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Participant Handbook

Sector
Retail

Sub-Sector
Retail Operations

Occupation
Store Operations

Reference ID: **RAS/Q0106, Version 1.0**
NSQF Level 6



Retail
Departmental Manager

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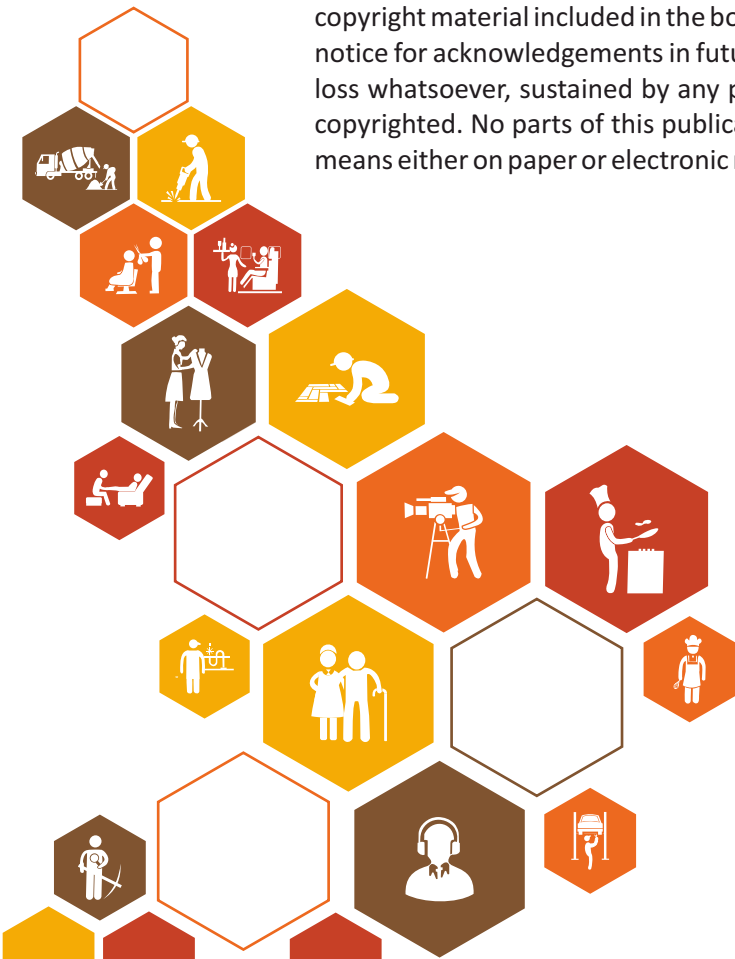
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Shri Narendra Modi
Prime Minister of India

“ Skilling is building a better India.
If we have to move India towards
development then Skill Development
should be our mission. ”



Certificate

CURRICULUM COMPLIANCE TO QUALIFICATION PACK – NATIONAL OCCUPATIONAL STANDARDS

is hereby issued by the

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for the

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The logo for Shoppers Stop, featuring the words "SHOPPERS STOP" in white, uppercase, serif font on a black rectangular background.The logo for Croma, featuring the word "cromā" in a white, lowercase, serif font on a teal rectangular background. Below it, the text "in-store | online | mobile" is written in a smaller, white, lowercase, sans-serif font.The logo for Globus, featuring the word "globus" in a lowercase, sans-serif font on a yellow rectangular background.The logo for Trent Limited, featuring the word "TRENT" in a large, bold, green, uppercase, sans-serif font, with "LIMITED" in a smaller, green, uppercase, sans-serif font below it.The logo for Reliance Retail, featuring a blue circular icon with a white flame-like shape inside, above the word "Reliance" in a bold, red, sans-serif font. Below "Reliance" is the word "RETAIL" in a smaller, blue, uppercase, sans-serif font. At the bottom, the tagline "Aapki khushi Hamari khushi." is written in a red, lowercase, sans-serif font.

About the Book

This Participant Handbook is designed to facilitate training to the Retail Departmental Qualifications Pack (QP). It provides learners with the necessary knowledge to carry out the job roles and functions of a Retail Departmental Manager in a retail industry. The handbook describes knowledge of a retail departmental manager position which includes his/her responsibility for achieving business goals for the business unit through planning, organizing, controlling and reporting store performance. The handbook aims individuals at position should be able to build/manage a store operations team and also possess a good understanding of customer segments and their product and brand preferences, competition and sales techniques and incentives that effect incremental customer purchases.

The handbook is divided into 12 NOSs. NOSs are Occupational Standards which have been endorsed and agreed by Industry Leaders for various roles. The NOSs are based on the educational, training and other criteria required to perform the job role of a retail departmental manager.

Key characteristics of this handbook:

- (i) It enhances the understanding about the policies and regulations for retail departmental manager in retail sector.
- (ii) It provides guidance to perform essential functions safely and cautiously.
- (iii) It gives opportunity to retail departmental manager to enhance their communication skills as well as the skills to manage work place duties and responsibilities.

Symbols Used



Key Learning Outcomes

The key learning outcomes are listed at the beginning of each module. These outline the focus areas that the learners will cover in every module.



Tips

Wherever possible, tips are included in every module. They provide additional insight to learners on a particular topic being discussed.



Steps

These provide step-by-step instructions for a specific process.



Notes

Notes at the end of each module is a space for learners to list down their key points related to the topic.



Activity

It is designed to bring or create the condition for learning.



Unit Objectives

These are listed at the beginning of each unit under every module. They highlight the focus areas that the learners will cover in every unit.

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1. Introduction

Unit 1.1 - Departmental Management: An Overview

Unit 1.2 - Roles and Responsibilities of Departmental Manager



Key Learning Outcomes

At the end of this module, you will be able to:

1. Explain the concept of Department Management
2. Discuss the key functions of Department Management
3. Define the role of a Departmental Manager
4. Analyse the different responsibilities of a Departmental Manager
5. Understand the requirements of a Departmental Manager

UNIT 1.1: Departmental Management: An Overview

Unit Objectives

At the end of this unit, you will be able to:

1. Explain the concept of Departmental Management
2. Demonstrate different aspects of merchandising
3. Understand the techniques of retail store maintenance
4. Apply inventory control
5. Learn the importance of signage
6. Discuss training process of retail employees

1.1.1 Introduction

Large retail stores separate the store merchandise in different categories to help customers find what they are looking for, quickly and easily. Retail stores place managers in charge of departments to maintain the merchandise and supervise the staff members. Generally speaking, individuals who take up the positions of retail department managers enter the position with some retail management experience and with product knowledge for the particular department. The store's general manager can determine how well a department manager runs a department by reviewing the profit and loss statement for the particular department.



Fig. 1.1 A Retail Store

1.1.2 Merchandising and Maintenance

A retail departmental management organises and maintains the merchandise of a store as per a planogram, which is also known as the merchandising layout plan. On the basis of how close a retail department is to its corporate planogram, regional and district managers decide about the store, department and the managers working in it. With respect to merchandising items sent to a store or new items for a rapid sale, the departmental management needs to have some flexibility. In such cases, merchandise managers create eye-catching displays to sell the products. Maintenance of the store also comes under Departmental Management. If any damage of product or retail store occurs, it is to be handled by Departmental Management.



Fig. 1.2 Maintenance in Retail



Fig. 1.3 Merchandise Display in Retail

1.1.3 Inventory Control

Retail stores receive merchandise from the company warehouse or directly from vendors. Departmental Management has to plan, organise, direct and control the flow of inventory within, as well as, outside the retail store. Management should ensure a proper and smooth flow of inventory within and outside the store. Departmental Management is also responsible for preventing merchandise from theft, keep them neat and clean, with tag price available at shelves.



Fig. 1.4 Inventory Control

1.1.4 Signage

Signs help customers find products and Departmental Management makes sure that signs are placed prominently throughout their departments. When items go on sale, Retail Departmental Management has to put up sale signs to alert customers about the items that customers can purchase for reduced prices. Departmental Management, sometimes, delegates the task of putting up sale signs to associates and performs a department walk-through to confirm that the signs are in place before sales begin. Departmental Management also monitor signage during sales, while signs are being taken down as merchandise sells out and while moving displaced sales signs back to their proper place.



Fig. 1.5 Signage

1.1.5 Customer Service

The bulk of customer service responsibilities fall on retail departmental management because their level of involvement in store operations makes them the most knowledgeable about the department. Sales associates rely on management to inform customers when sold out merchandise will be re-stocked. Retail Department Managers handle customer complaints and are authorised to offer remedies on behalf of the store.



Fig. 1.6 Customer Service

1.1.6 Training

Departmental Management trains staff members to stock merchandise, handle discards, engage customers and take special orders. Some retail stores hire a dedicated staff to work in departments, such as hard lines and soft lines, and other stores rotate employees based on their availability. A dedicated staff member, however, allows a department manager to delegate more responsibilities, thus, alleviating some of the stress associated with the high-pressure position.



Fig. 1.7 Training in Retail

UNIT 1.2: Roles and Responsibilities of Departmental Manager

Unit Objectives

At the end of this unit, you will be able to:

1. Discuss the responsibilities of a departmental manager
2. Understand the requirements of a departmental manager
3. Explain the essential educational qualification of a departmental manager
4. Discuss the major employers for a departmental manager

1.2.1 Retail Department Manager

The managers of a retail department need to run departments or stores on a daily basis. All retail managers target to maximise their revenues, while making sure that the costs are minimised.

The managers also make sure that they are running store promotions correctly according to the standards of the organisation. They ensure that each time, standards of customer care are outstanding and the staff members are meeting their daily targets.

On the basis of the structure of the organisation and store size, retail managers might also need to handle the below areas:

- Marketing
- Logistics
- Information Technology
- Human Resources
- Finance
- Customer Service

1.2.2 Responsibilities

The responsibilities of a retail manager may differ as per the size of the store, but some of the typical ones are to:

- Manage the stock levels and decide regarding the stock control.
- Encourage and manage the team for ensuring their productivity and increasing the sales.
- Infer trends to enable planning.
- Analyse the figures of sales and forecast the sales of the future.
- Make sure that customer service, quality and health and safety standards are followed.
- Record the figures of sales, plan and analyse data with the use of information technology.
- Handle staff issues like to interview candidates, perform reviews, conduct performance appraisals, organise or provide training to the staff.
- Respond to the comments and complaints of customers.
- Solve issues related to security, legality and health and safety.
- Organise and attend the required departmental meetings.
- Organise events, displays and promotions.

- Visit the floor on a regular basis to talk to co-workers and customers and solve issues that need an urgent attention.
- Inform co-workers about organisational initiatives, organisational performance and other existing issues.
- Perform changes for business performance; for example, to enforce new opening hours, so that the store can remain competitive to its local counterparts.
- Make the staff aware about the latest market trends, monitor the local competitors' moves and understand the upcoming initiatives related to customers.
- Handle sales as per the requirements.
- Promote the company on the local front by communicating through newspapers, schools and community.

1.2.3 Salary

- For an inexperienced candidate, the starting salary ranges from ₹ 20,000 - ₹ 30,000. This salary varies significantly on the basis of the organisation.
- Candidates at the assistant position can earn between ₹ 17,000 and ₹ 22,000.
- However, experienced candidates can earn between ₹ 35,000 and ₹ 70,000, depending on the size of the shop or supermarket.

In addition to this, some retailers also provide offers and bonuses to their employees, which can give a surge to the net payable amount. They also provide benefits including healthcare, staff discount, pension schemes, gym membership, professional trainings and travel subsidies.

The purpose of these figures of income is to only act as a guide.

1.2.4 Working Hours

The general working hours in a retail store per week can go beyond 40 hours. But in peak days such as seasonal holidays like on New Year, Diwali and Christmas, one may have to work quite more than 40 hours.

A few retail stores run outside the city for the entire week. It implies that one may be asked to work even during bank holidays, weekends and late nights.

1.2.5 What to Expect

Different companies provide the entitlements of annual leaves. Additionally, they offer opportunities like job sharing and career breaks to store managers.

Some organisations need the managers with flexibility and to be mobile. But this is done on the regional basis and companies discuss the relocation with the managers always.

The store working hours can affect your personal life, as they are long. A manager has to travel away from the store only for trainings and meetings. Other types of travels, including overseas, are not common.

Most organisations ask to follow a dress code. A significant discount is available from fashion retailers to its employees, so that they may wear the stores' clothes seasonally.

1.2.6 Qualifications

All types of graduates can apply to work in this area. However, if you have a degree in one of the following subjects, it is considered as an advantage:

- Marketing
- Retail Management
- Fashion Management
- Business Studies
- Accounting and Finance

While recruiting, retailers try to find out some personal qualities in candidates, which include passion, confidence, people skills and excellent customer service values. These features are considered way above the candidate's degrees.

Some organisations look for some retail experience as a part of holiday or part-time job. Large retailers provide student placements and hence job offers.

1.2.7 Skills

As a part of your skills, you would need to show the following:

- Quick learning capability
- Capability to encourage others and lead effectively
- Customer focus
- Capability to prioritise work, plan and delegate
- Commercial awareness and intelligent business sense
- Capability to perform under pressure and multi task
- Wish to work as a team member for generating innovative ideas

1.2.8 Work Experience

You would require some relevant work experience if you want to work as a departmental manager in the retail industry. Apart from getting paid for your services, you can also work voluntarily at a charity store. Additionally, you can get experience in merchandising, customer service, finance, pricing or stock management.

In case you want to work for a specific retailer, you can also get in touch with the local manager to get work shadowing. However, many managers may decline your request, as they are usually very busy, while others may give you an offer of other management level for shadowing like an assistant manager or a supervisor.

Each type of experience is good. Therefore, if you apply to the same organisation later on, the same manager may promote your recruitment.

1.2.9 Employers

These include:

- Online sellers
- Mall order organisations
- Television shopping channels
- Niche retailers

- Specific product retailers (like food, shoes, clothing, electrical goods etc.) or high-street departmental stores
- general discounters;
- supermarkets;
- home improvement stores.

1.2.10 Establish Policies for a Departmental Manager of a Retail Store

All organisations dealing in merchandising have their Standards of Conduct. These allow all team members to work together and also guard customers and merchandisers. A merchandising organisation does not accept any kind of unacceptable behaviour.

An unacceptable behaviour can be explained as below:

“Any personal conduct which substantially impairs the departmental manager’s ability to function effectively by reason of its detrimental effect either on the merchandiser’s relationship with other team members or on the reputation of your company.”

Some of the examples of an unacceptable behaviour are given below:

- Illegal drugs dealing, whether during working hours or after working hours
- Unauthorised work absence; you must inform your supervisor immediately if you cannot come to work on a particular day
- Using or possessing illegal drugs and alcohol during work hours; this comprises of incorrect usage of over-the-counter and non-prescribed drugs while using a company owned or leased vehicle or while working
- Mistreating meal and break times or leaving before the scheduled time
- Sharing company’s, customers’ or employees’ confidential or proprietary information
- Bringing personal firearms, weapons onto the client’s property
- Stealing something
- Damaging company’s property like computers, PDAs, tools or any other belongings
- Harassing someone
- Not following the organisation’s policies with respect to the use of its vehicles or credit cards
- Performing any conduct of offensive nature; this kind of behaviour is not allowed by law, which includes harassment on the basis of sexual preference, sex, race, age, disability, national region, protected group membership or marital status

At a workplace, departmental managers need to follow the organisational policies of harassment. They also need to maintain a good behaviour towards their vendors, customers and team members.

Some examples of harassment are:

- Forcing someone for a sexual activity
- Conducting verbal abuse, which includes insulting comments, jokes or sexual allusions
- Inappropriate movement blocking, hugging, touching or constant brushing up against someone’s body while working
- Making inappropriate remarks about a person’s body or gender
- Touching or making body movements to make sexual gestures
- Threatening to do sexual favours to keep the person employed

In case a merchandiser encounters any kind of offensive behaviour from another merchandiser, store management, a customer, a supervisor or someone else, he/she must follow the company's policies to contact the appropriate person and report the behaviour.

In nutshell, as a departmental manager, you need to:

- Demonstrate the company's mission statement and values
- Meet the expected productivity and quality standards of the organisation
- Follow the company's dress code and groom yourself by following the policies
- Behave professionally and as a customer-oriented and qualified merchandiser

Follow the organisation's policies on being harassed or offended

Tips

In case you have the required amount of experience and want to get promoted as a departmental manager, you must show customer service commitment, competence and initiative.

Exercise

Fill in the blanks:

1. Retail stores place managers in charge of departments to maintain the _____ and supervise staff.
2. It is the responsibility of retail managers to make sure that _____ are running correctly as per the standards of the company.
3. Retail manager should have the skills of _____ and the ability to motivate others.
4. Various retail stores run outside the city and remain opened _____ a week.
5. A retail manager targets to _____ while _____.

Effective Leadership; Merchandise; Promotions; Maximise Profits, Minimising Costs; Seven Days

State which of the following statements are True/False:

6. The general manager of a store can determine how well a department manager runs a department.
7. The working hours in a retail store can be long, while they may not affect your personal life.
8. Various retail stores run outside the city and remain opened seven days a week.
9. Sales associates rely on management to tell customers when sold out merchandise will be restocked.
10. If any damage of product or retail store occurs, it is to be handled by Store Operation.