



# Model Curriculum

**QP Name: Courier Manager - Operations  
(Options – Profit management / Warehouse operations management)**

**QP Code: LSC/Q1904**

**QP Version: 2.0**

**NSQF Level: 6**

**Model Curriculum Version: 2.0**

# Table of Contents

|  |    |
|--|----|
| Training Parameters.....   | 2  |
| Program Overview .....   | 3  |
| Training Outcomes.....   | 3  |
| Compulsory Modules.....  | 3  |
| Option Modules .....   | 6  |
| Module 1: Introduction to Courier Manager- Operations.....                             | 7  |
| Module 2: Daily review and process control .....                                       | 8  |
| Module 3: Domestic and international courier business management .....                 | 9  |
| Module 4: Key accounts management.....   | 10 |
| Module 5: Business development and stakeholder relations.....                          | 11 |
| Module 6: Performance management system.....   | 12 |
| Module 7: Profit and loss account management and cost accounting.....                  | 13 |
| Module 8: Guidelines on integrity and ethics.....                                      | 14 |
| Module 9: Compliance to health, safety and security norms.....                         | 15 |
| Module 10: Verify GST application .....  | 16 |
| Module 11: Employability Skills .....  | 17 |
| Module 12: Cost optimisation, profit management and strategic business management..... | 19 |
| Module 13: Warehouse operations management .....                                       | 20 |
| Annexure.....  | 21 |
| Trainer Requirements .....   | 21 |
| Assessor Requirements.....   | 22 |
| Assessment Strategy.....   | 23 |
| References .....   | 25 |
| Glossary.....  | 26 |
| Acronyms and Abbreviations.....  | 27 |

## Training Parameters

|   |  |
|---|--|
| <b>Sector</b>   | Logistics  |
| <b>Sub-Sector</b>                                       | Courier and Express Services   |
| <b>Occupation</b>                                       | Hub/ Branch Operations   |
| <b>Country</b>  | India  |
| <b>NSQF Level</b>                                       | 6  |
| <b>Aligned to NCO/ISCO/ISIC Code</b>                    | NCO-2015/ 1324.0200 and ISCO -08/ 1324   |
| <b>Minimum Educational Qualification and Experience</b> | <p>Pursuing first year of 2-year PG program after completing 3 year UG degree</p> <p>Or</p> <p>Pursuing PG diploma after 3 year UG degree</p> <p>Or</p> <p>Completed 4 year UG (in case of 4-year UG with honours/ honours with research)</p> <p>Or</p> <p>Previous relevant Qualification of NSQF Level 5 (Courier Supervisor- Operations) + 3 years relevant experience in ecommerce</p> |
| <b>Pre-Requisite License or Training</b>                | NA   |
| <b>Minimum Job Entry Age</b>                            | 23   |
| <b>Last Reviewed On</b>                                 | 28/02/2023   |
| <b>Next Review Date</b>                                 | 28/02/2026   |
| <b>NSQC Approval Date</b>                               | 28/02/2023   |
| <b>QP Version</b>                                       | 2.0  |
| <b>Model Curriculum Creation Date</b>                   | 07/10/2022   |
| <b>Model Curriculum Valid Up to Date</b>                | 28/02/2026   |
| <b>Model Curriculum Version</b>                         | 2.0  |
| <b>Minimum Duration of the Course</b>                   | 660  |
| <b>Maximum Duration of the Course</b>                   | 780  |

## 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 will be able to:
- Analyse activities scheduled and corresponding resources allocated
- Manage domestic and international courier business by analysing performance, allocating resources and coordinating with multiple stakeholders
- Manage key accounts to improve business and develop new clients
- Perform data analysis to assess demand and implement business strategies to improve financial performance
- Generate business for the organisation and manage relationships with stakeholders including clients, customs, PGAs etc.
- Analyse operational and business performance to undertake improvement initiatives
- Manage business profitably by analysing profit and loss and undertaking operations improvement initiatives.
- Comply to work place integrity, ethical and regulatory practices.
- Manage workplace for safe and healthy work environment by following compliance to regulatory and safety norms.
- Inspect invoices for correct application of GST.

### Options:

- Apply the necessary business strategies to acquire, manage and retain customers to achieve profitability
- Manage warehouse operations by allocating budgets, analysing performance and implementing process improvement initiatives

### Compulsory Modules

The table lists the modules, their duration and mode of delivery.

| NOS and Module Details  | Theory Duration | Practical Duration | On-the-Job Training Duration (Mandatory) | On-the-Job Training Duration (Recommended) | Total Duration |
|---|-----------------|--------------------|--|--|----------------|
| <b>Bridge Module</b>  | <b>10</b>       | <b>20</b>          |  |  | <b>30</b>      |
| Module 1: Introduction to Courier Manager - Operations          | 10              | 20                 |  |  | 30             |
| <b>LSC/N9601 Conduct daily review and facilitate operations</b> | <b>20</b>       | <b>35</b>          | <b>5</b>                                 |  | <b>60</b>      |

|   |           |           |          |  |           |
|---|-----------|-----------|----------|--|-----------|
| <b>V1.0</b><br><b>6</b>   |           |           |          |  |           |
| Module 2: Daily review and process control  | 20        | 35        | 5        |  | 60        |
| <b>LSC/N1908</b><br><b>Oversee domestic and international operations</b><br><b>V1.0</b><br><b>6</b>               | <b>20</b> | <b>35</b> | <b>5</b> |  | <b>60</b> |
| Module 3: Domestic and international courier business management  | 20        | 35        | 5        |  | 60        |
| <b>LSC/N9703</b><br><b>Build customer relations and handle key accounts</b><br><b>V1.0</b><br><b>6</b>            | <b>20</b> | <b>35</b> | <b>5</b> |  | <b>60</b> |
| Module 4: Key accounts management   | 20        | 35        | 5        |  | 60        |
| <b>LSC/N9701</b><br><b>Business development and stakeholder relations</b><br><b>V1.0</b><br><b>6</b>              | <b>20</b> | <b>35</b> | <b>5</b> |  | <b>60</b> |
| Module 5: Business development and stakeholder relations  | 20        | 35        | 5        |  | 60        |
| <b>LSC/N9602</b><br><b>Review performance and develop performance improvement plan</b><br><b>V1.0</b><br><b>6</b> | <b>20</b> | <b>35</b> | <b>5</b> |  | <b>60</b> |
| Module 6: Performance management system   | 20        | 35        | 5        |  | 60        |
| <b>LSC/N9603</b><br><b>Profit and loss account management and cost accounting</b><br><b>V1.0</b><br><b>6</b>      | <b>20</b> | <b>35</b> | <b>5</b> |  | <b>60</b> |

|   |            |            |           |  |            |
|---|------------|------------|-----------|--|------------|
| Module 7: Profit and loss account management and cost accounting        | 20         | 35         | 5         |  | 60         |
| <b>LSC/N9904- Maintain integrity and ethics in operations V1.0 6</b>    | <b>20</b>  | <b>40</b>  |           |  | <b>60</b>  |
| Module 8: Guidelines on integrity and ethics                            | 20         | 40         |           |  | 60         |
| <b>LSC/N9905 - Follow health, safety and security procedures V1.0 6</b> | <b>20</b>  | <b>40</b>  |           |  | <b>60</b>  |
| Module 9: Compliance to health, safety and security norms               | 20         | 40         |           |  | 60         |
| <b>LSC/N9906 Verify GST invoices V1.0 6</b>                             | <b>20</b>  | <b>40</b>  |           |  | <b>60</b>  |
| Module 10: Verify GST application                                       | 20         | 40         |           |  | 60         |
| <b>DGT/VSQ/N0103 Employability Skills</b>                               | <b>30</b>  | <b>60</b>  |           |  | <b>90</b>  |
| <b>Total Duration</b>   | <b>220</b> | <b>410</b> | <b>30</b> |  | <b>660</b> |

## Option Modules

The table lists the option modules, their duration and mode of delivery.

### Option 1: Profit Management

| NOS and Module Details   | Theory Duration | Practical Duration | On-the-Job Training Duration (Mandatory) | On-the-Job Training Duration (Recommended) | Total Duration |
|--|-----------------|--------------------|--|--|----------------|
| <b>LSC/N9604</b><br><b>Perform cost optimization, profit management and strategic business activities V1.0</b><br><b>6</b> | <b>30</b>       | <b>30</b>          |  |  | <b>60</b>      |
| Module 11: Cost optimization, profit management and strategic business management  | 30              | 30                 |  |  | 60             |
| <b>Total Duration</b>  | <b>30</b>       | <b>30</b>          |  |  | <b>60</b>      |

### Option 2: Warehouse Operations Management

| NOS and Module Details  | Theory Duration | Practical Duration | On-the-Job Training Duration (Mandatory) | On-the-Job Training Duration (Recommended) | Total Duration |
|---|-----------------|--------------------|--|--|----------------|
| <b>LSC/N0118</b><br><b>Manage warehouse operations V1.0</b><br><b>6</b> | <b>30</b>       | <b>30</b>          |  |  | <b>60</b>      |
| Module 12: Warehouse operations management                              | 30              | 30                 |  |  | 60             |
| <b>Total Duration</b>   | <b>30</b>       | <b>30</b>          |  |  | <b>60</b>      |

# Module Details

## Module 1: Introduction to Courier Manager - Operations.

### *Mapped to Bridge Module*

#### Terminal Outcomes:

- Describe the basic structure and function of supply chain
- Detail the various functions of a Courier Manager - Operations

| <b>Duration: 10:00</b>   | <b>Duration: 20:00</b>   |
|--|--|
| <b>Theory – Key Learning Outcomes</b>  | <b>Practical – Key Learning Outcomes</b>   |
| <ul style="list-style-type: none"> <li>• Discuss about supply chain, logistics sector and the modals involved.</li> <li>• Detail the various sub-sectors and the opportunities in them</li> <li>• Explain job roles in courier/ express</li> <li>• Detail your job role as Courier Manager – Operations and its interface with other job roles</li> <li>• Describe the various MHEs and equipment used in couriers/ express operations</li> <li>• Discuss the documentation requirements in courier/ express operations</li> </ul> | <ul style="list-style-type: none"> <li>• Classify the components of supply chain and logistics sector</li> <li>• List down the various sub-sectors and the opportunities in them</li> <li>• Identify various activities in courier, warehousing, port yard, land, ship and air transportation</li> <li>• Demonstrate your job role as Courier Manager - Operations and its interface with other job roles</li> <li>• Operate various MHEs and equipment used in couriers/ express operations</li> <li>• Prepare the documentation involved in courier/ express operations</li> </ul> |
| <b>Classroom Aids</b>  |  |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser   |  |
| <b>Tools, Equipment and Other Requirements</b>   |  |
| Teaching board, computer, projector, video player or TV, MHE   |  |



## Module 2: Daily review and process control

*Mapped to LSC/ N9601, v1.0*

### Terminal Outcomes:

- Prepare daily/ weekly activity plan
- Resolve interdepartmental queries and issues

| <b>Duration: 20:00</b>   | <b>Duration: 35:00</b>  |
|--|---|
| <p><b>Theory – Key Learning Outcomes</b></p> <ul style="list-style-type: none"> <li>• Detail the factors to be considered for preparing the plan of action chart.</li> <li>• Describe resource allocation approval process.</li> <li>• Explain query resolution process.</li> <li>• Brief the points to be used for optimal utilisation of all available resources</li> <li>• Describe the process for preparing forecasts and trends.</li> <li>• Detail budget preparation process.</li> <li>• Explain compliance to relevant state/ country, international laws and regulations</li> <li>• Detail action plans for business improvement.</li> <li>• Describe the guidelines of hazardous goods handling standards</li> </ul> | <p><b>Practical – Key Learning Outcomes</b></p> <ul style="list-style-type: none"> <li>• Analyse the previous day’s performance to chart the plan of action</li> <li>• Approve resource allocation post inspection of pending activities for the day</li> <li>• Prepare daily/ weekly activity plan</li> <li>• Resolve interdepartmental queries and issues</li> <li>• Assess optimal utilisation of all available resources</li> <li>• Identify training and development needs</li> <li>• Create a cohesive working environment between clients and organisation</li> <li>• Analyse business performance trends and forecasts</li> <li>• Prepare budgets for various operations</li> <li>• Review compliance to relevant state/ country and international laws and regulations</li> <li>• Plan corrective and preventive actions to improve outcome of business activities</li> <li>• Assess compliance to hazardous goods handling standards</li> </ul> |
| <b>Classroom Aids</b>  |   |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser   |   |
| <b>Tools, Equipment and Other Requirements</b>   |   |
| Computer, Management information system (MIS), Enterprise Resource Planning (ERP), performance review software, budgeting and forecasting software, stationery, LLMS ,worksheets, SOP etc.   |   |

## Module 3: Domestic and international courier business management

*Mapped LSC/N1908, V1.0*

### Terminal Outcomes:

- Explain the aspects followed for budget preparation.
- Detail the operational parameters for each department.

| <b>Duration: 20:00</b>   | <b>Duration: 35:00</b>  |
|--|---|
| <b>Theory – Key Learning Outcomes</b>  | <b>Practical – Key Learning Outcomes</b>  |
| <ul style="list-style-type: none"> <li>• Describe the various reports used on a daily basis for daily operations.</li> <li>• Detail the KPIs and SLAs to be followed</li> <li>• Explain the aspects followed for budget preparation.</li> <li>• Detail the operational parameters for each department.</li> <li>• Explain the coordination required with customs brokers, air freight stations/cargo terminals, shipping agencies and clients to ensure efficient operations</li> <li>• Describe customs clearance escalation process.</li> <li>• Detail workflow with counterpart in other countries</li> </ul> | <ul style="list-style-type: none"> <li>• Inspect operational reports regarding arrivals and despatches, adherence to timelines, resource utilization, etc. to assess daily and periodic performance</li> <li>• Assess daily operations plan and resource allocation</li> <li>• Review adherence to Key Performance Indicator (KPI) and Service Level Agreement (SLA) of delivery &amp; pickup commitment</li> <li>• Analyse budget adherence to transportation, processing, delivery and other operations</li> <li>• Perform trend analysis of operational parameters</li> <li>• Develop robust preventive and corrective action plan to improve operational efficiency</li> <li>• Solve escalations to ensure customs clearance</li> <li>• Develop last mile delivery partners and in other countries</li> </ul> |
| <b>Classroom Aids</b>  |   |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser   |   |
| <b>Tools, Equipment and Other Requirements</b>   |   |
| MS office, Enterprise Resource Planning (ERP), Analytical software, LLMS, stationery, computer, projector, TV, etc.  |   |

## Module 4: Key accounts management

*Mapped to LSC/ N9703, v1.0*

### Terminal Outcomes:

- Detail the aspects to be taken into consideration for preparing customized solutions.
- Explain customer retention strategies

| <b>Duration: 20:00</b>  | <b>Duration: 35:00</b>   |
|---|--|
| <b>Theory – Key Learning Outcomes</b>   | <b>Practical – Key Learning Outcomes</b>   |
| <ul style="list-style-type: none"> <li>• Describe customer engagement and relationship management process</li> <li>• Detail the aspects to be taken into consideration for preparing customized solutions.</li> <li>• Explain customer retention strategies</li> <li>• Describe the strategies to be used for upselling and cross-selling.</li> <li>• Detail lead generation process for creating prospective clients.</li> </ul> | <ul style="list-style-type: none"> <li>• Illustrate how to engage with customers and build relationship with them.</li> <li>• Develop customized solutions for customers</li> <li>• Analyse customer inputs, feedback, and grievances</li> <li>• Perform corrective and preventive actions to improve customer engagement</li> <li>• Devise strategies for effective customer retention</li> <li>• Discuss upselling and cross-selling strategies</li> <li>• Assess requirements of prospective clients</li> </ul> |
| <b>Classroom Aids</b>   |  |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser  |  |
| <b>Tools, Equipment and Other Requirements</b>  |  |
| MS-Office, ERP, computer, projector, worksheets, stationery, LLMS, business planning model/software etc.  |  |

## Module 5: Business development and stakeholder relations

*Mapped to LSC/N9701, V1.0*

### Terminal Outcomes:

- Detail the steps to be followed for business development

| <b>Duration: 20:00</b>   | <b>Duration: 35:00</b>  |
|--|---|
| <b>Theory – Key Learning Outcomes</b>  | <b>Practical – Key Learning Outcomes</b>  |
| <ul style="list-style-type: none"> <li>• Detail the prospects for identifying target population.</li> <li>• Detail the possible client requirements and solutions.</li> <li>• Describe basic oral and written business communication etiquettes.</li> <li>• Detail the procedure for preparing costing sheets for service delivery</li> <li>• Explain the uses of ERP in sales promotion.</li> <li>• Describe the methods for discriminating upselling and cross selling to clients.</li> <li>• Explain the nuances in building rapport with clients, customs, government agencies, insurance for healthy relationship</li> <li>• Detail the process of devising service level agreements</li> </ul> | <ul style="list-style-type: none"> <li>• Identify target population to approach for business development</li> <li>• Assess the prospective clients and shortlist.</li> <li>• Identify client requirements and offer customised or bundled solutions based on sales pitch</li> <li>• Demonstrate effective oral and written business communication</li> <li>• Prepare costing sheets for service delivery</li> <li>• Use ERP for updating client data</li> <li>• Estimate when to upsell and cross-sell services to existing clients</li> <li>• Establish rapport with clients, customs, government agencies, insurance for healthy relationship</li> <li>• Prepare service level agreements</li> <li>• Schedule resources as per operational requirement</li> </ul> |
| <b>Classroom Aids</b>  |   |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser   |   |
| <b>Tools, Equipment and Other Requirements</b>   |   |
| Computers, MIS, ERP, business lead software, Teaching board, LLMS ,computer, projector, video player and TV  |   |

## Module 6: Performance management system

Mapped to LSC/N9602, v1.0

### Terminal Outcomes:

- Detail the appropriate steps for performance management as per SOP

| <b>Duration:</b> 20:00   | <b>Duration:</b> 35:00   |
|--|--|
| <b>Theory – Key Learning Outcomes</b>  | <b>Practical – Key Learning Outcomes</b>   |
| <ul style="list-style-type: none"> <li>• Define performance measurement metrics for assigned activities</li> <li>• Explain how performance review process is prepared.</li> <li>• Describe what is root cause analysis and its impact.</li> <li>• Detail the importance of performance improvement plan</li> <li>• Define KPIs as per organisational metrics and expectations</li> <li>• Explain effective ways for resolving employee grievances</li> </ul> | <ul style="list-style-type: none"> <li>• Allocate performance measurement metrics for assigned activities</li> <li>• Demonstrate performance review process with a subordinate.</li> <li>• Perform root cause analysis for non-performing areas</li> <li>• Develop corrective and preventive actions to avoid recurrence</li> <li>• Design performance improvement plan</li> <li>• Communicate performance improvement plan</li> <li>• Appraise the KPIs as per organisational metrics and expectations</li> <li>• Examine employee grievances and undertake corrective actions</li> </ul> |
| <b>Classroom Aids</b>  |  |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser   |  |
| <b>Tools, Equipment and Other Requirements</b>   |  |
| SOP, MIS, ERP, worksheets, stationery, computer, LLMS, projector etc.  |  |

## Module 7: Profit and loss account management and cost accounting

*Mapped to LSC/N9603, v1.0*

### Terminal Outcomes:

- Demonstrate the process of profit and loss account management and cost accounting

| <b>Duration: 20:00</b>   | <b>Duration: 35:00</b>  |
|--|---|
| <b>Theory – Key Learning Outcomes</b>  | <b>Practical – Key Learning Outcomes</b>  |
| <ul style="list-style-type: none"> <li>• Define performance measurement metrics for assigned activities</li> <li>• Explain budgeting and monitoring process</li> <li>• Explain methods to compare budget and actual expenditure</li> <li>• Detail the procedure for making budget amendments</li> <li>• Describe various risk management procedures</li> <li>• Explain Activity Based Costing (ABC) and it's effects on cost management.</li> <li>• Detail the points to identify reasons for deviation from costing</li> <li>• Explain the process to rationalize cost by undertaking improvement activities</li> </ul> | <ul style="list-style-type: none"> <li>• Perform P&amp;L analysis on available data and statistics.</li> <li>• Prepare budget and monitor it's efficiency.</li> <li>• Analyse variance between budget and actual expenditure</li> <li>• Evaluate budgetary compliance with operations.</li> <li>• Cross check budget with actual physical output</li> <li>• Prepare budget amendments according to actual figures.</li> <li>• Demonstrate risk management on vulnerable areas.</li> <li>• Prepare Activity Based Costing (ABC) on key aspects.</li> <li>• Perform audit to identify reasons for deviation from costing</li> <li>• Implement improvement activities to rationalize cost</li> </ul> |
| <b>Classroom Aids</b>  |   |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser   |   |
| <b>Tools, Equipment and Other Requirements</b>   |   |
| Computers, MIS, ERP, LLMS, performance review software   |   |

## Module 8: Guidelines on integrity and ethics

*Mapped to LSC/N9904, v1.0*

### Terminal Outcomes:

- Explain the concepts of integrity, ethics
- Detail the various regulatory requirements related to logistics industry

| <b>Duration: 20:00</b>  | <b>Duration: 40:00</b>   |
|---|--|
| <b>Theory – Key Learning Outcomes</b>   | <b>Practical – Key Learning Outcomes</b>   |
| <ul style="list-style-type: none"> <li>• Describe the concepts of integrity, ethics</li> <li>• Detail the various regulatory requirements related to logistics industry</li> <li>• Explain data and information security practices</li> <li>• Discuss about the corrupt practices</li> <li>• Describe regulatory requirements, code of conduct and etiquettes</li> <li>• Detail the procedure for documenting all integrity and ethics violations</li> <li>• Explain escalation matrix for reporting deviation</li> </ul> | <ul style="list-style-type: none"> <li>• Practice the principles of integrity and ethics</li> <li>• Illustrate various regulatory requirements related to logistics industry</li> <li>• Perform data and information security practices</li> <li>• Identify corrupt practices and methods to curb the same.</li> <li>• Comply to regulatory requirements of the organization.</li> <li>• Practice code of conduct and etiquettes</li> <li>• Document all integrity and ethics violations</li> <li>• Report deviation as per the escalation matrix</li> </ul> |
| <b>Classroom Aids</b>   |  |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser  |  |
| <b>Tools, Equipment and Other Requirements</b>  |  |
| SOP, Teaching board, computer, projector, LLMS, video player, stationery, worksheets and TV   |  |

## Module 9: Compliance to health, safety and security norms

*Mapped to LSC/N9905, v1.0*

### Terminal Outcomes:

- Describe health, safety, and security procedures in warehouse
- Demonstrate the inspection procedure to ensure appropriate and safe conditions of activity area and equipment
- Illustrate the standard protocol to be followed during emergency situations, accidents and breach of safety

| <b>Duration: 20:00</b>   | <b>Duration: 40:00</b>  |
|--|---|
| <b>Theory – Key Learning Outcomes</b>  | <b>Practical – Key Learning Outcomes</b>  |
| <ul style="list-style-type: none"> <li>• Detail health, safety and security procedures in warehouse.</li> <li>• Describe the 5S to be followed in industry.</li> <li>• Explain the inspection procedure to ensure appropriate and safe conditions of activity area and equipment</li> <li>• Discuss what are unsafe working conditions</li> <li>• Describe the inspection procedure to check safe handling of hazardous goods</li> <li>• Discuss the standard protocol to be followed during emergency situations, accidents and breach of safety</li> <li>• Document health, safety and security violations</li> <li>• Explain the escalation matrix for reporting deviation</li> </ul> | <ul style="list-style-type: none"> <li>• Demonstrate the health, safety and security procedures to be followed in warehouse</li> <li>• Implement 5S at workplace</li> <li>• Inspect the activity area and equipment, for appropriate and safe conditions</li> <li>• Identify unsafe working conditions</li> <li>• Inspect adherence to standard operating procedures (SOP) while handling dangerous and hazardous goods</li> <li>• Implement standard protocol in case of emergency situations, accidents, and breach of safety</li> <li>• Prepare report on health, safety and security violations</li> <li>• Report deviation as per the escalation matrix</li> </ul> |
| <b>Classroom Aids</b>  |   |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser   |   |
| <b>Tools, Equipment and Other Requirements</b>   |   |
| PPEs, MHEs like Forklift, Reach stacker, pallet truck, LLMS, barcode scanner, packaging devices, packing material, markers and stationery, etc   |   |



## Module 10: GST and its application

Mapped to LSC/N9906, v1.0

### Terminal Outcomes:

- Demonstrate the process of verifying GST invoices as per SOP

| <b>Duration: 20:00</b>  | <b>Duration: 40:00</b>  |
|---|---|
| <b>Theory – Key Learning Outcomes</b>   | <b>Practical – Key Learning Outcomes</b>  |
| <ul style="list-style-type: none"> <li>• Detail the components available in GST application</li> <li>• Describe classification process of the transaction to apply the right CGST, IGST, and SGST</li> <li>• Explain the rules and regulation in applying and reversing GST</li> <li>• Discuss the details required for applying GST, such as GSTIN, PAN, email id, HSC code, SAC code, UIN number etc.</li> <li>• Describe GST computation based on documentation</li> <li>• Explain the procedure for inspecting invoice for availability of mandatory information relating to GST application</li> </ul> | <ul style="list-style-type: none"> <li>• Differentiate location of service recipient and place of supply of services in GST application</li> <li>• Demonstrate classification of the transaction to apply the right CGST, IGST, and SGST</li> <li>• Apply the right CGST, IGST and SGST as per transaction type</li> <li>• Apply and reverse GST by following the appropriate rules and regulations</li> <li>• Calculate the correct GST based on documentation</li> <li>• Inspect invoice for availability of mandatory information relating to GST application</li> </ul> |
| <b>Classroom Aids</b>   |   |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser  |   |
| <b>Tools, Equipment and Other Requirements</b>  |   |
| Laptop, MS office, ERP, stationery, worksheets, LLMS, computer, projector, GST guidelines etc   |   |

## Module 11: Employability Skills

Mapped to DGT/VSQ/N0103, v1.0

### Terminal Outcomes:

- Discuss the Employability Skills required for jobs in various industries
- 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
- Discuss how to identify opportunities for potential business, sources of funding and associated financial and legal risks with its mitigation plan

| <b>Duration: 30:00</b>  | <b>Duration: 60:00</b>  |
|---|---|
| <b>Theory – Key Learning Outcomes</b>   | <b>Practical – Key Learning Outcomes</b>  |
| <ul style="list-style-type: none"> <li>• Outline the importance of Employability Skills for the current job market and future of work</li> <li>• List different learning and employability related GOI and private portals and their usage</li> <li>• 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</li> <li>• Discuss relevant 21st century skills required for employment</li> <li>• 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</li> <li>• Explain the importance of communication etiquette including active listening for effective communication</li> <li>• Discuss the significance of escalating sexual harassment issues as per POSH act</li> </ul> | <ul style="list-style-type: none"> <li>• Research and prepare a note on different industries, trends, required skills and the available opportunities</li> <li>• Demonstrate how to practice different environmentally sustainable practices</li> <li>• Create a pathway for adopting a continuous learning mindset for personal and professional development</li> <li>• Show how to use basic English sentences for everyday conversation in different contexts, in person and over the telephone</li> <li>• Read and understand text written in basic English</li> <li>• Write a short note/paragraph / letter/e-mail using correct basic English</li> <li>• Create a career development plan</li> <li>• Identify well-defined short- and long-term goals</li> <li>• Demonstrate how to communicate effectively using verbal and nonverbal communication etiquette</li> <li>• Write a brief note/paragraph on a familiar topic</li> <li>• Role play a situation on how to work collaboratively with others in a team</li> <li>• Demonstrate how to behave, communicate, and conduct appropriately with all genders and PwD</li> </ul> |

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Discuss various financial institutions, products, and services</li> <li>• Explain the common components of salary such as Basic, PF, Allowances (HRA, TA, DA, etc.), tax deductions</li> <li>• Discuss the legal rights, laws, and aids</li> <li>• Describe the role of digital technology in day-to-day life and the workplace</li> <li>• Discuss the significance of displaying responsible online behaviour while using various social media platforms</li> <li>• Explain the types of entrepreneurship and enterprises</li> <li>• Discuss how to identify opportunities for potential business, sources of funding and associated financial and legal risks with its mitigation plan</li> <li>• Describe the 4Ps of Marketing-Product, Price, Place and Promotion and apply them as per requirement</li> <li>• Discuss various tools used to collect customer feedback</li> <li>• Discuss the significance of maintaining hygiene and dressing appropriately</li> <li>• Discuss the significance of maintaining hygiene and dressing appropriately for an interview</li> <li>• List the steps for searching and registering for apprenticeship opportunities</li> </ul> | <ul style="list-style-type: none"> <li>• Demonstrate how to conduct offline and online financial transactions, safely and securely and check passbook/statement</li> <li>• Calculate income and expenditure for budgeting</li> <li>• Demonstrate how to operate digital devices and use the associated applications and features, safely and securely</li> <li>• Demonstrate how to connect devices securely to internet using different means</li> <li>• Follow the dos and don'ts of cyber security to protect against cyber crimes</li> <li>• Create an e-mail id and follow e-mail etiquette to exchange e-mails</li> <li>• Show how to create documents, spreadsheets and presentations using appropriate applications</li> <li>• Utilize virtual collaboration tools to work effectively</li> <li>• Create a sample business plan, for the selected business opportunity</li> <li>• Classify different types of customers</li> <li>• Demonstrate how to identify customer needs and respond to them in a professional manner</li> <li>• Draft a professional Curriculum Vitae (CV)</li> <li>• Use various offline and online job search sources to find and apply for jobs</li> <li>• Role play a mock interview</li> </ul> |
| <b>Classroom Aids</b>  |   |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser, UPS, LCD Projector, Computer Tables & chairs   |   |
| <b>Tools, Equipment and Other Requirements</b>   |   |
| Computer (PC) with latest configurations – and Internet connection with standard operating system and standard word processor and worksheet software (Licensed) (all software should either be latest version or one/two version below), Scanner cum Printer   |   |

## Module 12: Cost optimisation, profit management and strategic business management

*Mapped to LSC/ N9604, v1.0*

### Terminal Outcomes:

- Detail the process to achieve cost optimization
- Explain the process of strategic business management

| <b>Duration: 30:00</b>   | <b>Duration: 30:00</b>   |
|--|--|
| <b>Theory – Key Learning Outcomes</b>  | <b>Practical – Key Learning Outcomes</b>   |
| <ul style="list-style-type: none"> <li>• Describe what are operational metrics and how they're derived.</li> <li>• Explain the procedure to analyse operational performance</li> <li>• Explain fleet purchase, management and branding</li> <li>• Describe the relationship management strategies to engage senior level client officials</li> <li>• Detail the steps for creating a sales plan.</li> <li>• Explain the process of analysing current market offerings, pricing and business practices of competitors</li> <li>• Describe RFPs preparation to participate in tenders</li> <li>• Describe the process for developing SLA.</li> <li>• Explain budgeting process and budgetary compliance</li> </ul> | <ul style="list-style-type: none"> <li>• Analyse the operational metrics related to workforce, material deployment, capacity utilisation, cost heads etc.</li> <li>• Assess the operational performance to identify profitable and unprofitable businesses</li> <li>• Prepare preventive and corrective actions to minimise cost overruns and underutilisation of assets</li> <li>• Perform fleet purchase, management and branding</li> <li>• Create sales plan for institutional and retail clients</li> <li>• Analyse current market offerings, pricing and business practices of competitors</li> <li>• Prepare RFP's as per SOP and client requirement.</li> <li>• Manage delivery of Service Level Agreement (SLAs) to ensure customer satisfaction</li> <li>• Perform budgeting process and analyse budgetary compliance</li> <li>• Propose innovative process solutions to resolve business bottlenecks</li> <li>• Engage cross-functional team to achieve business targets</li> <li>• Propose strategies to improve process and minimise errors and delays</li> </ul> |
| <b>Classroom Aids</b>  |  |
|  |  |

Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser

**Tools, Equipment and Other Requirements**

MS office, ERP, performance review software, computer, LLMS, stationery, worksheets, etc.

## Module 12: Warehouse operations management

*Mapped to LSC/ N0118, v1.0*

### Terminal Outcomes:

- Detail the process to achieve cost optimization
- Explain the process of strategic business management

| <b>Duration:</b> 30:00  | <b>Duration:</b> 30:00  |
|---|---|
| <b>Theory – Key Learning Outcomes</b>   | <b>Practical – Key Learning Outcomes</b>  |
| <ul style="list-style-type: none"> <li>• Detail forecast developing process and factors involved.</li> <li>• Describe the process of inventory and space management.</li> <li>• Explain how operational budget is prepared</li> <li>• Describe various inspections methods followed in inventory</li> <li>• Detail the best practices in inventory management</li> <li>• Describe the different reports involved daily activity.</li> <li>• Detail the regulatory norms, cleanliness and process standards followed in warehouse compliance.</li> </ul> | <ul style="list-style-type: none"> <li>• Analyse business data to develop forecasts</li> <li>• Assess inventory requirements based on business pipeline</li> <li>• Compute space requirement based on business forecast and inventory levels</li> <li>• Plan operational budgets for resources based on forecasts</li> <li>• Inspect inventory management practices as per SOP and product requirements</li> <li>• Identify variance between inventory counts and documented data</li> <li>• Implement best practices, tried and tested in inventory management</li> <li>• Assess inventory reports for compliance to operational standards</li> <li>• Review daily inbound, and outbound movements for compliance to activity schedule</li> <li>• Analyse warehouse compliance to regulatory norms, cleanliness and process standards</li> </ul> |
| <b>Classroom Aids</b>   |   |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser  |   |
| <b>Tools, Equipment and Other Requirements</b>  |   |
| Planning (ERP), Warehouse Management System (WMS), inventory tools and models, LLMS, analytical tools, forecasting software package, stationery, work sheets, PPE, computer, printer, etc.  |   |

# Annexure

## Trainer Requirements

| Trainer Prerequisites             |                |                              |                |                     |                |         |
|-----------------------------------|----------------|------------------------------|----------------|---------------------|----------------|---------|
| Minimum Educational Qualification | Specialization | Relevant Industry Experience |                | Training Experience |                | Remarks |
|                                   |                | Years                        | Specialization | Years               | Specialization |         |
| 12 <sup>th</sup> Pass             |                | 4                            | courier        | 1                   | courier        |         |

| Trainer Certification   |   |
|---|---|
| Domain Certification  | Platform Certification  |
| Certified for Job Role: "Courier Manager - Operations" mapped to QP: "LSC/Q1904, v2.0". Minimum accepted score is 80% | Recommended that the Trainer is certified for the Job Role: "Trainer", mapped to the Qualification Pack: "MEP/Q2601". Minimum accepted score is 80% |

## Assessor Requirements

| Assessor Prerequisites            |                |                              |                |                                |                |         |
|-----------------------------------|----------------|------------------------------|----------------|--------------------------------|----------------|---------|
| Minimum Educational Qualification | Specialization | Relevant Industry Experience |                | Training/Assessment Experience |                | Remarks |
|                                   |                | Years                        | Specialization | Years                          | Specialization |         |
| 12 <sup>th</sup> Pass             |                | 2                            | courier        | 1                              | courier        |         |

| Assessor Certification  |   |
|---|---|
| Domain Certification  | Platform Certification  |
| Certified for Job Role: “Courier Manager - Operations” mapped to QP: “LSC/Q1904, v2.0”. Minimum accepted score is 80% | Recommended that the Assessor is certified for the Job Role: “Assessor”, mapped to the Qualification Pack: “MEP/Q2601”. Minimum accepted score is 80% |



## Assessment Strategy

The emphasis is on 'learning-by-doing' and practical demonstration of skills and knowledge based on the performance criteria. Accordingly, assessment criteria for each job role is set and made available in qualification pack.

The assessment papers for both theory and practical would be developed by Subject Matter Experts (SME) hired by Logistics Sector Skill Council or with the LSC accredited Assessment Agency as per the assessment criteria mentioned in the Qualification Pack. The assessments papers would also be checked for the various outcome-based parameters such as quality, time taken, precision, tools & equipment requirement etc.

Each NOS in the Qualification Pack (QP) is assigned a relative weightage for assessment based on the criticality of the NOS. Therein each Element/Performance Criteria in the NOS is assigned marks on relative importance, criticality of function and training infrastructure.

The following tools would be used for final assessment:

**1. Practical Assessment:** This comprises of a creation of mock environment in the skill lab which is equipped with all equipment required for the qualification pack.

Candidate's soft skills, communication, aptitude, safety consciousness, quality consciousness etc. is ascertained by observation and marked in observation checklist. The outcome is measured against the specified dimensions and standards to gauge the level of their skill achievements.

**2. Viva/Structured Interview:** This tool is used to assess the conceptual understanding and the behavioral aspects with regard to the job role and the specific task at hand. It also includes questions on safety, quality, environment, and equipment etc.

**3. On-Job Training:** OJT would be evaluated based on standard log book capturing departments worked on, key observations of learner, feedback and remarks of supervisor or mentor.

**4. Written Test:** Question paper consisting of 100 MCQs (Hard:40, Medium:30 and Easy: 30) with questions from each element of each NOS. The written assessment paper is comprised of following types of questions:

- i. True / False Statements
- ii. Multiple Choice Questions
- iii. Matching Type Questions.
- iv. Fill in the blanks
- v. Scenario based Questions
- vi. Identification Questions

### QA Regarding Assessors:

Assessors are selected as per the "eligibility criteria" laid down by LSC for assessing each job role. The assessors selected by Assessment Agencies are scrutinized and made to undergo training and introduction to LSC Assessment Framework, competency based assessments, assessors guide etc. LSC conducts "Training of Assessors" program from time to time for each job role and sensitize assessors regarding assessment process and strategy which is outlined on following mandatory parameters:

- 1) Guidance regarding NSQF
- 2) Qualification Pack Structure
- 3) Guidance for the assessor to conduct theory, practical and viva assessments
- 4) Guidance for trainees to be given by assessor before the start of the assessments.
- 5) Guidance on assessments process, practical brief with steps of operations  
practical observation checklist and mark sheet
- 6) Viva guidance for uniformity and consistency across the batch.
- 7) Mock assessments
- 8) Sample question paper and practical demonstration

## References

## Glossary

| Term                         | Description   |
|------------------------------|---|
| <b>Declarative Knowledge</b> | Declarative knowledge refers to facts, concepts and principles that need to be known and/or understood in order to accomplish a task or to solve a problem.   |
| <b>Key Learning Outcome</b>  | 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). |
| <b>OJT (M)</b>               | On-the-job training (Mandatory); trainees are mandated to complete specified hours of training on site  |
| <b>OJT (R)</b>               | On-the-job training (Recommended); trainees are recommended the specified hours of training on site   |
| <b>Procedural Knowledge</b>  | 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.  |
| <b>Training Outcome</b>      | Training outcome is a statement of what a learner will know, understand and be able to do upon the completion of the training.  |
| <b>Terminal Outcome</b>      | 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         |