



Retail Management Certificate - Updated Course Outcomes

In February 2013, the Core Competencies for Retail Managers (found on page 3 of this document) were revalidated with an expert panel of retail managers. The Courses, and course outcomes, have been updated to ensure a competency-based curriculum.

(Courses are listed in *recommended* order, based on Retail Industry input)

WAFAC Course Outcomes - NEW Version (2013) - Goal is 70% Match or Higher	2013 Competency Crosswalk
<u>Human Relations/Organizational Behavior</u>	
<i>Competencies Covered:</i>	
Identify the challenges and opportunities of managing a diverse workforce	4, 5, 7, 8, 9, 14
Define how individual and group human behavioral theories and concepts are applied in the workplace	8, 14
Apply different motivational theories, reward strategies, and life-work balance considerations to maximize individual and group performance	3, 5, 8, 9, 14
Identify strategies that address the challenges of interfacing technology and employees	3, 5, 15
Select different leadership styles and management models in order to respond to a variety of situations	3, 7, 8, 9, 14
Select optimal methodologies to deal with change-management and conflict resolution in the workplace	3, 5, 7, 8, 9, 14
<u>Computer Applications (Technology)</u>	
<i>Competencies Covered:</i>	
Search for information on the Internet, open, save, and print a URL Web page	15
Revise information from the Internet to create or enhance business documents	15
Create, edit, save, and print a variety of word processing documents using formatting, graphics, and wizards	15
Design a spreadsheet with charts, utilizing features such as formatting, formulas, conditional formatting, and functions	15
Design a presentation using wizards, graphs, tables, animation, and transition features	15
Apply several methods to integrate documents from multiple programs (e.g., copying, pasting links, exporting, merging, and embedding features)	15
Analyze the roles of Information Systems in supporting organizational strategy, improving business processes, and supporting data-driven decision making	3, 15
<u>Business Communication Skills for Managers</u> <i>(This course incorporates the Written, Oral and Presentation competencies; Communication competencies are also included throughout the program)</i>	
<i>Competencies Covered:</i>	
Demonstrate communication principles and critical thinking through written and oral formats	1, 2, 8
Demonstrate the use of on-line resources for research and communications (e.g., Internet, electronic mail)	1, 2, 15
Employ software tools (e.g., Microsoft Word, Excel, PowerPoint) to produce professional quality business communications (e.g., letters, memos, presentations, and emails) to address a variety of business situations	1, 2, 9, 15
Edit documents to improve conciseness, precision, tone, and layout	2, 3, 6, 9, 15
Identify components of the communication process, including sender encoding and receiver decoding	2, 8, 9, 15
Evaluate choices of communication channels and barriers to effective listening	2, 8, 9, 15
Deliver an oral presentation using technology and visual support materials	2, 8, 15
Prepare a business report that integrates data from multiple sources to illustrate and emphasize key information	1, 2, 3, 6, 15
Participate in a group to solve problems and make decisions	3, 7, 8, 9
<u>Principles of Management</u>	
<i>Competencies Covered:</i>	
Explain the roles, responsibilities, and accountability of managers in planning, organizing, leading, and controlling within an organization	3, 14
Describe formal and informal communication realities and processes within organizations (e.g., social and organizational networks)	7, 8, 9
Explain organizational hierarchies and the functions of management and administration at each level (e.g., planning, organizing, directing, and controlling)	3, 14
Identify how managers create and manage organizational culture	5, 9



Describe the importance of written policies, rules, and procedures	3, 4
Identify the impact of change on business operations and employees	3, 5
Describe the importance of ethics in business and identify strategies to encourage ethical behavior by managers and employees	4, 14
<u>Principles of Marketing</u>	
<i>Competencies Covered:</i>	
Explain the overall importance of marketing and how it fits into the business environment	10
Discuss how the marketing mix (the four P's) is used to address the needs and wants of consumers	10
Explain the strategic function that marketing plays in the profitability of a business	10, 12, 13
Create and present a marketing plan for a product or service	2, 3, 6, 10, 11, 12, 13, 15
<u>Human Resources Management</u>	
<i>Competencies Covered:</i>	
Discuss legal and financial implications and human factors in making personnel decisions	3, 4, 14
Identify Federal and State employment laws applicable to management decisions	1, 3
Discuss the legal and procedural considerations involved in hiring, disciplining, and terminating employees	3, 4, 9
Appraise the ethical impact of following and enforcing policies, rules, and procedures	4
Analyze various compensation and benefits packages	1, 3
Identify the differences between union and nonunion organizations, and describe the importance of union/management relations	14
Analyze workplace human resource needs	3, 4, 13
Discuss current legal and social ramifications of "downsizing" or "right-sizing" an organization	3, 4, 13
Discuss the impact of globalization and diversity on human resource management	3, 5
<u>Financial Management & Budgeting</u> <i>(This course incorporates the relevant quantitative math competencies and relevant accounting competencies)</i>	
<i>Competencies Covered:</i>	
Apply basic math skills to calculate interest, payroll, rate of change, discounts, markup, pricing, gross margin, and net margin	13
Identify the interrelationships among standard financial reports	1, 13
Interpret and analyze financial information to make business decisions	1, 3, 13
Determine how internal controls affect profitability for ethical decision making	3, 4, 5, 13
Prepare operational budgets	3, 13, 15
Produce projected pro-forma financial statements and forecasts	2, 3, 13, 15
Identify the impact of accounting events on the financial statements, decision making, and financial performance measures	3, 12
<u>Retail Management (Capstone)</u>	
<i>Competencies Covered:</i>	
Compare and contrast traditional retailers and category specialists	5, 8, 10
Describe how technology (e.g., customer databases, integrated systems, and buying and sales forecasting systems) is used to support retail businesses	15
Evaluate the effectiveness of merchandising decisions in the retail industry	3, 10
Explain the factors relating to visual merchandising, such as store layouts and presentation	3, 10
Compare the strategies that are used within the different stages of a product's life cycle	10
Describe the flow of goods and services in a retail environment (e.g., inventory control, supply chain, and risk management)	11
Analyze how logistics and supply chain management achieve a sustainable competitive advantage	10, 11
Compare different customer service strategies that can be used to improve the consumer experience	12
Evaluate the impact of laws and regulations pertaining to the role and responsibilities of a retail manager	4, 14
Create and present a strategic plan for a business, including financial strategy and financial performance measures	1, 2, 3, 4, 5, 6, 7*, 8, 9, 10, 11, 12, 13, 14, 15



Retail Store Manager Core Competencies **Identified and Validated in 2013**

1) Business Reading

Ability to read and comprehend basic and technical business documents

2) Business Writing

Ability to compose basic and technical business documents

3) Decision Making

Ability to identify and apply relevant information needed to set goals, perform job-related tasks, and make business decisions

4) Business Ethics

Ability to follow and enforce company policies, procedures, and perform job duties in an ethical manner

5) Adaptability

Ability to adopt and lead change, refocus and prioritize actions in the business environment

6) Task Completion

Ability to prioritize and manage time to complete tasks within established deadlines

7) Teamwork

Ability to collaborate and cooperate within a team structure and facilitate achievement of shared goals

8) Oral Communication

Ability to interpret oral instructions and communicate to a variety of diverse audiences

9) Interpersonal Skills

Ability to interact with business contacts in a professional manner while accepting and delivering constructive feedback

10) Merchandising

Ability to promote products and services through techniques that lead to increased sales

11) Inventory Management

Ability to explain the flow of goods and services in a retail environment and recognize the cause and effect of issues in the supply chain

12) Customer Service

Ability to provide activities and behaviors that maximize all aspects of the consumer experience

13) Financial Management

Ability to apply math skills to calculate, interpret, and analyze financial information to make business decisions

14) Leadership

Ability to motivate, influence, and support others to achieve desired outcomes

15) Technology

Ability to utilize relevant technology-based business applications

Validated in February 2013 through a collaborative effort led by the Western Association of Food Chains and Western Governors University, involving Retail Grocery Industry Experts, and the "ACT-On Retail Management Careers" Grant Consortium

Revalidation Project - Endorsed by ACT-On Retail Management Careers Grant Consortium

Agreement # TC-23812-12-60-A-48 CFDA-17.282 June 25, 2013