



MATCOM
training for the management of cooperatives

TRAINER'S MANUAL

RETAIL MANAGEMENT

material for management training in consumer co-operatives

by Urban Strand



MATCOM

material and techniques for cooperative management training

The MATCOM Project was launched in 1978 by the International Labour Office, with the financial support of Sweden. Since 1984, MATCOM is financed by Denmark, Finland and Norway.

In collaboration with cooperative organisations and training institutes in all regions of the world, MATCOM designs and produces material for the training of managers of cooperatives and assists in the preparation of adapted versions for use in various countries. MATCOM also provides support for improving the methodology of cooperative training and for the training of trainers.

Publications of the International Labour Office enjoy copyright under Protocol 2 of the Universal Copyright Convention. For reproduction, adaptation or translation, application should be made to ILO Publications, International Labour Office, CH-1211 Geneva 22, Switzerland. The International Labour Office welcomes such applications.

Copyright © International Labour Organisation, 1986

ISBN 92-2-105490-X

First published 1986

Second impression 1990

Printed in Vienna, Austria

CONTENTS

Preface	Page	III
The Training Programme - General Information		V
The Training Programme - Session Guides and Material:		XI
Topic 1	Introduction	
Topic 2	Basic Economics	
Topic 3	Stock Management	
Topic 4	Sales and Services	
Topic 5	Handling of Goods	
Topic 6	Pricing	
Topic 7	Stock Control	
Topic 8	Cash Control	
Topic 9	Results, Reports, Responsibilities	
Topic 10	Action Commitment	

List of "MATCOM" Learning Elements" - Order Form

Preface

For the training of staff, managers and committee members of consumer co-operatives, MATCOM has produced the following material:

- a series of booklets, called "MATCOM Learning Elements", intended for independent study by trainees (see list at the back of this manual);
- the training programme described in this manual, intended as a basic training course for shop supervisors and managers.

MATCOM collaborates with co-operative organisations and training institutes in developing countries for the improvement of training in the retail trades. Examples of such co-operation include "pilot seminars" based on this manual and "training of trainers" programmes. For more information on joint training activities, please write to:

The ILO-MATCOM Project
c/o CO-OP Branch
International Labour Office
CH-1211 Geneva 22
Switzerland.

THE TRAINING PROGRAMME - GENERAL INFORMATION1. The target group

This training programme is designed to assist in the basic training of anyone responsible for the day-to-day management of a co-operative retail shop. The target group may also include potential managers (shop assistants and others with practical work experience in the distributive sector). The programme can be modified for use with other target groups with specific training needs, e.g. committee members.

2. Aim

The aim of the programme is to enable trainees to plan and manage the basic operations of a co-operative retail shop.

In particular, the course should help trainees to:

- appreciate the basic aims of a co-operative and to formulate reasonable objectives;
- understand the basic economics of a consumer co-operative, the need for and the use of working capital and gross and net surplus;
- select and maintain a suitable assortment of goods;
- offer services and apply salesmanship appropriate to a consumer co-operative;
- handle and display the goods properly, instructing staff to do the same;
- decide on a pricing policy, determining the required margins and calculating the selling prices;
- design and maintain a proper system for stock control, minimizing leakage;
- design and maintain a proper system for cash control;
- prepare budgets and trading reports, checking regularly to see that expected results are achieved.

3. Use

The course described in this manual can be used for specialized training in retail management. The complete programme (or selected