

Level 4 Retail Manager

EPA-Kit

Assessing the Written Exam

- Written Exam Guidance
- Before the Assessment
- Written Exam Criteria

The Written Exam - Guidance

The following areas (knowledge) of the retail manager standard will be assessed by a 2-hour written exam consisting of 6 short and 2 longer scenario based questions, with the pass mark being 60% and the distinction mark being 85%.

The topics covered within the exam are listed below:

- Financial
- Leadership
- Marketing
- Communications
- Sales and Promotion
- Brand reputation
- Merchandising
- Stock
- Developing self and others
- Team performance
- Legal and governance

The individual marking sections are detailed in the table below:

Areas of the standard to covered	Approximate percentage of questions in the exam
Financial Stock	30%
Communications	15%
Marketing Brand reputation Merchandising Sales and promotion	20%
Legal and governance	10%
Leadership Team Performance Developing self and others	25%

Before the assessment

- Whilst on-programme, the employer/training provider should brief the apprentice on the areas to be assessed by the written exam.
- In readiness for end-point assessment, the apprentice should complete a sample exam. This can be found at the end of this section of the EPA Kit.

Written Exam Criteria

The following pages include the criteria that are covered by the written exam.

The apprentice will	Criteria covered in the written exam
Financial	
Understand the key drivers of profitable retail performance and the relationship of forecasting to the retail calendar; know how to analyse and use information for forecasting, and how to report on financial results. Identify the impact of different types of costs on the business and understand how to make effective use of resources	FN1 How to apply general principles of operating commercially in a retail environment FN2 Scope and content of a business strategy and future plans/influencing factors FN3 Profit margin specifications and implications thereof for difference products/services FN4 Principles of budgeting and forecasting FN5 The difference between a budget, 'actuals' and cash flow FN6 Key financial data in a retail business, its importance and how it should be used to analyse performance and inform planning

The apprentice will	Criteria covered in the written exam
Leadership	
Understand different leadership styles used in retail businesses and when to use them effectively to motivate and inspire the team to do their best	LE1 Leadership styles LE2 Theories of motivation

The apprentice will	Criteria covered in the written exam
Marketing	
Know the key factors influencing a marketing plan such as product launch and life cycle, pricing, discount and special offers and ways of marketing via physical and other media. Understand how own business has formed marketing plan and how own role can best utilise marketing strategies to address demand throughout the retail calendar	<p>MA1 Online, print and in person marketing methods used in the retail industry, including the comparative benefits and limitations</p> <p>MA2 Product launch/product life cycle</p> <p>MA3 Principles of price based marketing (sales, discounting, special offers)</p> <p>MA4 How marketing strategies link to the retail sales calendar</p>

The apprentice will	Criteria covered in the written exam
Communications	
Understand how to communicate and cascade information effectively at all levels and to a diverse audience. Know how to identify the information required for decision making, how it should be gathered and reported internally and externally	<p>CO1 The variety of methods of communication available and how to use these effectively depending on the situation and audience</p> <p>CO2 Verbal/non-verbal/written, face to face, on-line, via telephone, brand standard/corporate image</p> <p>CO3 How to establish the needs of individuals (team members and customers)</p> <p>CO4 Principles of active listening</p> <p>CO5 The importance of giving constructive feedback and acting on feedback received</p>

The apprentice will	Criteria covered in the written exam
Merchandising	
Understand key features of merchandising and how these link with the business' merchandising plan to achieve sales targets. Know the particular requirements of related activities such as seasonal peaks and troughs over the retail calendar year	<p>ME1 Key principles of merchandising, including their impact on the retail calendar</p> <p>ME2 How local and national trends and requirements can influence merchandising</p> <p>ME3 The importance of following merchandising plans</p> <p>ME4 How online and in store promotions differ and can be used as part of a coherent merchandising strategy</p>

The apprentice will	Criteria covered in the written exam
Stock	
Understand how to manage an effective stock control system; recognise the financial implications to the business and own responsibility to manage stock to meet sales targets, marketing activities and business objectives	<p>ST1 The principles of managing an effective stock control system</p> <p>ST2 The financial and operational implications of effective/ineffective stock control</p> <p>ST3 Correct storage conditions for a range of stock</p> <p>ST4 The costs/benefits of manual and automated stock ordering systems</p> <p>ST5 Legal requirements relating to stock control, movement and sale (e.g. age restricted, fireworks)</p>

The apprentice will	Criteria covered in the written exam
Developing self and others	
Identify a variety of ways to inspire and motivate team members, how to positively influence their approach to work and how to pass on knowledge and experience. Understand the importance of, and process for, ensuring team members' and own development	<p>DS1 Training needs analysis</p> <p>DS2 The learning and development cycle</p> <p>DS3 The importance of feedback</p> <p>DS4 Learning styles</p> <p>DS5 Training plan design</p>

The apprentice will	Criteria covered in the written exam
Team performance	
Know how to recruit, retain and develop the right people for the right roles. Know the key theories of performance management and how to apply them to retail teams using own organisation's tools and protocols to support them	<p>TP1 The principles and legal requirements for recruitment and selection</p> <p>TP2 Factors that impact on retention of staff</p> <p>TP3 The principles of an effective performance management system</p>

The apprentice will	Criteria covered in the written exam
Legal and governance	
Understand environmental, legislative, corporate, data protection and social responsibilities relating to retail businesses	LG1 Legal requirements relating to managing a range of retail operations LG2 Health and safety LG3 Trading standards LG4 Data protection LG5 Corporate and social responsibility

The apprentice will	Criteria covered in the written exam
Sales and promotion	
Understand how to set sales targets that are challenging but realistic and how to lead team members to achieve sales targets, maximising opportunities and reducing potential threats to sales across the retail calendar	SP1 Principles of setting team and individual sales targets SP2 Data analysis SP3 Threats to sales targets SP4 Principles of the retail calendar

The apprentice will	Criteria covered in the written exam
Brand reputation	
Understand the importance of upholding brand reputation, how brand reputation can become compromised and the impact on the business, and how threats can be managed. Identify the impact of social media on the industry and how it is used in own organisation	BR1 Principles of brand reputation BR2 Importance of adhering to brand standards, branding and messaging