Model Curriculum

QP Name: Retail Merchandise Manager

QP Code: RAS/Q0701

QP Version: 1.0

NSQF Level: 5.5

Model Curriculum Version: 1.0

Retailers Association's Skill Council of India || Retailers Association's Skill Council of India, 703-704 Sagar Tech Plaza - A, Andheri-Kurla Road, Sakinaka Junction, Sakinaka, Andheri (E) Mumbai-400072.

Table of Contents

Training Parameters

Sector	Retail
Sub-Sector	Retail Operations/ Retail E-Commerce/ Retail - FMCG
Occupation	Retail and Wholesale Trade Managers
Country	India
NSQF Level	5.5
Aligned to NCO/ISCO/ISIC Code	NCO-2015/ 1420.9900
Minimum Educational Qualification and Experience	- Completed 3-year UG or equivalent with 1.5 years of relevant experience in Store operations. - Completed 2-year diploma after 12th with 3 years of relevant experience in store operations. 3-year diploma (after 10th) with 4.5 years of relevant experience in store operations. 12th grade pass with 6 years of relevant experience in Store operations. - Previous relevant Qualification of NSQF Level 5 with 1.5-year relevant experience in store operations. - Previous relevant Qualification of NSQF Level 4.5 with 3 years' relevant experience in store operations.
Pre-Requisite License or Training	- Proficiency in working with MS-Office applications, especially advanced Excel, and usage of internet applications for communication. - Proficient in using the software for data analytics & reporting tools, inventory management software, e-commerce platforms, Point-of-Sale (POS) systems, Customer Relationship Management (CRM) tools.
Minimum Job Entry Age	18 Years
Last Reviewed On	27/08/2024
Next Review Date	27/08/2027
NSQC Approval Date	27/08/2024
QP Version	1.0
Model Curriculum Creation Date	27/11/2023
Model Curriculum Valid Up to Date	27/08/2024

Model Curriculum Version	1.0
Minimum Duration of the Course	630 Hrs.
Maximum Duration of the Course	630 Hrs.

Program Overview

This section summarizes the end objectives of the program along with its duration.

Training Outcomes

At the end of the program, the learner should have acquired the listed knowledge and skills.

- Prepare a merchandise strategy.
- Perform post-trade analysis.
- Prepare a merchandise financial plan.
- Prepare category financial plan.
- Develop a merchandise product range plan.
- Perform negotiation and finalise arrangements for supply.
- Prepare a merchandise promotional plan.
- Demonstrate the ability to manage merchandise quality and compliance.
- Show how to manage merchandise for e- commerce channels.
- Use Artificial Intelligence (AI) for Merchandise Management.
- Prepare a product development plan.
- Demonstrate the ability to use sustainable material in fixtures and packaging.
- Demonstrate leadership skills.
- Demonstrate skills required to gain employment.
- Employability Skills

Compulsory Modules

The table lists the modules and their duration corresponding to the Compulsory NOS of the QP.

NOS and Module Details	Theory Duration	Practical Duration	On-the-Job Training Duration (Mandatory)	On-the-Job Training Duration (Recommended)	Total Duration (Theory + Practical)
RAS/N0701: Develop a merchandise strategy v1.0 NSQF Level – 5.5	**25:00**	**35:00**			**60:00**
Introduction to Retail Merchandise Management	04:00	02:00			06:00
Prepare Merchandise Strategy	21:00	33:00			54:00
RAS/N0702: Perform post-trade analysis. V1.0 NSQF Level – 5.5	**15:00**	**15:00**			**30:00**
Perform Post Trade Analysis	15:00	15:00			30:00
RAS/N0703: Prepare a merchandise financial plan. V1.0 NSQF Level – 5.5	**25:00**	**35:00**			**60:00**
Develop merchandise financial plan	25:00	35:00			60:00
RAS/N0704: Prepare category financial plan V1.0 NSQF Level: 5.5	**15:00**	**15:00**			**30:00**
Prepare a Category Financial Plan	15:00	15:00			30:00
RAS/N0705: Develop a merchandise product range plan.	**15:00**	**15:00**			**30:00**
Develop a merchandise product range plan.	15:00	15:00			30:00
RAS/N0706: Negotiate and finalise supply arrangements.	**15:00**	**15:00**			**30:00**
Negotiate and Finalise Suppliers	15:00	15:00			30:00
RAS/N0707: Prepare a merchandise promotional plan.	**15:00**	**15:00**			**30:00**
Prepare a merchandise promotional plan.	15:00	15:00			30:00
RAS/N0708: Manage merchandise quality and compliance	**15:00**	**15:00**			**30:00**
Manage merchandise quality and compliance	15:00	15:00			30:00

RAS/N0709: Manage Merchandise for e-channels	**15:00**	**15:00**			**30:00**
Manage Merchandise for e-channels	15:00	15:00			30:00
RAS/N0413: Provide Leadership to the Team	**15:00**	**15:00**			**30:00**
Provide Leadership to the Team	15:00	15:00			30:00
RAS/N0711: Artificial Intelligence (AI) in Merchandise Management	**25:00**	**35:00**	**-**		**60:00**
Use Artificial Intelligence (AI) for Planning a Merchandise Strategy	25:00	35:00	-		60:00
RAS/N0712: Plan product development	**10:00**	**20:00**	**-**		**30:00**
Plan product development	10:00	20:00	-		30:00
RAS/N0710: Sustainability in product packaging & fixtures.	**14:00**	**16:00**			**30:00**
Use sustainable material in all product packaging & fixtures.	14:00	16:00			30:00
DGT/VSQ/N0103: Employability skills **NSQF Level:5**	**36:00**	**54:00**			**90:00**
Introduction to Employability Skills	1:00	2:00			3:00
Constitutional values - Citizenship	0:30	1:00			1:30
Becoming a Professional in the 21st Century	2:00	3:00			5:00
Basic English Skills	4:00	6:00			10:00
Career Development & Goal Setting	1:30	2:30			4:00
Communication Skills	4:00	06:00			10:00
Diversity and Inclusion	1:00	1:30			2:30
Financial and Legal Literacy	4:00	6:00			10:00
Essential Digital Skills	8:00	12:00			20:00
Entrepreneurship	3:00	4:00			7:00
Customer Service	4:00	5:00			9:00
Getting ready for apprenticeship & Jobs	3:00	5:00			8:00
Total Duration	**255:00**	**315:00**	**60:00**	**-**	**630:00**

Module Details

Module 1: Introduction to Retail Merchandise Management.
Mapped to RAS/N0701

Terminal Outcomes:

- Discuss the foundational concepts of merchandise management.
- Identify the importance of demand forecasting and its role in product availability and inventory optimization.
- Identify the significance of technology and tools used in retail merchandise management.
- Identify the ethical and sustainable considerations in merchandise management and their growing relevance in modern retail practices.
- Identify the software tools used in merchandise management.

Duration: *04:00 Hours*	**Duration**: *02:00 Hours*
Theory – Key Learning Outcomes	**Practical – Key Learning Outcomes**
- Discuss the fundamentals of merchandise management in retail. - Identify the role of effective inventory management in retail operations. - State the importance of product assortment and assortment planning. - Discuss the role of pricing strategies and their impact on retail profitability. - Discuss the concept of vendor relations and supplier management. - State the importance of demand forecasting in merchandise planning. - List the key performance indicators (KPIs) for merchandise management. - Recognize the role of technology in modern merchandise management. - State the importance of ethical and sustainable merchandise management practices in retail. - Describe the roles and responsibilities of a Retail Merchandise Manager	- Prepare a list of software tools used in various tasks and activities of merchandise management for: - processing transactions, tracking inventory, and managing customer data. - efficient inventory control and stock level monitoring. - predicting and meeting customer demand accurately. - optimizing product selection and assortment. - setting competitive prices and managing markdowns. - vendor communication and procurement. - data-driven decision-making and performance analysis. - managing online sales and digital presence.
Classroom Aids:	
Projector, white board and white board marker, pen, notepad, Participant Handbook, Presentation deck	
Tools, Equipment and Other Requirements	
Not Applicable	

Module 2: Prepare a Merchandise Strategy.
Mapped to RAS/N0701

Terminal Outcomes:

- Demonstrate a comprehensive understanding of retail merchandise strategy.
- Analyze the interplay of key retail functions in merchandise management.
- Demonstrate the ability to prepare a comprehensive merchandise strategy.
- Demonstrate the ability to create a comprehensive action plan for merchandise strategy execution.
- Identify digital technologies used in merchandise strategy development.
- Make recommendations to improve merchandise strategy based on performance against the key performance indicators.

Duration: 21:00 Hours	*Duration: 33:00 Hours*
Theory – Key Learning Outcomes	**Practical – Key Learning Outcomes**
- Explain the purpose of a retail merchandise strategy. - State the common objectives and priorities of a retail merchandise strategy. - Explain the role of organisational decision-makers & strategy influencers and drivers as key-stakeholders. - Explain the role of role of critical path in merchandise strategy development and execution. - List the external and internal operating environmental factors and their impact on a merchandise strategy. - Explain the role and interrelationship of key retail functions in merchandise management. - List the key elements of merchandise strategy. - Explain the significance of key elements of merchandise strategy. - List the digital technologies and their applications in the development of merchandise strategy. - List the key inclusions in an action plan for merchandise strategy execution. - Explain the purpose of key inclusions in an action plan for merchandise strategy execution.	- Use a business case/ Case Study to review the strategic objectives and direction of one retail organisation and develop a merchandise strategy for a six-month trading period. - Prepare a document of the merchandise strategy and provide details on: - brand strategy - competitor strategy - pricing strategy - product strategy - promotional strategy - supplier strategy - target market strategy - store and multi-channel strategy - Prepare a document with an action plan for merchandise strategy detailing the below: - resourcing requirements - key responsibilities - performance indicators - timeframes - Prepare a document of recommendations for ongoing improvements in merchandise strategy after evaluating the merchandise strategy against performance indicators based on the data provided in the case study/ business case.
Classroom Aids:	
Projector, white board and white board marker, pen, notepad, Participant Handbook, Presentation deck	
Tools, Equipment and Other Requirements	

Business Case/ Case Study document with retail organisational strategy and direction, merchandise performance data of an organisation, information related to the internal and external operating environments of a retail organisation and requisite report templates to develop a merchandise strategy for a six-month trading period. Computer – Laptop/ Desktop with MS Office with internet connectivity.

Module 3: Perform Post Trade Analysis
Mapped to RAS/N0702

Terminal Outcomes:

- Explain the purpose and significance of post-trade analysis, including its role in evaluating trading performance and informing decision-making.
- Identify and describe the performance indicators and stakeholders involved in post-trade analysis, recognizing their respective roles in the process.
- Analyse and interpret financial and performance information through various analytical techniques to extract meaningful insights.
- Summarize the types of conclusions and recommendations that can be drawn from post-trade analysis and discuss the elements of effective reporting formats for communicating findings to stakeholders.
- Prepare a document to recommend improvisation in merchandise performance.

Duration: 25:00 Hours	*Duration: 35 Hours*
Theory – Key Learning Outcomes	**Practical – Key Learning Outcomes**
- Discuss the significance of post-trade analysis in assessing the effectiveness of trading activities. - Describe the key objectives and benefits of conducting post-trade analysis. - Explain the correlation between post-trade analysis and merchandise strategy development. - Explain how post-trade analysis informs decision-making processes related to inventory management and product assortment. - List the relevant performance indicators commonly used in post-trade analysis. - Explain the significance of each performance indicator and how they contribute to evaluating trading performance. - Identify and categorize the primary stakeholders involved in post-trade analysis. - Describe the specific roles and responsibilities of each stakeholder in the analysis process. - Describe various analytical techniques used to interpret financial data and performance metrics. - Explain how these techniques aid in extracting meaningful insights from complex data sets. - Summarize the potential conclusions that can be drawn from post-trade analysis results.	- Analyse the following post-trade performance information for a six-month trading period, for one product category using the data and information provided in the business case/ case study: - financial performance - product performance - supplier performance - customer feedback - store feedback - competitor activity - promotional performance - Use findings from the above analysis to document a post-trade analysis report identifying: - strengths - weaknesses - opportunities (new and missed) - threats - Prepare a report/ document to recommend improvisation in merchandise performance.

- Differentiate between positive and negative outcomes and their implications.
- Outline the different types of recommendations typically generated as a result of post-trade analysis.
- Explain how these recommendations help optimize trading strategies and decision-making.
- Explain the essential components of a post-trade analysis report format.
- Discuss how the format facilitates clear communication of findings and recommendations to stakeholders.

Projector, white board and white board marker, pen, notepad, Participant Handbook, Presentation deck

Tools, Equipment and Other Requirements

Business case study with templates for post-trade analysis reporting, financial and performance information for one product category over a six-month trading period including data on financial performance, supplier performance, competitor activity, promotional performance, product performance. Computer – Laptop/ Desktop with MS Office with internet connectivity.

Module 4: Develop Merchandise Financial Plan
Mapped to RAS/N0703

Terminal outcomes

- Explain the objectives and importance of merchandise financial planning in retail organizations.
- Describe how merchandise financial planning directly affects a company's profit and loss statement.
- Discuss the role of merchandise financial planning in calculating open-to-buy budgets and space capacity allocation.
- Define the significance of key financial values (inventory, sales, profit) in merchandise financial planning.
- Conduct a review of merchandise and organizational financial data to develop a merchandise financial plan.
- Prepare a re-plan based on actual performance and make recommendations for improvement.

Duration: 25:00 Hours	*Duration: 35:00 Hours*
Theory – Key Learning Outcomes	**Practical – Key Learning Outcomes**
- Explain the objectives and importance of merchandise financial planning in retail organizations. - Explain how merchandise financial planning directly affects a company's profit and loss statement. - Explain the role of merchandise financial planning in calculating open-to-buy budgets and space capacity allocation. - Define and relate the significance of key financial values, including inventory, sales, and profit, in merchandise financial planning. - Explain how post-trade analysis data informs and influences the development of merchandise financial plans. - Distinguish between bottom-up and top-down merchandise planning processes, understanding their applications and advantages. - Describe strategies for maximizing profitability and minimizing losses within the merchandise financial planning context. - Discuss the impact of internal and external factors, including consumer behavior, economic conditions, competitor activity, and store-related changes, on merchandise planning decisions. - Explain how to address aged stock and incorporate markdowns, inventory shrinkage, and rebates in merchandise financial plans to optimize inventory and profitability.	- Demonstrate the ability to thoroughly review and analyze merchandise and organizational financial data in order including, - sales, - gross margin profit, - buying margin, - markdown value, - inventory values, - and performance indicators, by using the data and information provided in business case/ case study, to make informed decisions. - Prepare a month-by-month merchandise financial plan for a six-month trading period that includes detailed forecasts for sales, gross margin profit, buying margin, markdown value, inventory values, and key performance indicators, ensuring accuracy and alignment with organizational objectives by using the information provided in the case study/ business case. - Calculate and interpret merchandise performance indicators such as sales, gross profit margin, GMROI (Gross Margin Return on Investment) , sell-through rate, stock turn, forward cover, purchase margin, and markdown percentage for effective merchandise planning based on the data/ information provided in the business case or case study.

	• Assess the merchandise financial plan against established performance indicators, such as sales targets, gross margin percentages, and inventory turnover rates, and identify areas of alignment and potential improvement.
	• Prepare a document with recommendations for enhancing the merchandise financial plan and strategies based on the evaluation of performance against performance indicators, with the aim of improving overall merchandise performance and organizational profitability.

Classroom Aids:

Projector, white board and white board marker, pen, notepad, Participant Handbook, Presentation deck

Tools, Equipment and Other Requirements

Business Case Study with relevant documentation on merchandise strategy, post-trade analysis data, in-trade performance data, templates and software for merchandise financial planning. Computer – Laptop/ Desktop with MS Office with internet connectivity.

Module 5: Prepare a Category Financial Plan

Mapped to RAS/N0704 **Terminal outcomes**

- Explain the role and purpose of category financial planning.
- Define merchandise performance indicators and trade reaction levers, while describing their significance and the impacts of external factors and outline effective strategies for responding to these influences.
- Describe the commonly used merchandise category planning methods, highlighting their applications and advantages within the retail industry, providing a strategic perspective on category planning.
- Develop and manage a comprehensive category financial plan, including documentation and the use of action levers for plan adjustments

Duration: 15:00 Hours	Duration: 15:00 Hours
Theory – Key Learning Outcomes	**Practical – Key Learning Outcomes**
- Explain the purpose and role of category financial planning in the retail sector. - Describe the various methods for creating merchandise category plans, including open-to-buy at retail, open-to-buy at cost, and space capacity methods. - Explain the impact of internal such as merchandise strategy, financial plans, and merchandise category structures on category financial planning. - Explain the external factors like consumer trends, post-trade analysis, and competitor performance, that influence category planning. - Define different category pricing structures, such as volume pricing, promotional pricing, high-margin pricing, and good, better, best pricing, and explain their role in category financial planning. - Explain the values included within a category plan, including core and seasonal line spend, sub-category spends, trial items, key winners, repeat items, deleted items, promotional items, and key delivery dates. - Describe the role of re-forecasting processes in adjusting category plans based on changing circumstances and performance indicators. - Define merchandise performance indicators like sales, gross profit margin, margin mix, purchase margin, and markdown value, and elucidate their significance in category planning. - Explain the levers used to react to trade, including markdowns, promotions, repeats, re-pricing, competitor review, holding stock, new product trials, and stock returns.	- Demonstrate the ability to review a merchandise financial plan provided as a case study/ business case and create a comprehensive category financial plan for a specific product category, spanning a six-month trading period, using either the open-to-buy method or space capacity method. - Prepare a document of the category plan effectively based on the data and information provided in the case study, including, - core and seasonal line spend, - sub-category spends, - the percentage reserved for reacting to trade, - trial items, key winners, - repeat items, deleted items, promotional items, and key delivery dates. - Use the data provided in case study and apply action levers to adjust the category plan in response to in-trade activities, including reacting to seasonal changes, competitor actions, sales decreases, sales increases, and supply challenges, ensuring adaptability and responsiveness.

• Describe the impacts of external factors such as seasonal changes, competitor activity, sales decreases, sales increases, and supply challenges. • Outline strategies for effectively reacting to impacts of external factors. • Explain the commonly used merchandise category planning methods within the retail industry including their application and advantages.	

Classroom Aids:

Projector, white board and white board marker, pen, notepad, Participant Handbook, Presentation deck

Tools, Equipment and Other Requirements

Business case study with relevant documentation on relevant documentation on merchandise financial plan, in-trade performance data, templates for merchandise category planning, software for merchandise category planning. Computer – Laptop/ Desktop with MS Office and internet connectivity.

Module 6: Develop a merchandise product range plan.
Mapped to RAS/N0705

Terminal Outcomes:

- Explain the significance and objectives of merchandise range planning.
- Identify impact of internal and external factors on merchandise range planning
- Describe the strategies for maximizing profitability and assessing the viability of a product range.
- Discuss the key elements of product range planning.
- Apply the acquired knowledge to effectively create and manage merchandise range plans.

Duration: *15:00 Hours*	**Duration**: *15:00 Hours*
Theory – Key Learning Outcomes	**Practical – Key Learning Outcomes**
- Explain the significance and the objectives of merchandise range planning in the retail sector. - Describe the strategies for maximizing profitability and determining the viability of a product range. - Explain the key elements of product range planning, including assortment planning, range width, depth, core and seasonal items, option planning, SKUs, and exit strategies. - Explain the impact of internal and external factors on product range planning. - Describe the common exit strategies for poorly performing event and promotional, and short-life-cycle products. - Discuss the impact of factors influencing range allocation, including store grading, climate, target market demographics, competitor analysis, replenishment of core lines, stock turnover, and supply considerations. - Discuss the influence of global and local trends on merchandise product range planning. - Explain the role of supply chain considerations in merchandise purchasing. - Describe commonly used merchandise range planning methods and structures within the retail industry.	- Use information provided in the case study to demonstrate the ability to review a merchandise category financial plan and create a merchandise range plan, including. - assortment planning, - determining the width, depth, and breadth of the range, - selecting core and seasonal items, - option planning, - SKU (Stock Keeping Unit) management, - and defining an exit strategy. **Note:** The above product range must contain a minimum of 20 products/ items - Prepare a thorough document of the range plan ensuring it details key features, costs, benefits, profitability considerations, quantification of items, critical path milestones, and branding strategies. - Develop a practical plan for range sourcing and distribution, including establishing external supply arrangements and allocating merchandise to stores in a way that optimizes availability and customer demand. - Prepare all necessary documentation for the purchase of merchandise, ensuring accuracy and completeness in compliance with the organization's procurement processes and policies.
Classroom Aids:	
Projector, white board and white board marker, pen, notepad, Participant Handbook, Presentation deck	
Tools, Equipment and Other Requirements	

Business case study with information on category financial plan, product range performance information, templates for merchandise range planning, software for merchandise range planning. Computer – Laptop/ Desktop with MS Office and internet connectivity.

Module 7: Negotiate and Finalise Suppliers.
Mapped to RAS/N0706

Terminal outcomes

- List the key elements of supplier evaluation criteria and explain their applications.
- Assess and select suppliers based on various criteria.
- Explain the legal and ethical compliance requirements related to the supply of merchandise.
- Conduct negotiations and contract suppliers for supply of merchandise.
- Evaluate supplier performance against performance indicators.

Duration: *15:00 Hours*	**Duration**: *15:00 Hours*
Theory – Key Learning Outcomes	**Practical – Key Learning Outcomes**
- List the key elements of supplier evaluation criteria. - Explain the applications of key elements of supplier evaluation criteria. - Explain the key aspects of legal and ethical compliance requirements related to the supply of merchandise including the Trade Practices Act, ethical sourcing, environmental sustainability and key terms of contract law. - Discuss the other legal requirements that impact negotiations and agreements in the relevant industry sector including consumer protection. - Discuss the supply chain and logistic considerations as related to supply arrangements including customers, duties, taxes, freight, third-party arrangements, processes, factory locations and access. - Define critical path methodology and its significance in supply chain management. - Explain the elements of critical path and their importance in critical path planning including launch and promotional dates, sample due dates, supplier holidays, freight timing and order due date. - Discuss strategies and negotiation techniques for effective supplier negotiations.	- Prepare and formulate clear and relevant supplier selection criteria for merchandise procurement. - Apply these criteria to conduct a comprehensive evaluation of three different suppliers, considering factors like quality, pricing, and reliability. - Roleplay to complete negotiations with one selected supplier to establish supply arrangements. - Roleplay with a supplier to negotiate critical components, including supply specifications, cost structures, logistics procedures, and performance indicators in the negotiation process. - Prepare sample supplier agreements that encompass the negotiated terms for supply specifications, cost, logistics, and performance indicators based on the business case/ case study. - Prepare sample supplier agreements complying with legal and trading requirements and align with organizational policies and procedures related to supplier engagement provided in a case study.

- Examine the key theoretical aspects of supplier negotiations, including supply specifications, cost analysis, logistics considerations, and performance indicator theory.
- Analyze the theoretical framework of supplier contract formats and their inclusions within supply arrangements.
- Explain the role of promotional-based supply arrangements in the retail industry.
- Describe the elements of performance indicators used in supplier evaluation, focusing on aspects such as level of service, reputation, financial analysis, product quality, speed, delivery accuracy, and ethical practices.
- Discuss the techniques used for measuring and benchmarking supplier performance against predefined performance indicators in supply arrangements.

- Demonstrate the ability to review and analyze supplier contracts to ensure they follow relevant legal and trading regulations.
- Verify that supplier agreements align with the organization's established policies and procedures governing supplier engagement details provided in the case study.
- Use information from the case study to assess the performance of a selected supplier against predetermined performance indicators.
- Prepare a comprehensive supplier performance report, summarizing the supplier's performance across various aspects, such as service quality, delivery accuracy, and adherence to agreed-upon terms based on the information provided in the case study.

Classroom Aids:

Projector, white board and white board marker, pen, notepad, Participant Handbook, Presentation deck

Tools, Equipment and Other Requirements

Business case study with relevant information and documentation on organisational policies and procedures related to supplier engagement, sources of supplier information, supplier contract templates, suppliers with whom the individual can interact. These can be co-participants in the training, or any individuals playing the role of suppliers to participate in role plays or simulated activities in a simulated industry environment. Computer – Laptop/ Desktop with MS Office and internet connectivity.

Module 8: Prepare a merchandise promotional plan.

Mapped to RAS/N0707 Terminal Outcomes:

- Explain the key elements and composition of a promotional plan.
- Identify merchandise promotional requirements.
- Prepare a promotional plan.
- Explain the role of key performance indicators used to measure the performance of a promotional campaign.
- Evaluate the performance of merchandise promotional activity using the performance indicators.
- Review the results of performance promotional plan and recommend improvements.

Duration: 15:00 Hours	**Duration**: 15:00 Hours
Theory – Key Learning Outcomes	**Practical – Key Learning Outcomes**
- Discuss the impact of key legal and ethical requirements related to merchandise promotional planning and activity. - Describe the types of promotional tools including their benefits and limitations. - Explain the significance of trends in promotional activity and their use for customer engagement and merchandise promotion. - Discuss the need for supplier negotiations and co-operative funding for promotional activities. - Analyze benchmarking techniques to evaluate the effectiveness of promotional strategies. - Discuss the role of benchmarking techniques in developing data-driven recommendations to enhance promotional campaigns. - Explain the role of key performance indicators (KPIs) including exposure achieved, sales achieved, penetration of the target market, and cost-effectiveness in measuring the effectiveness and efficiency of promotional campaigns. - Explain the role of KPIs in making informed decisions to optimize promotional strategies. - Discuss sustainability considerations, opportunities for and constraints on promotion in the relevant context. - Explain the importance of resource conservation and waste minimization strategies. - Analyze the effect of financial impact and cost-benefit considerations of sustainable marketing practices. - Explain the role of performance indicators including exposure metrics, conversion rates, sales data, and customer engagement measures in measuring impact of promotional activities.	- Prepare a comprehensive promotional calendar outlining key activities and timelines for a three-month merchandise promotion plan, ensuring the proper allocation of promotional efforts throughout the period. - Prepare a profile of target audiences, enabling identification and segmentation of potential customers based on their preferences and behaviors. - Prepare promotional strategy document to effectively engage and convert these audiences. - Dramatise an activity to demonstrate the ability to execute key activities within a merchandise promotional plan, including product launches, special offers, events, and other relevant marketing initiatives, while considering the coordination and sequencing of these activities for optimal impact. - Prepare a document determining the resource requirements for a promotional plan, including budgeting, personnel, and technology needs, and to allocate resources efficiently to support the plan's successful execution. - Prepare a performance report on the effectiveness of a merchandise promotion plan using the performance indicators and the information provided in the case study. - Review results against these indicators, prepare recommendation for future improvements, including adjustments to strategy, tactics, and resource allocation.

Classroom Aids:

Projector, white board and white board marker, pen, notepad, Participant Handbook, Presentation deck

Tools, Equipment and Other Requirements

Business Case study with relevant information on organisational marketing strategy and performance information promotional performance information. Computer – Laptop/ Desktop with MS Office and internet facility.

Module 9: Manage Merchandise Quality and Compliance.
Mapped to RAS/N0708

Terminal Outcomes:

- Demonstrate an in-depth knowledge of the certification processes and requirements applicable to product quality and compliance.
- Explain the legal and ethical considerations related to packaging and labeling, emphasizing accuracy, transparency, and compliance with regulations.
- Produce a detailed quality and compliance standards document for a specified product range.
- Produce a document outlining control procedures for the specified product range.
- Evaluate the performance of a specific product range against established quality and compliance standards and formulate actionable recommendations for future improvements.

Duration: *15:00 Hours*	**Duration**: *15:00 Hours*
Theory – Key Learning Outcomes	**Practical – Key Learning Outcomes**
- Explain the certification processes and requirements applicable to product quality and compliance, ensuring adherence to legal standards. - Explain the legal and ethical considerations regarding packaging and labelling, including accuracy, transparency, and compliance with regulations. - Discuss the relevant standards pertaining to product quality and compliance, ensuring alignment with national regulatory frameworks. - Explain the legal and ethical implications of product safety and environmental considerations, including adherence to regulations and sustainability practices. - Assess the positive and negative impacts of product quality, considering aspects such as health and safety, brand reputation, customer loyalty, and commercial implications. - Discuss the legal requirements related to health and safety standards, ensuring products meet prescribed safety guidelines. - Explain the role of product quality in shaping brand reputation and strategies for maintaining and enhancing brand image. - Discuss how product quality influences customer loyalty and the ethical responsibility to deliver products that meet or exceed customer expectations. - Explain the commercial consequences of product quality and compliance issues, including legal and financial ramifications.	- Prepare a comprehensive quality and compliance standards document for a specified product range, including: - Specific quality requirements for the product. - Internal and external compliance requirements to ensure adherence to organizational and statutory policies and requirements. - Establishing tolerances to guide acceptable variations in product specifications. - Prepare a document to outline the control procedures for the above product range that details: - product monitoring and testing - corrective and preventative action - reporting - Evaluate the performance of one product range against quality and compliance standards and make recommendations for future improvements.

Classroom Aids:
Projector, white board and white board marker, pen, notepad, Participant Handbook, Presentation deck
Tools, Equipment and Other Requirements
Current documentation outlining aspects of legal and ethical issues that relate to product compliance and quality templates for quality and compliance reporting. Computer – Laptop/ Desktop with MS Office and internet facility.

Module 10: Manage Merchandise for e-channels.
Mapped to RAS/N0709

Terminal Outcomes:

- Evaluate frameworks for developing and executing pricing strategies in the online market.
- Explain the significance of collaboration with marketing teams, effective communication, and issue resolution, with a strong focus on customer relationship building and retention strategies.
- Analyse models for adapting merchandising strategies based on dynamic market shifts and competitor actions.
- Demonstrate ability to develop a strategic inventory management plan.
- Prepare a data-driven decision-making strategic plan to optimize stock level and adjustments in response to current market trends and competitive activities.

Duration: *15:00 Hours*	**Duration**: *15:00 Hours*
Theory – Key Learning Outcomes	**Practical – Key Learning Outcomes**
- Explain the importance of inventory control strategies, emphasizing prevention of overstocking and stockouts. - Analyse the principles guiding the use of data analytics for demand forecasting and stock level optimization. - Explain the characteristics of the frameworks that support the integration of e-commerce and inventory management software for operational efficiency. - Discuss the concepts for monitoring the e-retail landscape, including competitors' products, pricing, and strategies. - Analyse the models for adapting merchandising strategies based on market shifts and competitor actions. - Evaluate the frameworks for developing and executing pricing strategies to maximize profitability in the online market. - Discuss the fundamentals for optimizing product listings for SEO and enhancing user experience. - Explain the significance of collaboration with marketing teams, effective communication, and issue resolution, with a focus on customer relationship building and retention strategies.	- Prepare a strategy document to execute an inventory management plan, including order policies and safety stock levels. - Analyse historical sales data and use forecasting models to determine optimal stock levels for a set of products based on the data and information provided in the case study. - Prepare a competitor analysis report that includes product comparisons, pricing trends, and market positioning based on the data and information provided in the case study. - Use data and information provided in the case study to prepare and present a plan outlining strategic adjustments in response to current market trends and competitive activities.
Classroom Aids:	
Projector, white board and white board marker, pen, notepad, Participant Handbook, Presentation deck, demonstration kit of a CRM tool	
Tools, Equipment and Other Requirements	

Business Case/ Case Study document with retail organisational strategy and direction, merchandise performance data of an organisation, information related to the internal and external operating environments of a retail organisation and requisite report templates to develop a merchandise strategy for a six-month trading period. Computers with internet connectivity. In additional to the above the below tools are recommended for effective learning but not mandatory:

- **E-commerce Platform:** The central platform for product listings, pricing, and order processing.
- **Inventory Management Software:** For real-time inventory tracking and order fulfilment.
- **Order Management System (OMS):** To efficiently process and fulfil customer orders.
- **Product Information Management (PIM) System:** To centralize and maintain product data.
- **Analytics and Reporting Tools:** For tracking website traffic and sales performance.
- **Customer Relationship Management (CRM) Software:** To manage customer information and interactions.
- **Content Management System (CMS):** For creating and managing product content.
- **Payment Processing Systems:** For secure online transactions.
- **Shipping and Logistics Software:** To manage shipping, tracking, and logistics.
- **Barcode Scanners and RFID Systems:** Used for inventory management.
- **Security Software:** To protect the e-commerce site and customer data.
- **Mobile Devices and Tablets:** For on-the-go operations and inventory checks.
- **Quality Assurance Tools:** To ensure product quality.
- **SEO and Marketing Tools**: For marketing and SEO efforts.
- **Customer Support and Live Chat Software:** For real-time customer support.

Module 11: Provide Leadership to the Team
Mapped to RAS/N0413

Terminal outcomes

- Demonstrate Leadership skills.

Duration: *15:00 Hours*	Duration: *15:00 Hours*
Theory – Key Learning Outcomes	**Practical – Key Learning Outcomes**
- Discuss the role of leadership in guiding and managing teams within the retail sector. - Describe the characteristics of various leadership styles and their applicability in the ever-changing world of retail business. - State the impact of leadership styles on team performance and innovation. - List the ways to motivate staff and encourage the team members. - Explain the importance of coaching and providing constructive feedback to the team members. - Discuss the characteristics of various coaching styles. - Describe the significance of teamwork in, including its impact on productivity and customer engagement. - Discuss the importance of developing SMART team objectives. - State the importance of recognizing and encouraging creativity in the team. - Methods of monitoring social networking site advertising campaigns - Identify changes that might be required for a social networking advertising campaign based on monitoring results.	- Analyze real-world case studies of successful managers and identify their leadership strategies. - Evaluate which leadership style is most suitable for specific scenarios and team dynamics. - Develop SMART (Specific, Measurable, Achievable, Relevant, Time-bound) team objectives for the team to achieve. - Create a comprehensive plan, allocating roles and responsibilities to team members. - Develop the ability to choose and apply the most effective leadership style based on the needs and challenges of the business. - Roleplay situations to demonstrate different coaching styles.
Classroom Aids:	
Projector, white board and white board marker, pen, notepad, Participant Handbook, Presentation deck	
Tools, Equipment and Other Requirements	
Business case with relevant information sample organisational vision and plans, organisational policies and procedures such as conflict and dispute resolution, team members for roleplays; these can be individuals who can participate in role plays or simulated activities, set up for the purpose of training in a simulated industry environment. Computer – Laptop/ Desktop with MS Office and internet facility.	

Module 12: Use Artificial Intelligence (AI) for Planning a Merchandise Strategy.
Mapped to RAS/N0711

Terminal outcomes

- Demonstrate proficiency in identifying and selecting appropriate AI tools, data analytics platforms, and machine learning libraries for specific merchandising applications.
- Articulate comprehensive insights into the impact of AI algorithms on demand forecasting, showcasing the ability to analyze historical sales data, customer behavior, and external factors for accuracy.
- Prepare a strategic framework for leveraging AI in analyzing customer preferences, purchase history, and online behavior to create personalized product recommendations, emphasizing both the role and benefits.

Duration: *:25 Hours*	**Duration**: *35:00 hours*
Theory – Key Learning Outcomes	**Practical – Key Learning Outcomes**
• Describe the role of various AI tools, data analytics platforms, and machine learning libraries specific to merchandising applications. • Discuss the role of AI algorithms in analyzing the historical sales data, customer behaviour, and external factors to provide more accurate demand forecasts. • Explain the role and benefits of AI in analyzing customer preferences, purchase history, and online behavior to create personalized product recommendations. • Discuss the benefits of using AI to analyze market trends, competitor pricing, and customer demand to optimize pricing strategies dynamically. • Discuss the benefits of using AI in automating assortment planning based on factors such as seasonality, regional preferences, and sales data. • Explain how AI can enhance supply chain efficiency by predicting lead times, identifying potential disruptions, and optimizing logistics. • Discuss the benefits of using AI to analyze customer data and segment customers based on demographics, preferences, and behavior.	• Gain practical experience in navigating AI tools, data analytics platforms, and machine learning libraries, understanding their interfaces, and identifying key functionalities relevant to merchandising tasks. • Collect and preprocess a sample dataset relevant to merchandising, applying best practices discussed in the theoretical context. • Apply AI techniques to a sample dataset for demand forecasting, considering seasonality, promotions, and external factors. • Conduct a cost-benefit analysis for a simulated AI implementation in a merchandising context, considering factors such as initial investment, operational costs, and expected benefits. • Analyse a case study involving the implementation of an AI project in merchandising, identifying and discussing both financial and strategic considerations. • Prepare document to implement merchandising plan for an AI-driven strategy for inventory optimization aiming to minimize stockouts, overstock situations, and carrying costs. • Prepare a document for an inventory management plan that incorporates AI principles for a given set of products, demonstrating how AI contributes to efficient supply chain operations.
Classroom Aids:	
Projector, white board and white board marker, pen, notepad, Participant Handbook, Presentation deck	
Tools, Equipment and Other Requirements	

- **Demand Forecasting Software:** AI-driven demand forecasting tools analyse historical sales data, market trends, and external factors to predict future product demand accurately.
- **Inventory Optimization Tools:** AI-powered inventory management tools help optimize stock levels, reduce carrying costs, and minimize stockouts by making real-time inventory recommendations.
- **Price Optimization Solutions:** AI-driven pricing tools analyse market data, competitor pricing, and demand signals to suggest dynamic pricing strategies that maximize profitability.
- **Recommendation Engines:** These AI tools provide personalized product recommendations to customers based on their browsing and purchase history, increasing cross-selling and upselling opportunities.
- **Visual Recognition and Image Search:** AI-powered image recognition software allows retailers to categorize and search for products based on visual attributes, streamlining product management.
- **Chatbots and Virtual Assistants:** AI-driven chatbots and virtual assistants can assist customers with product inquiries, order tracking, and customer support, improving the online shopping experience.
- **Natural Language Processing (NLP):** NLP tools analyse customer reviews, feedback, and social media mentions to extract valuable insights about products and customer sentiment.
- **Dynamic Assortment Planning:** AI-driven assortment planning solutions help retailers optimize product selection and assortment based on sales data and market trends.
- **Customer Segmentation and Personalization:** AI tools analyse customer data to segment audiences and deliver personalized marketing messages and product recommendations.
- **Supply Chain Optimization:** AI-driven supply chain management tools enhance efficiency by optimizing sourcing, distribution, and logistics, reducing costs and lead times.
- **Fraud Detection:** AI algorithms can identify and prevent fraudulent transactions and activities in real-time, protecting the retailer and customers.
- **Sentiment Analysis:** AI-driven sentiment analysis tools monitor social media and online reviews to gauge public sentiment about products and the brand.

Module 13: Plan product development
Mapped to RAS/N0712

Terminal outcomes

- Explain the legal and compliance requirements for product development.
- Explain the key stages of product development,
- demonstrate a strategic awareness of key considerations in product development including costing.
- Prepare a strategic product development plan including conceptualization.
- Prepare a comprehensive product development design brief and performance evaluation matrix.

Duration: *10:00 Hours*	Duration: *20:00 Hours*
Theory – Key Learning Outcomes	**Practical – Key Learning Outcomes**
- Explain the key legal and ethical compliance requirements and considerations related to product development. - Explain the functions under key stages of product development. - List the key considerations in product development. - Explain the importance of key considerations in product development. - List the elements of costing in product development. - Explain the role of elements of costing in product development. - Discuss the techniques for determining market receptiveness, product commercial viability, supply feasibility and product performance. - Discuss the common issues faced in product development and contingency strategies. - Explain the role of, and sources of internal and external feedback in product design and development.	- Prepare a review report based on the merchandise objectives and direction of an organisation as provided in the case study and conduct target market research to identify product development opportunities. - Use findings to prepare a product development concept for one product, that details: - risks - opportunities - benefits - commercial viability - supply arrangements - Prepare a product development design brief that details: range size and options, grading, Product costing, product and technical specifications, quantity, quality requirements, bill of materials, compliance requirements, resources, critical path and timeframes, supply arrangements, packaging and labelling, storage requirement. - Use the data on product performance provided in a case study to review and prepare a report after to determine viability of product and make recommendations for future improvements.

Classroom Aids:
Projector, white board and white board marker, pen, notepad, Participant Handbook, Presentation deck

Tools, Equipment and Other Requirements
Business case study with information on organisational direction and objectives customer and market information on which product development can be based, current sources of information detailing legal and ethical compliance requirements as related to product development, templates for product development brief, Sample filled in customer satisfaction survey reports and online customer service feedback reports.

Module 14: Use sustainable material in all product packaging & fixtures.
Mapped to RAS/N0710

Terminal Outcomes:

- Reduce the use of packaging of the products manufactured.
- Optimize space to reduce fixtures usage.
- Re-use the current product packaging and fixtures.
- Use of recyclable, reusable & compostable material for product packing and fixtures
- Use material made in eco-factories.
- Use the right sized packaging for optimization.

Duration: 14:00 hours	Duration: 16:00 hours
Theory – Key Learning Outcomes	**Practical – Key Learning Outcomes**
- Discuss the innovative processes that exist to reduce packaging in products. - Explore how to optimize space to ensure less fixtures are used. - Describe the different methods of reusing same packaging and fixtures. - Discuss the different recycled materials available in the market. - Discuss the types of packaging available that are made from compostable material. - Review the types of reusable containers available that can be used as product packaging. - Research the recycling and waste management facilities available in the vicinity. - Research the eco-friendly processes that are used in factories along with their benefits & limitations. - Review the certifications of these factories that classify them as eco-factories. - Research the types of designs of packaging and new packaging available which helps in optimizing space. - Determine the various compliances needed as listed by the concerned authorities in respective fields. - Discuss the H&S standards for packaging and the testing methods and general standards followed to ensure safety.	- Prepare a list of the innovative processes that exist to reduce the packaging of the products along with feasibility analysis report for implementation. - Analyse and work on different models of space optimization to get more products with less space. - Prepare a sample process document listing the different methods that can be used to re-use the product packaging & fixtures. - Prepare a sample process document listing the different recycled material available that can be used for product packaging along with feasibility analysis report. - Prepare a sample process document listing the different compostable material available that can be used for product packaging along with feasibility analysis report. - Identify reusable containers that can be used as product packaging along with feasibility report analysis. - Identify and prepare a sample process document listing the recycling & waste management facilities. - Prepare an outline of the eco-friendly processes that are used along with their benefits & limitations and feasibility analysis report. - Prepare an outline of new designs and types of packaging that will help optimize space along with feasibility report. - Create a comprehensive list of all statutory

• Discuss the H&S standards for fixtures & props and the testing methods and general standards followed to ensure safety. • Research the types of certifications that exist related to packaging. • Determine the KPIs to report regularly showing the progress and impact of sustainability initiatives taken by the business	compliances that are needed by different authorities and set up a tracker to remind about expiry dates for each document. • Prepare a list of the H&S standards, testing methods and general standards that need to be followed. • Prepare a list of the H&S standards for fixtures & props. • Prepare a list of various types of certifications that exist for compliance related to product packaging. • Prepare a comprehensive list of KPIs for sustainability practices for measuring at the store level & overall business level

Classroom Aids

Projector, white board and white board marker, pen, notepad, Participant Handbook, Presentation deck

Tools, Equipment and Other Requirements

Sustainable packaging materials to reduce waste, energy consumption, and carbon emissions, contributing to a more environmentally responsible approach to retail packaging such as Recycled Cardboard, Biodegradable Plastics, Paperboard, Glass containers, Reusable Packaging, Fabric Bags, Mushroom Packaging, Recycled PET (rPET), Plant-Based Films, Bamboo, Jute and Hemp: Natural fibers like jute and hemp are used for eco-friendly bags and packaging Computers with internet connectivity. You tube video links on sustainable packaging materials and methods for different types of products

Module 15: Employability Skills
Mapped to: DGT/VSQ/N0103

Key Learning Outcomes:

Introduction to Employability Skills   Duration: 3 Hours

After completing this programme, participants will be able to:

1. Outline the importance of Employability Skills for the current job market and future of work
2. List different learning and employability related GOI and private portals and their usage
3. Research and prepare a note on different industries, trends, required skills and the available opportunities

Constitutional values – Citizenship   Duration: 1.5 Hours

4. Explain the constitutional values, including civic rights and duties, citizenship, responsibility towards society and personal values and ethics such as honesty, integrity, caring and respecting others that are required to become a responsible citizen
5. Demonstrate how to practice different environmentally sustainable practices.

Becoming a Professional in the 21st Century   Duration: 5 Hours

6. Discuss relevant 21st century skills required for employment
7. Highlight the importance of practicing 21st century skills like Self-Awareness, Behaviour Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn etc. in personal or professional life.
8. Create a pathway for adopting a continuous learning mindset for personal and professional development

Basic English Skills   Duration: 10 Hours

9. Show how to use basic English sentences for everyday conversation in different contexts, in person and over the telephone.
10. Read and understand text written in basic English.
11. Write a short note/paragraph / letter/e -mail using correct basic English.

Career Development & Goal Setting   Duration: 4 Hours

12. Create a career development plan.
13. Identify well-defined short- and long-term goals.

Communication Skills   Duration: 10 Hours

14. Demonstrate how to communicate effectively using verbal and nonverbal communication etiquette.
15. Write a brief note/paragraph on a familiar topic.
16. Explain the importance of communication etiquette including active listening for effective. communication
17. Role play a situation on how to work collaboratively with others in a team.

Diversity and Inclusion   Duration: 2.5 Hours

18. Demonstrate how to behave, communicate, and conduct appropriately with all genders and PwD
19. Discuss the significance of escalating sexual harassment issues as per POSH act

Financial and Legal Literacy   **Duration: 10 Hours**

20. Discuss various financial institutions, products, and services.
21. Demonstrate how to conduct offline and online financial transactions, safely and securely and check passbook/statement.
22. Explain the common components of salary such as Basic, PF, Allowances (HRA, TA, DA, etc.), tax deductions
23. Calculate income and expenditure for budgeting.
24. Discuss the legal rights, laws, and aids.

Essential Digital Skills   **Duration: 20 Hours**

25. Describe the role of digital technology in day-to-day life and the workplace.
26. Demonstrate how to operate digital devices and use the associated applications and features, safely and securely
27. Demonstrate how to connect devices securely to internet using different means.
28. Follow the dos and don'ts of cyber security to protect against cybercrimes.
29. Discuss the significance of displaying responsible online behaviour while using various social media platforms
30. Create an e-mail id and follow e- mail etiquette to exchange e -mails.
31. Show how to create documents, spreadsheets and presentations using appropriate applications.
32. Utilize virtual collaboration tools to work effectively.

Entrepreneurship   **Duration: 7 Hours**

33. Explain the types of entrepreneurships and enterprises.
34. Discuss how to identify opportunities for potential business, sources of funding and associated financial and legal risks with its mitigation plan
35. Describe the 4Ps of Marketing-Product, Price, Place and Promotion and apply them as per requirement
36. Create a sample business plan, for the selected business opportunity.

Customer Service   **Duration: 9 Hours**

37. Classify different types of customers.
38. Demonstrate how to identify customer needs and respond to them in a professional manner.
39. Discuss various tools used to collect customer feedback.
40. Discuss the significance of maintaining hygiene and dressing appropriately.

Getting ready for apprenticeship & Jobs   **Duration: 8 Hours**

41. Draft a professional Curriculum Vitae (CV)
42. Use various offline and online job search sources to find and apply for jobs
43. Discuss the significance of maintaining hygiene and dressing appropriately for an interview
44. Role play a mock interview.
45. List the steps for searching and registering for apprenticeship opportunities.

LIST OF TOOLS & EQUIPMENT FOR EMPLOYABILITY SKILLS		
S No.	**Name of the Equipment**	**Quantity**
1.	Computer (PC) with latest configurations – and Internet connectionwith standard operating system and standard word processor and worksheet software (Licensed) (all software should either be latest version or one/two version below)	As required
2.	UPS	As required
3.	Scanner cum Printer	As required
4.	Computer Tables	As required
5.	Computer Chairs	As required
6.	LCD Projector	As required
7.	White Board 1200mm x 900mm	As required
Note: Above Tools &Equipment not required, if Computer LAB is available in the institute.		

Module 16: On-the-Job Training

Mandatory Duration: 60:00 hrs	Recommended Duration: NA

Location: Workplace/ On Site

- Use a business case/ Case Study to review the strategic objectives and direction of one retail organisation and develop a merchandise strategy for a six-month trading period.
- Prepare a document of the merchandise strategy and provide details on:
  - brand strategy
  - competitor strategy
  - pricing strategy
  - product strategy
  - promotional strategy
  - supplier strategy
  - target market strategy
  - store and multi-channel strategy

- Prepare a document with an action plan for merchandise strategy detailing the below:
  - resourcing requirements
  - key responsibilities
  - performance indicators
  - timeframes

- Prepare a document of recommendations for ongoing improvements in merchandise strategy after evaluating the merchandise strategy against performance indicators based on the data provided in the case study/ business case.

1. Analyse the following post-trade performance information for a six-month trading period, for one product category using the data and information provided in the business case/ case study:
   - financial performance
   - product performance
   - supplier performance
   - customer feedback
   - store feedback
   - competitor activity
   - promotional performance
2. Use findings from the above analysis to document a post-trade analysis report identifying:
   - strengths
   - weaknesses
   - opportunities (new and missed)
   - threats
3. Prepare a report/ document to recommend improvisation in merchandise performance.
- Demonstrate the ability to thoroughly review and analyze merchandise and organizational financial data in order including,
  - sales,
  - gross margin profit,
  - buying margin,
  - markdown value,

- inventory values,
- and performance indicators,

by using the data and information provided in business case/ case study, to make informed decisions.

- Prepare a month-by-month merchandise financial plan for a six-month trading period that includes detailed forecasts for sales, gross margin profit, buying margin, markdown value, inventory values, and key performance indicators, ensuring accuracy and alignment with organizational objectives by using the information provided in the case study/ business case.

- Calculate and interpret merchandise performance indicators such as sales, gross profit margin, GMROI (Gross Margin Return on Investment) , sell-through rate, stock turn, forward cover, purchase margin, and markdown percentage for effective merchandise planning based on the data/ information provided in the business case or case study.

- Assess the merchandise financial plan against established performance indicators, such as sales targets, gross margin percentages, and inventory turnover rates, and identify areas of alignment and potential improvement.

- Prepare a document with recommendations for enhancing the merchandise financial plan and strategies based on the evaluation of performance against performance indicators, with the aim of improving overall merchandise performance and organizational profitability.

- Demonstrate the ability to review a merchandise financial plan provided as a case study/ business case and create a comprehensive category financial plan for a specific product category, spanning a six-month trading period, using either the open-to-buy method or space capacity method.

- Prepare a document of the category plan effectively based on the data and information provided in the case study, including,
    - core and seasonal line spend,
    - sub-category spends,
    - the percentage reserved for reacting to trade,
    - trial items, key winners,
    - repeat items, deleted items, promotional items,
    - and key delivery dates,

  Use the data provided in case study and apply action levers to make adjustments to the category plan in response to in-trade activities, including reacting to seasonal changes, competitor actions, sales decreases, sales increases, and supply challenges, ensuring adaptability and responsiveness.

- Demonstrate the ability to review a merchandise category financial plan and create a merchandise range plan, including.
    - assortment planning,
    - determining the width, depth, and breadth of the range,
    - selecting core and seasonal items,
    - option planning,
    - SKU (Stock Keeping Unit) management,
    - and defining an exit strategy.

Note: The above product range must contain a minimum of 20 products/ items

- Prepare a thorough document of the range plan ensuring it details key features, costs, benefits, profitability considerations, quantification of items, critical path milestones, and branding strategies.

- Develop a practical plan for range sourcing and distribution, including establishing external supply arrangements and allocating merchandise to stores in a way that optimizes availability and customer demand.
- Prepare all necessary documentation for the purchase of merchandise, ensuring accuracy and completeness in compliance with the organization's procurement processes and policies.
- Prepare and formulate clear and relevant supplier selection criteria for merchandise procurement.
- Apply these criteria to conduct a comprehensive evaluation of three different suppliers, considering factors like quality, pricing, and reliability.
- Roleplay to complete negotiations with one selected supplier to establish supply arrangements.
- Roleplay with a supplier to negotiate critical components, including supply specifications, cost structures, logistics procedures, and performance indicators in the negotiation process.
- Prepare sample supplier agreements that encompass the negotiated terms for supply specifications, cost, logistics, and performance indicators based on the business case/ case study.
- Prepare sample supplier agreements complying with legal and trading requirements and align with organizational policies and procedures related to supplier engagement provided in a case study.
- Demonstrate the ability to review and analyze supplier contracts to ensure they are in compliance with relevant legal and trading regulations.
- Verify that supplier agreements align with the organization's established policies and procedures governing supplier engagement details provided in the case study.
- Use information from the case study to assess the performance of a selected supplier against predetermined performance indicators.
- Prepare a comprehensive supplier performance report, summarizing the supplier's performance across various aspects, such as service quality, delivery accuracy, and adherence to agreed-upon terms based on the information provided in the case study.
- Prepare a comprehensive promotional calendar outlining key activities and timelines for a three-month merchandise promotion plan, ensuring the proper allocation of promotional efforts throughout the period.
- Prepare a profile of target audiences, enabling identification and segmentation of potential customers based on their preferences and behaviors.
- Prepare promotional strategy document to effectively engage and convert these audiences.
- Dramatise an activity to demonstrate the ability to execute key activities within a merchandise promotional plan, including product launches, special offers, events, and other relevant marketing initiatives, while considering the coordination and sequencing of these activities for optimal impact.
- Prepare a document determining the resource requirements for a promotional plan, including budgeting, personnel, and technology needs, and to allocate resources efficiently to support the plan's successful execution.
- Prepare a performance report on the effectiveness of a merchandise promotion plan using the performance indicators and the information provided in the case study.
- Review results against these indicators, prepare recommendation for future improvements, including adjustments to strategy, tactics, and resource allocation.

- Prepare a comprehensive quality and compliance standards document for a specified product range, including:
    - Specific quality requirements for the product.
    - Internal and external compliance requirements to ensure adherence to organizational and statutory policies and requirements.
    - Establishing tolerances to guide acceptable variations in product specifications.
- Prepare a document to outline the control procedures for the above product range that details:
    - product monitoring and testing
    - corrective and preventative action
    - reporting
- Evaluate the performance of one product range against quality and compliance standards and make recommendations for future improvements.
- Prepare a strategy document to execute an inventory management plan, including order policies and safety stock levels.
- Analyse historical sales data and use forecasting models to determine optimal stock levels for a set of products based on the data and information provided in the case study.
- Prepare a competitor analysis report that includes product comparisons, pricing trends, and market positioning based on the data and information provided in the case study.
- Use data and information provided in the case study to prepare and present a plan outlining strategic adjustments in response to current market trends and competitive activities.
- Analyze real-world case studies of successful managers and identify their leadership strategies.
- Evaluate which leadership style is most suitable for specific scenarios and team dynamics.
- Develop SMART (Specific, Measurable, Achievable, Relevant, Time-bound) team objectives for the team to achieve.
- Create a comprehensive plan, allocating roles and responsibilities to team members.
- Develop the ability to choose and apply the most effective leadership style based on the needs and challenges of the business.
- Roleplay situations to demonstrate different coaching styles.

Annexure

Trainer Requirements

Minimum Educational Qualification	Specialization	Relevant Industry Experience		Training Experience		Remarks
		Years	Specialization	Years	Specialization	
Graduate	Any Stream	5	Merchandise Strategy and Management, Inventory management, Category planning & Buying in Retail stores and omni channel/ e-commerce segment.	1	Merchandise Strategy and Management, Inventory management, Category planning & Buying in Retail stores and omni channel/ e-commerce segment.	The trainer must have a minimum of 3 years of supervisory experience including 1 year training experience in the relevant function.
OR						
Postgraduate/ PG Diploma (2 Years)	Business Administration **OR** Marketing management **OR** Sales management	3	Merchandise Strategy and Management, Inventory management, Category planning & Buying in Retail stores and omni channel/ e-commerce segment.	1	Merchandise Strategy and Management, Inventory management, Category planning & Buying in Retail stores and omni channel/ e-commerce segment.	The trainer must have a minimum of 3 years of supervisory experience including 1 year Training experience in the relevant function.
OR						

| 41 | Business Administration **OR** Marketing management **OR** Sales management | - | - | 3 | Sales and Marketing management, Retail management with subjects on Merchandise planning & Management, Inventory management, Category planning & Buying in Retail stores as well as omni channel/ e-commerce. | |

Trainer Certification	
Domain Certification	**Platform Certification**
Retail Merchandising Manager QP (RAS/Q0701) Minimum pass percentage: 80%	Recommended that the Trainer is certified for the Job Role Retail Merchandise Manager "Trainer (VET and skills)", mapped to the Qualification Pack: "MEP/Q2601, v2.0". The minimum accepted score is 80%

Assessor Prerequisites						
Minimum Educational Qualification	Specialization	Relevant Industry Experience		Training Experience		Remarks
		Years	Specialization	Years	Specialization	
Graduate	Any Stream	5	Merchandise Strategy and Management, Inventory management, Category planning & Buying in Retail stores and omni channel/ e-commerce segment.	1	Merchandise Strategy and Management, Inventory management, Category planning & Buying in Retail stores and omni channel/ e-commerce segment.	The assessor must have a minimum of 3 years of supervisory experience including of 1 year training experience.
OR						
Postgraduate/ PG Diploma in Retail (2 Years)	Business Administration **OR** Marketing management **OR** Sales management	3	Merchandise Strategy and Management, Inventory management, Category planning & Buying in Retail stores and omni channel/ e-commerce segment.	1	Merchandise Strategy and Management, Inventory management, Category planning & Buying in Retail stores and omni channel/ e-commerce segment.	The assessor must have a minimum of 3 years of supervisory experience including of 1 year training experience.

Assessor Certification	
Domain Certification	Platform Certification
Retail Merchandising Manager QP (RAS/Q0701) Minimum pass percentage: 80%	Recommended that the Assessor is certified for the Job Role Retail Merchandise Manager: "Assessor (VET and skills)", mapped to the Qualification Pack: "MEP/Q2701, v2.0". The minimum accepted score is 80%.

Trainer Prerequisites					
Minimum Educational Qualification	**Specialization**	**Relevant Industry Experience**		**Training Experience**		**Remarks**
		Years	*Specialization*	*Years*	*Specialization*	
Graduate/CITS	Any discipline			2	Teaching experience	Prospective ES trainer should: • Have good communication skills. • Be well versed in English. • Have digital skills. • Pay attention to the details. • Be adaptable. • Have willingness to learn.
Current ITI trainers	Employability Skills Training (3 days full-time course done between 2019-2022)					
Certified current EEE trainers (155 hours)	from Management SSC (MEPSC)					
Certified Trainer	Qualification Pack: Trainer (MEP/Q0102)					

Domain Certification	Platform Certification
Certified in 90-hour Employability NOS (2022), with a minimum score of **80%** **OR** Certified in 120-hour Employability NOS(2022), with a minimum score of **80%**	NA

Master Trainers Requirements for Employability Skills

Master Trainer Prerequisites					
Minimum Educational Qualification	**Specialization**	**Relevant Industry Experience**		**Training Experience**		**Remarks**
		Years	*Specialization*	*Years*	*Specialization*	
Graduate	Any discipline			3	Employability Skills curriculum training experience with an interest to train as well as orient other peer trainers	Prospective ES Master trainer should: • have good communication skills. • be well versed in English. • have basic digital skills. • pay attention to detail. • be adaptable. • have willingness to learn. • be able to grasp concepts fast and is creative with teaching practices and likes sharing the learnings with others.
Certified Master Trainer	Qualification Pack: Master Trainer (MEP/Q2602			3	EEE training of Management SSC (MEPSC) (155 hours)	

Master Trainer Certification	
Domain Certification	**Platform Certification**
Certified in 60-hour Employability NOS (2022), with a minimum score of **90%.** **OR** Certified in 120-, 90-hour Employability NOS (2022), with a minimum score of **90%**	NA

Assessment Strategy

1. Assessment System Overview:

- Batches are assigned to the NCVET recognised RASCI empaneled Assessment Agencies (AA) for conducting all Government funded NSQF assessment on SIP and or email 7 days to 15 days in advance or based on the availability of the complete information received from the training entities on completion dates and receipt of assessment fee for assessment of the training batches.
- Assessment Agencies (AA) send the assessment confirmation to VTP/TC looping RASCI within 24 hours of receipt of information on assessment assignment from RASCI.
- Assessment agency reviews the assessment centre/ Training Centre (TC)/ VTP centre before the commencement of assessments against the prescribed infrastructure and equipment.
- Assessment agency deploys the certified Assessor or Certified Proctor for executing the assessment.
- The assessment will be conducted online on digital devices such as computers, Tabs, Laptops, Smart Phones either through web browser or apps having the ability to auto proctor and remote physical proctor the assessments.
- **Theory Assessment (Online):** Theory assessments will be Multiple Choice Questions (MCQ) based.
- **Practical Assessment:** This test will be administered by a certified assessor through online digital assessment platform on digital devices such as computers, Tabs, Laptops, Smart Phones either through web browser or apps having the facility to interview the candidates and assess them through a video call. The portfolio of evidence for the candidate will be evaluated based on the assessment criteria of the qualification for the duration of the program along with synoptic assessment on a practical assignment.
- **A certified assessor intervention is Not mandatory** for theory assessments for this qualification as the assessments are conducted completely online on digital platform with comprehensive auditable trails under the supervision of qualified/ certified proctor(s). The theory assessment results are auto determined by the digital assessment platform without a need for human intervention.
- Assessment Agency must ensure the Assessor/ Proctor arrives 1 hour before the commencement of assessments.
- Assessment agency confirms the commencement and conduct of assessments to the training entity and RASCI provided the Assessment centre/ TC/ VTP Centre for assessment complies to the infrastructure and equipment prescribed by RASCI for conduct of assessments.
- The assessment agency monitors and records the proceedings of the assessment on ground and will share the access of live feeding/ audit trails of the proceedings from its digital assessment platform.
- RASCI monitors/ audits the assessment process & records.
- **For Remote Online Assessments:** AA must follow and implement all the guidelines of RASCI for conducting remote online assessments.

2. Testing Environment:

- AA/ Assessor/ Proctor to note the Assessment location, date and time.
- If the batch size is more than 30, then there should be 2 Assessors/ proctors deployed by the AA.
- The assessor and proctors must conduct the orientation session to the candidates on the assessment protocols and processes as prescribed by RASCI.
- Check and confirm that the allotted time to the candidates to complete Theory & Practical Assessment is correct as per the assessment blueprint.

- Assessment centre/ TC/ VTP centre must verify the identity of the Assessor/ Proctor in alignment with the SOP for assessments released by RASCI.

- The Assessor/ Proctor of the AA must verify the identity and the training attendance of the candidate as per the scheme and or RASCI assessment SOP.
- Only those candidates complying with the requisite training attendance prescribed by the scheme guidelines and or RASCI guidelines must be allowed to proceed and undertake the assessments.
- AA will be held responsible for any deviation on the above and will be levied penalties including revoking of Assessment Agency status of RASCI as per NCVET guidelines and RASCI assessment guidelines.
- The Assessment Centre/ VTP/TC including the Assessment Agency, Assessor and or Proctor will adhere to all the guidelines under the SOP for assessments of RASCI.
- **For Remote Online Assessments:** AA must follow and implement all the guidelines under conducting remote online assessments.

3. Assessment Quality Assurance levels/Framework:
- Question bank is created by the Subject Matter Experts (SME) from the Assessment Agency and are verified by the other SME and approved by RASCI.
- Questions are mapped to the specified assessment criteria/ assessment blueprint approved by RASCI for the qualification.
- Assessor must be ToA certified/ Proctor must be certified as per the guidelines of RASCI.
- Trainer must be ToT Certified by RASCI on this qualification and must possess a valid ToT certificate during the conduct of training of the batch being assessed.
- Assessor/ Proctor must verify the validity of the ToT certificate of the trainer.
- The assessment must **NOT** be allowed to continue if the ToT certificate of the trainer was or is not valid during the duration/ tenure of training of the batch being assessed.
- Ensure all assessment data and evidence is collected and stored as per the requirements.
- AA/ Assessor/ Proctor must report any noncompliance/ malpractices to RASCI immediately.
- The Assessment Centre/ VTP/TC including the Assessment Agency, Assessor and or Proctor will adhere to all the guidelines under the SOP for assessments of RASCI.
- **For Remote Online Assessments:** AA must follow and implement all the guidelines under conducting remote online assessments.

4. Types of evidence or evidence-gathering protocol:
- Time-stamped & geotagged reporting of the assessor from assessment location
- Centre photographs with signboards and scheme specific branding
- The attendance sheet signed by the candidates with the declaration certifying the validity of the candidate by the VTP/ TC Official/ Assessment Centre official with stamp/ seal and signature of the authorised signatory of VTP/TC/ Assessment Centre.
- Assessment attendance sheets co-certified by Assessor/ Proctor
- Training attendance records of the candidate, AEBAS attendance records wherever applicable.
- Feedback forms prescribed by RASCI on the assessment process from the assessed candidates.
- Group Photograph of the trainees, assessor and training centre officials with geotagging and time stamp.
- The soft copy of the answer sheets and or hard copies including marking sheet signed by the Assessor/ Proctor approved by authorised official of Assessment Agency with signature and stamp.

- Video recording and still photographs (minimum 5) of the entire assessment process of the batch supported by video recording and intermittent still photographs on the digital assessment platform of each candidate while she/ he is undergoing assessments.
- The credibility score report on the digital online assessment platform in alignment with RASCI SOP for assessment.
- A timestamped image of the candidate on the assessment platform including the image of the Govt. authorised identity card of the candidate must be made available once the candidate takes the assessment.
- A timestamped image of the candidate is available once the candidate takes the assessment.
- **Candidate Photograph/ ID photograph:** A candidate snapshot and his/her ID snapshot is being captured before the candidate is allowed to start the test.
- **Assessment Logs:** AA Maintains a detailed audit log of each assessment that is administered. Audit logs should be recoverable on requests from RASCI. Assessment audit log should include:
  - The time when the assessment is being started.
  - Flags in case an additional person is there
  - Flags in case candidate navigate away from the window.
  - Candidate away from the test window
  - Any other device spotted.
  - The time when the candidate finishes the test.
  - Question wise and NOS-wise summary of the attempt
  - Response sheets/ Answer sheets including the question paper.
  - All applicable other credibility scores including the above of the candidate.
- **For Remote Online Assessments:** AA must follow and implement all the guidelines under conducting remote online assessments.

5. Method of verification or validation:

- AA must provide the live feed access to RASCI through the appropriate digital infrastructure such as IP camera etc to seamlessly to remotely monitor the assessments happening at the Assessment centre/ VTP Centre/ TC.

- Surprise visit to the assessment location by RASCI authorised personnel and or agency including RASCI officials.

6. Method for assessment documentation, archiving, and access

- Hard and, hard copies converted to soft copies of the documents are stored.

- The assessment logs including the response sheets and documentation recommended by RASCI from time to time must be maintained by the AA in soft and hard form for 5 years and access to validate/ Audit and comment must be provided to RASCI.

- The documentation mentioned in the above Sl No 1 to Sl No 6 needs to be archived on the cloud server and maintained by the Assessment Agency soft form with a constant seamless access being provided to RASCI by AA. The hard copies of the same needs to be maintained by AAs and given access to RASCI on demand.

On the Job: Applicable to this Qualification

Assessment Type	Formative or Summative	Strategies
Theory	Summative	(Web proctoring/Paper pencil/Tab based): Written test will be Multiple Choice Questions (MCQ) based. In case of availability of internet connectivity, the test will be hosted on web (online). In case of absence of internet connectivity, the test will be administered in offline mode on digital assessment platform
Practical:	Summative	The practical assessments will be either conducted physically or in the remote online mode by a certified assessor

The assessment results are backed by evidence collected by assessors.

Reference

Glossary

Term	Description
Declarative Knowledge	Declarative knowledge refers to facts, concepts and principles that need to be known and/or understood to accomplish a task or to solve a problem.
Key Learning Outcome	Key learning outcome is the statement of what a learner needs to know, understand and be able to do in order to achieve the terminal outcomes. A set of key learning outcomes will make up the training outcomes. Training outcome is specified in terms of knowledge, understanding (theory) and skills (practical application).
OJT (M)	On-the-job training (Mandatory); trainees are mandated to complete specified hours of training on site
OJT (R)	On-the-job training (Recommended); trainees are recommended the specified hours of training on site
Procedural Knowledge	Procedural knowledge addresses how to do something, or how to perform a task. It is the ability to work, or produce a tangible work output by applying cognitive, affective or psychomotor skills.
Training Outcome	Training outcome is a statement of what a learner will know, understand and be able to do **upon the completion of the training**.
Terminal Outcome	Terminal outcome is a statement of what a learner will know, understand and be able to do **upon the completion of a module.** A set of terminal outcomes help to achieve the training outcome.

Acronyms and Abbreviations

Term	Description
QP	Qualification Pack
NSQF	National Skills Qualification Framework
NSQC	National Skills Qualification Committee
NOS	National Occupational Standards
KPI	Key Performance Indicator
SMART	Specific, Measurable, Attainable, Relevant, Timely, Evaluate, Re-evaluate
CRM	Customer Relationship Management
ES	Employability Skills
NCrF	National Credit Framework