing Software; Dummy Multi-store POS software, Dummy Multi-store software for Inventory Control, Stock management, Accounting, HRMIS, Reporting; Fake note detecting machine; Peghooks; Customer Feedback Forms; Lead Register; Offer/ Promo Pamphlets; Product Catalogue/Product detailer; Sample visiting cards; Company Brochure; Calculator; Pre-printed bill book; Dummy DSR; Daily Log book; Challan book with delivery challans

Sr. No.	Module	Key Learning Outcomes	Equipment Required
8	<p><b>Manage customer needs effectively through need identification and strong customer relationship</b></p> <p><b>Theory Duration</b> (hh:mm) 12:00</p> <p><b>Practical Duration</b> (hh:mm) 12:00</p> <p><b>Corresponding NOS Code</b> RAS / N0207</p>	<p>The learners should be able to:</p> <ul style="list-style-type: none"> <li>• Ensure that products and services satisfy target customer need and desire</li> <li>• Establish rapport with customers and express genuine interest to clarify customer requirements and enhance outcomes</li> <li>• Maximise sales opportunities by use of add-on and complementary sales techniques</li> <li>• Provide customer with detailed information about the product/service</li> <li>• Continuously improvise to identify additional options to delight customers</li> <li>• Ensure designing and execution of feedback collection and analysis systems</li> <li>• Build relationships with customers to generate referrals</li> <li>• Take feedback to improvise to increase business returns and reach</li> <li>• Manage on time delivery service fulfilment</li> <li>• Implement customer loyalty programs like vouchers , promotions</li> <li>• Plan and implement Sales presentations</li> <li>• Acknowledge customer complaints and problems and reassuringly support difficult customers to produce positive outcome</li> </ul> <p>The learners should be able to apply knowledge of:</p> <ul style="list-style-type: none"> <li>• The target customer</li> <li>• Acceptable service fulfillment norms</li> <li>• How to build referrals</li> <li>• What is a loyalty program</li> </ul>	<p>Registration copy; Shelves for Stacking Products; Shopping Basket; Signage Board Retail; Offer Signages; Big Poster (POS) for offer related advertisement; Card Swapping Machine; Gondolas; Products for display (Dummy cameras &amp; Mobiles); Dangers; Coupons &amp; Vouchers; Credit notes; Currency notes of different Denominations; Carry Bags; Physical Bill Copy; Bar Code Machine; Tables &amp; Stools; Stock Almirah; CC TV Camera; Projector; 1 Computer; LCD TV (optional); Demo Counter; Dummy Billing &amp; Invoicing Software; Dummy Multi-store POS software, Dummy Multi-store software for Inventory Control, Stock management, Accounting, HRMIS, Reporting; Fake note detecting machine; Peghooks; Customer Feedback Forms; Lead Register; Offer/ Promo Pamphlets; Product Catalogue/Product detailer; Sample visiting cards; Company Brochure; Calculator; Pre-printed bill book; Dummy DSR; Daily Log book; Challan book with delivery challans</p>
9	<p><b>Build relationships with vendors/dealer to ensure smooth business operations and increase sales</b></p> <p><b>Theory Duration</b> (hh:mm) 12:00</p> <p><b>Practical Duration</b> (hh:mm) 12:00</p> <p><b>Corresponding NOS Code</b> RAS / N0205</p>	<p>The learners should be able to:</p> <ul style="list-style-type: none"> <li>• Communicate clearly in the required local language</li> <li>• Articulate clearly and coherently</li> <li>• Respond appropriately</li> <li>• Identify where to get help and information from</li> <li>• Understand what is required from specific vendors</li> <li>• Express need clearly and get into workable relationship with vendor/s</li> <li>• Negotiate with vendors for better deal</li> <li>• Ensure proper contracting with vendors</li> <li>• Ensure minimisation of possible risks and losses in vendor relationships</li> </ul>	<p>Registration copy; Shelves for Stacking Products; Shopping Basket; Signage Board Retail; Offer Signages; Big Poster (POS) for offer related advertisement; Card Swapping Machine; Gondolas; Products for display (Dummy cameras &amp; Mobiles); Dangers; Coupons &amp; Vouchers; Credit notes; Currency notes of different Denominations; Carry Bags; Physical Bill Copy; Bar Code Machine; Tables &amp; Stools; Stock Almirah; CC TV</p>

Sr. No.	Module	Key Learning Outcomes	Equipment Required
		<ul style="list-style-type: none"> <li>share and gather best practices and maintain cordial relationships</li> </ul> <p>The learners should be able to apply knowledge of:</p> <ul style="list-style-type: none"> <li>Know vendors and connect with them</li> <li>Local language</li> <li>Basic offerings by vendors elsewhere</li> </ul>	<p>Camera; Projector; 1 Computer; LCD TV (optional); Demo Counter; Dummy Billing &amp; Invoicing Software; Dummy Multi-store POS software, Dummy Multi-store software for Inventory Control, Stock management, Accounting, HRMIS, Reporting; Fake note detecting machine; Peghooks; Customer Feedback Forms; Lead Register; Offer/ Promo Pamphlets; Product Catalogue/Product detailer; Sample visiting cards; Company Brochure; Calculator; Pre-printed bill book; Dummy DSR; Daily Log book; Challan book with delivery challans</p>
10	<p><b>Perform manpower planning activity and impart training to staff</b></p> <p><b>Theory Duration</b> (hh:mm) 12:00</p> <p><b>Practical Duration</b> (hh:mm) 12:00</p> <p><b>Corresponding NOS Code</b> RAS / N0220</p>	<p>The learners should be able to:</p> <ul style="list-style-type: none"> <li>Enable team to understand how to assess manpower requirement</li> <li>Identify most effective and cost efficient options for sourcing resources</li> <li>Ensure that business efficiencies are ensured with the help of appropriate resources at appropriate positions in the organisation</li> <li>Ensure proper assessment of staff training needs as per business needs and also as suggested by managers and employees themselves</li> <li>Ensure training as per legal obligations</li> <li>Ensure benefits package that fits employees' needs</li> <li>Ensure contests and incentives to help keep workers motivated and feeling rewarded</li> <li>Ensure promotion from within whenever possible</li> </ul> <p>The learners should be able to apply knowledge of:</p> <ul style="list-style-type: none"> <li>Manpower requirement</li> <li>Training needs</li> <li>Employee engagement needs</li> <li>HR policies</li> <li>Industry norms for manpower engagement</li> <li>Essential statutory compliances</li> </ul>	<p>Registration copy; Shelves for Stacking Products; Shopping Basket; Signage Board Retail; Offer Signages; Big Poster (POS) for offer related advertisement; Card Swapping Machine; Gondolas; Products for display (Dummy cameras &amp; Mobiles); Dangers; Coupons &amp; Vouchers; Credit notes; Currency notes of different Denominations; Carry Bags; Physical Bill Copy; Bar Code Machine; Tables &amp; Stools; Stock Almirah; CC TV Camera; Projector; 1 Computer; LCD TV (optional); Demo Counter; Dummy Billing &amp; Invoicing Software; Dummy Multi-store POS software, Dummy Multi-store software for Inventory Control, Stock management, Accounting, HRMIS, Reporting; Fake note detecting machine; Peghooks; Customer Feedback Forms; Lead Register; Offer/ Promo Pamphlets; Product Catalogue/Product detailer;</p>



Sr. No.	Module	Key Learning Outcomes	Equipment Required
			Sample visiting cards; Company Brochure; Calculator; Pre-printed bill book; Dummy DSR; Daily Log book; Challan book with delivery challans
11	<b>Manage team through demonstration of leadership skills</b>  <b>Theory Duration</b> (hh:mm) 07:00  <b>Practical Duration</b> (hh:mm) 07:00  <b>Corresponding NOS Code</b> RAS/N0221	The learners should be able to: <ul style="list-style-type: none"> <li>• Assess performance of staff in correlation with needs of both the individual and the organization</li> <li>• Ensure assessment of performance as well as potential for development</li> <li>• Analyse data so as to lead to appropriate person-task matching</li> <li>• Provide objective feedback to help improve team performance</li> <li>• Ensure fair and unbiased feedback so that deserving employees profit from the system</li> <li>• Define the core values of your organization</li> <li>• Define what your team will aspire to become or achieve as long-term goals</li> <li>• Communicate the organization's vision clearly and repeatedly such that all employees understand what work needs to be done and why is it critical in the overall effort</li> <li>• Explore opportunities and create solutions to face uncertainties</li> <li>• Keep self-updated to be able to expand business in other fields/line of business as desired</li> <li>• Improvise methods so as to improve efficiencies</li> </ul> The learners should be able to apply knowledge of: <ul style="list-style-type: none"> <li>• Success stories in the related field</li> <li>• Innovations in the relevant product/service</li> <li>• Team motivators</li> <li>• Strengths, weakness, opportunity of and threat to self and own organization</li> </ul>	Registration copy; Shelves for Stacking Products; Shopping Basket; Signage Board Retail; Offer Signages; Big Poster (POS) for offer related advertisement; Card Swapping Machine; Gondolas; Products for display (Dummy cameras & Mobiles); Dangers; Coupons & Vouchers; Credit notes; Currency notes of different Denominations; Carry Bags; Physical Bill Copy; Bar Code Machine; Tables & Stools; Stock Almirah; CC TV Camera; Projector; 1 Computer; LCD TV (optional); Demo Counter; Dummy Billing & Invoicing Software; Dummy Multi-store POS software, Dummy Multi-store software for Inventory Control, Stock management, Accounting, HRMIS, Reporting; Fake note detecting machine; Peghooks; Customer Feedback Forms; Lead Register; Offer/ Promo Pamphlets; Product Catalogue/Product detailer; Sample visiting cards; Company Brochure; Calculator; Pre-printed bill book; Dummy DSR; Daily Log book; Challan book with delivery challans

Sr. No.	Module	Key Learning Outcomes	Equipment Required
	<p><b>Total Duration</b></p> <p><b>Theory Duration</b> <b>175:00</b></p> <p><b>Practical Duration</b> <b>175:00</b></p>	<p><b>Unique Equipment Required:</b></p> <ul style="list-style-type: none"> <li>• Shelves for Stacking Products</li> <li>• Billing dummy Software</li> <li>• Shopping Cart</li> <li>• Signage Board Retail</li> <li>• Offer / Policy Signage</li> <li>• Big Poster (at POS) for offer related advertisement</li> <li>• Card Swiping Machine</li> <li>• Gondola</li> <li>• Products for display (Dummy Cameras and Mobiles)</li> <li>• Danglers</li> <li>• Coupons and Vouchers</li> <li>• Credit Notes</li> <li>• Currency Notes of different Denominations</li> <li>• Carry Bags</li> <li>• Physical Bill Copy</li> <li>• Bar Code Machine</li> <li>• Fake note detection equipment</li> <li>• Customer Feedback form</li> </ul>	

**Grand Total Course Duration: 350 Hours 00 Minutes**

*(This syllabus/ curriculum has been approved by Retailers Association's Skill Council of India)*

## Trainer Prerequisites for Job role: “Business Leader/Multi-outlet Retailer” mapped to Qualification Pack: “RAS/Q0203 VERSION 1.0”

Sr. No.	Area	Details
1	<b>Job Description</b>	Individual in this position should be able to train and skill candidates as per Qualification Pack by using effective methodology for the target audience/candidates whilst ensuing consistently high pass percentage.
2	<b>Personal Attributes</b>	Individual in this position should exhibits below mentioned attributes: <ul style="list-style-type: none"> <li>• Should be subject knowledge / matter expert</li> <li>• Ability to disseminate knowledge</li> <li>• Effective communication skills and proven integrity, as well as sincerity</li> <li>• Ability to conduct interactive training program and concentrate on details</li> <li>• High sense of thoughtfulness in a habitually active environment</li> <li>• Multi-talented and resourceful ability when handling different tasks</li> <li>• Highly skilled in promoting friendly atmosphere and efficient in managing learners</li> <li>• Knowledge and ability to use different training methodologies aligned with audience profile</li> </ul>
3	<b>Minimum Educational Qualifications</b>	Retail Diploma/Graduate
4a	<b>Domain Certification</b>	Certified for Job Role: “Business Leader/Multi-outlet Retailer” mapped to QP “RAS/Q0203 VERSION 1.0”. Minimum accepted score of 80% or as per RASCI guidelines.
4b	<b>Platform Certification</b>	Recommended that the Trainer is certified for the Job Role: “Trainer”, mapped to the Qualification Pack: “MEP/Q2601”. Minimum accepted score of 80% or as per RASCI guidelines.
5	<b>Experience</b>	<ul style="list-style-type: none"> <li>• 5 years of experience in Retail Store Operations or Sales including minimum 2 years of supervisory experience</li> </ul> OR <ul style="list-style-type: none"> <li>• 5 years of experience in Retail Store Operations or Sales including minimum 2 years of supervisory training experience (who has trained team leaders and above or has functioned as a master trainer)</li> </ul>



## Annexure: Assessment Criteria

<b>Assessment Criteria for Business Leader/Multi-outlet Retailer</b>	
<b>Job Role</b>	<b>Business Leader/Multi-outlet Retailer</b>
<b>Qualification Pack</b>	<b>RAS/Q0203 VERSION 1.0</b>
<b>Sector Skill Council</b>	<b>Retailers Association's Skill Council of India</b>

Sr. No.	Guidelines for Assessment
1	Criteria for assessment for each Qualification Pack will be created by Retailers Association's Skill Council of India. Each Performance Criteria (PC) will be assigned marks proportional to its importance in NOS. SSC will also lay down proportion of marks for Theory and Skills Practical for each PC
2	The assessment for the theory part will be based on knowledge bank of questions created by the SSC
3	Individual assessment agencies will create unique question papers for theory part for each candidate at each examination/training centre
4	Individual assessment agencies will create unique evaluations for skill practical for every student at each examination/training centre based on this criteria
5	To pass the Qualification Pack, every trainee should score a minimum marks as mentioned in respective QP
6	In case of successfully passing only certain number of NOS's, the trainee is eligible to take subsequent assessment on the balance NOS's to pass the Qualification Pack

Assessment Outcomes	Assessment Criteria for Outcomes	Marks Allocation			
		Total Mark	Out Of	Theory	Skills Practical
1. RAS/N0209 (Implement legal compliances, policies and procedures)	PC1. identify local corporations and government bodies that have a bearing on the particular business	100	10	3	7
	PC2. identify the contact persons of the particular corporations and government bodies		5	1.5	3.5
	PC3. interact and maintain relationships with the key persons to ensure smooth functioning of business		10	3	7
	PC4. determine key elements of major legal oversight systems affecting business operations and follow relevant rules and policies		10	3	7
	PC5. compare various issues affecting different forms of contract and agreements within business operations		5	1.5	3.5
	PC6. ensure team conformance to the relevant rules and policies for smooth functioning of business		5	1.5	3.5
	PC7. describe the concept of minimizing losses and maximizing		5	1.5	3.5

	gains				
	PC8. articulate legal aspects of financial transactions within business operations		10	3	7
	PC9. describe legal requirements for the sale of products and services		10	3	7
	PC10. describe various methods of regulating patents and trademarks in local business environment		5	1.5	3.5
	PC11. identify and adhere to policies and procedures to ensure goods are handled, stored and transported safely and according to requirements for dangerous and hazardous materials		10	3	7
	PC12. ensure security checks and balances are conducted to prevent hazards and risks involved in the business process		5	1.5	3.5
	PC13. describe ways and means to handle emergencies and mitigate risks		5	1.5	3.5
	PC14. record, store and transfer information according to legislative and business requirements		5	1.5	3.5
		<b>Total</b>	100	30	70
2. RAS/N0215 (Manage financial operations)	PC1. describe business policy and procedures in regard to preparation of budget or target figures	<b>100</b>	4	1.2	2.8
	PC2. present proposed budgets or targets accurately and concisely to the concerned stakeholders		4	1.2	2.8
	PC3. negotiate necessary changes to agreed budget allocations if necessary		4	1.2	2.8
	PC4. monitor income and expenditure and maintain expenditure within budget targets according to business policy		4	1.2	2.8
	PC5. take prompt corrective action where significant deviations from budget occur		4	1.2	2.8
	PC6. enforce budget audit mechanisms and compliance requirements		4	1.2	2.8
	PC7. ensure team ability to conduct basic accounting tasks and creating and maintaining reports		4	1.2	2.8

PC8. build team ability to analyse sources of profits and causes of losses as reflected in the reports	4	1.2	2.8
PC9. ensure implementation of checks to prevent monetary losses due to fraudulent activities	4	1.2	2.8
PC10. monitor and maintain business systems for recording sales figures, revenue, personnel and payroll information, and expenditure	4	1.2	2.8
PC11. implement cost reduction measures according to business policy and procedures	4	1.2	2.8
PC12. encourage team members to actively control costs in their areas of responsibility	4	1.2	2.8
PC13. implement recommendations for improving cost reduction or communicate to the team	4	1.2	2.8
PC14. describe the business cycle from accounting point of view	4	1.2	2.8
PC15. calculate credit amount, credit period, break-even point and payment schedules	4	1.2	2.8
PC16. define vendor credit cycle to ensure smooth borrowing process	4	1.2	2.8
PC17. negotiate to arrive at the most profitable vendor relationship for the organization and finalise credit cycle	4	1.2	2.8
PC18. identify credit sources for business expansion	4	1.2	2.8
PC19. describe the terms and conditions of sources offering credit	4	1.2	2.8
PC20. identify risks involved in each of sources be considered	4	1.2	2.8
PC21. select the suitable credit source	4	1.2	2.8
PC22. define processes for approving trading terms	4	1.2	2.8
PC23. establish supplier trading terms	4	1.2	2.8
PC24. define business customer/direct customer trading terms	4	1.2	2.8
PC25. approve trading terms according to business policy and procedures	4	1.2	2.8
<b>Total</b>	<b>100</b>	<b>30</b>	<b>70</b>

3. RAS/N0216 (Manage business operations)	PC1. describe awareness of similar businesses	<b>100</b>	5	1.5	3.5
	PC2. conduct SWOT (Strength, Weakness, Opportunities, Threats) as compared to external market		5	1.5	3.5
	PC3. identify do's and don'ts for the business		5	1.5	3.5
	PC4. identify, assess and prioritize risks		5	1.5	3.5
	PC5. make short-term and long-term business plans and express actions for the planned project		5	1.5	3.5
	PC6. define milestones and break them into achievable targets		5	1.5	3.5
	PC7. audit current performance of business to identify opportunities for increased performance		5	1.5	3.5
	PC8. analyse the location, market focus and performance of competitors		5	1.5	3.5
	PC9. identify, cost and budget the resources required to support the implementation of business strategy		5	1.5	3.5
	PC10. communicate the business strategy and individual performance requirements to team members		5	1.5	3.5
	PC11. establish and communicate to stores/business a schedule of visits to oversee and support operations		5	1.5	3.5
	PC12. establish and maintain effective communication and feedback mechanisms to manage performance and inform adjustments to strategy based on changing circumstances		5	1.5	3.5
	PC13. provide effective and actionable advice to staff to ensure high quality merchandising, stock management and selling		5	1.5	3.5
	PC14. provide direction, advice, resources and support to staff engaged in rolling out promotional and marketing strategies		5	1.5	3.5
	PC15. identify the staffing and skill requirements for the business		5	1.5	3.5
	PC16. perform staff selection in line with organisational and procedures		5	1.5	3.5

	PC17. conduct staff performance appraisals according to organisational policies and processes and using standardised instruments		5	1.5	3.5
	PC18. foster staff skill development to lift their individual and team performance		5	1.5	3.5
	PC19. motivate and coach staff on improved sales, merchandising, planning and stock management processes		5	1.5	3.5
	PC20. identify and manage conflict between individuals according to organisational policies and procedures		5	1.5	3.5
		<b>Total</b>	100	30	70
4. RAS/N0217 (Update self and team on products/services being offered by the business)	PC1. describe the team products/services involved in the business within the team	<b>100</b>	15	4.5	10.5
	PC2. describe market trends with respect to sales patterns		10	3	7
	PC3. describe related products/services and possible		10	3	7
	PC4. identify opportunities with respect to up- selling, cross-selling, expansion of business etc.		15	4.5	10.5
	PC5. incorporate changes in critical processes that effect business		10	3	7
	PC6. describe the concept of improving performance with respect to market trends		10	3	7
	PC7. operate relevant equipment involved in business		10	3	7
	PC8. understand precautions and maintenance required		10	3	7
	PC9. understand new technologies that can improve efficiencies and reduce risks		10	3	7
		<b>Total</b>	100	30	70
5. RAS/N0211 (Manage inventory and sales)	PC1. identify target audience/ consumer profile	<b>100</b>	5	1.5	3.5
	PC2. identify buying patterns and analyse sales data to define assortments and modify them as per trends observed		10	3	7
	PC3. Understand competitors/other players/ substitute products		5	1.5	3.5

	PC4. determine means to forecast demands on inventory		5	1.5	3.5
	PC5. describe the importance for monitoring market trends and technology changes as part of managing inventory demands		5	1.5	3.5
	PC6. describe inventory/procuring capacity as per demand		10	3	7
	PC7. determine required inventory is on hand		10	3	7
	PC8. monitor stock levels and maintain at required levels		10	3	7
	PC9. coordinate stocktake or cyclical count		10	3	7
	PC10. understand operational costs		5	1.5	3.5
	PC11. define targets for self and team to achieve business gains		5	1.5	3.5
	PC12. match logistics of delivery to inventory supply requirements		5	1.5	3.5
	PC13. calculate profits and margins		5	1.5	3.5
	PC14. take steps to prevent inventory losses		5	1.5	3.5
	PC15. plan for contingencies in case of stockout		5	1.5	3.5
		<b>Total</b>	100	30	70
6. RAS/N0218 (Drive operational excellence)	PC1. ensure optimum utilisation of resources in daily operations	<b>100</b>	17	5.1	11.9
	PC2. ensure the required precautions are taken and timely maintenance is conducted		17	5.1	11.9
	PC3. provide updates on new technologies that can improve efficiencies and reduce risks		15	4.5	10.5
	PC4. ensure team competence on using of equipment/s relevant to business		17	5.1	11.9
	PC5. ensure team competence in manufacturing/selling/servicing of products/services being sold		17	5.1	11.9
	PC6. ensure insurance and safekeeping of all goods and properties involved in the business		17	5.1	11.9
		<b>Total</b>	100	30	70
7. RAS/N0219 (Drive Marketing activities and	PC1. describe the elements that affect customer satisfaction and affinity	<b>100</b>	15	4.5	10.5

plan promotion strategies)	PC2. design formats that can be used to collect and study appropriate data		12.5	3.75	8.75
	PC3. ensure training of team for collection of market information		12.5	3.75	8.75
	PC4. ensure accurate data is collected and adequately analysed so that relevant data is obtained		15	4.5	10.5
	PC5. identify business needs and design promotions that work for the same		15	4.5	10.5
	PC6. ensure team is capable of designing promotions that are easily executable and are low on cost with high returns		15	4.5	10.5
	PC7. identify and execute promotions and promotional events to augment sales and profitability		15	4.5	10.5
		<b>Total</b>	100	30	70
8. RAS/N0207 (Manage customer needs effectively through need identification and strong customer relationships)	PC1. identify target customers	<b>100</b>	10	3	7
	PC2. understand and assess target customer need and desire		10	3	7
	PC3. identify possible options to satisfy customer need		5	3	7
	PC4. present options in an attractive manner that are mutually beneficial in nature		10	3	7
	PC5. establish rapport with customers and express genuine interest to clarify customer requirements and enhance outcomes		10	3	7
	PC6. maximise sales opportunities by use of add-on and complementary sales techniques		5	1.5	3.5
	PC7. provide customer with detailed information about the product/service		10	3	7
	PC8. build relationships with customers to generate referrals		5	1.5	3.5
	PC9. collect feedback to improvise to increase business returns and reach		5	1.5	3.5
	PC10. manage on time delivery service fulfilment		10	3	7
	PC11. implement customer loyalty programs like vouchers, promotions		5	1.5	3.5
	PC12. plan and implement Sales presentations		5	1.5	3.5

	PC13. understand customer complaints and problems and support difficult customers to produce positive outcome		10	3	7
		<b>Total</b>	100	30	70
9. RAS/N0205 (Build relationship with vendors/dealers to ensure smooth business operations and increase sales)	PC1. communicate clearly in the required local language	<b>100</b>	12	3.6	8.4
	PC2. articulate clearly and coherently		7	2.1	4.9
	PC3. respond appropriately		7	2.1	4.9
	PC4. identify where to get help and information from		12	3.6	8.4
	PC5. understand what is required from specific vendors		12	3.6	8.4
	PC6. express need clearly and get into workable relationship with vendor/s		7	2.1	4.9
	PC7. negotiate with vendors for better deal		12	3.6	8.4
	PC8. ensure proper contracting with vendors		12	3.6	8.4
	PC9. ensure minimization of possible risks and losses in vendor relationships		12	3.6	8.4
	PC10. understand best practices and maintain cordial relationships		7	2.1	4.9
		<b>Total</b>	100	30	70
10. RAS/N0220 (Perform manpower planning activity and impart training to staff)	PC1. describe how to assess manpower requirement	<b>100</b>	14	4.2	9.8
	PC2. identify most effective and cost efficient options for sourcing resources		14	4.2	9.8
	PC3. ensure that business efficiencies are ensured with the help of appropriate resources at appropriate positions in the organisation		8	2.4	5.6
	PC4. ensure proper assessment of staff training needs as per business needs and also as suggested by managers and employees themselves		14	4.2	9.8
	PC5. ensure training as per legal obligations		11	3.3	7.7
	PC6. ensure benefits package that fits employees' needs		14	4.2	9.8
	PC7. ensure contests and incentives to help keep workers motivated and		11	3.3	7.7



	feeling rewarded				
	PC8. ensure promotion from within whenever possible		14	4.2	9.8
		<b>Total</b>	100	30	70
11. RAS/N0221 (Manage team through demonstration of leadership skills)	PC1. assess performance of staff in correlation with needs of both the individual and the organization	<b>100</b>	10	3	7
	PC2. assess performance as well as potential for development		10	3	7
	PC3. analyse data so as to ensure appropriate person-task matching		10	3	7
	PC4. provide objective feedback to help improve team performance		10	3	7
	PC5. ensure fair and unbiased feedback so that deserving employees profit from the system		9	2.7	6.3
	PC6. define the core values of your organization		8	2.4	5.6
	PC7. define what the team will aspire to become or achieve as long-term goals		8	2.4	5.6
	PC8. communicate the organization's vision clearly and repeatedly such that all employees understand what work needs to be done and why is it critical in the overall effort		8	2.4	5.6
	PC9. identify opportunities and create solutions to face uncertainties		9	2.7	6.3
	PC10. keep self-updated to be able to expand business in other fields/line of business as desired		9	2.7	6.3
	PC11. improvise methods so as to improve efficiencies		9	2.7	6.3
		<b>Total</b>	100	30	70