Inventory, Materials Manager

Options: Profit and Loss account management and cost accounting

QP Code: LSC/Q0104

Version: 3.0

NSQF Level: 6

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Contents

LSC/Q0104: Inventory, Materials Manager

Brief Job Description

The individual is responsible for managing material issuance and movement within a manufacturing unit, ensuring the flow of information in the materials department. The Inventory Materials Manager oversees the organisation, control, and management of materials and inventory in a manufacturing facility. Their role ensures the plant has the necessary materials for production while optimising inventory levels to prevent excess stock, shortages, or production delays.

Personal Attributes

An Inventory, Materials manager should have good communication skills, analytical skills and professional values. She/he should be able to help operations team to resolving problems and facilitate management in decision making.

Applicable National Occupational Standards (NOS)

Compulsory NOS:

1. LSC/N9601: Review and facilitate daily operations

2. LSC/N9701: Manage Business and stakeholder relations

3. LSC/N9914: Manage operations and Employee Performance

4. LSC/N0116: Manage in-plant logistics

5. LSC/N0117: Forecasting, planning and stock keeping

6. LSC/N3210: Manage Return Processes and reverse logistics in Inventory Management

7. LSC/N0139: Optimise and continuously improve warehouse operations

8. LSC/N3211: Liaison with suppliers and manage procurement of raw materials

9. LSC/N9911: Follow health, safety, security procedures and maintain integrity, ethics at workplace

10. DGT/VSQ/N0103: Employability Skills (90 Hours)

Options(Not mandatory):

Option : Profit and Loss account management and cost accounting

This unit is about Profit and loss account management and cost accounting.

1. LSC/N9603: Profit and Loss account management and cost accounting

Qualification Pack (QP) Parameters

Sector	Logistics
Sub-Sector	Warehousing (Storage & Packaging), Supply Chain
Occupation	In-plant logistics, Warehousing Operations, Documentation and Reporting
Country	India
NSQF Level	6
Credits	22
Aligned to NCO/ISCO/ISIC Code	NCO-2015/4321.0103 and ISCO-08/1324
Minimum Educational Qualification & Experience	Completed 4 year UG program (Or Equivalent) with 2 Years of experience Relevant experience in warehousing/ supply chain OR Completed 3 year UG degree with 3 Years of experience Relevant experience in warehousing/ supply chain OR Diploma (UG Or Equivalent) with 4 Years of experience Relevant experience in warehousing/ supply chain OR Completed 3 year diploma after 10th with 5 Years of experience Relevant experience in warehousing/ supply chain OR Previous relevant Qualification of NSQF Level (5) with 3 Years of experience Relevant experience in warehousing/ supply chain
Minimum Level of Education for Training in School	
Pre-Requisite License or Training	NA
Minimum Job Entry Age	23 Years
Last Reviewed On	NA
Next Review Date	07/10/2028
NSQC Approval Date	07/10/2025

Version	3.0
Reference code on NQR	QG-06-TW-046172025-V2-LSC
NQR Version	2.0

LSC/N9601: Review and facilitate daily operations

Description

This OS unit is about conducting daily status reviews and facilitating daily operations

Scope

The scope covers the following :

- Review status of previous day's work and pending activities
- Forecast and budget resources for operations
- Approve daily work plans and allocate tasks
- Facilitate smooth operations
- Ensure compliance with legal and regulatory requirements

Elements and Performance Criteria

Review the status of previous day's work

To be competent, the user/individual on the job must be able to:

PC1. Review the agenda for the day and brief the team on objectives, priorities, and important updates.

PC2. Communicate any special tasks, challenges, or deadlines and update the team members on operational targets and key metrics.

PC3. Assess the previous day's reports with supervisors, including inspection and output reports.

PC4. Identify pending works and approve pending orders of the previous day.

PC5. Resolve issues about pending activities or escalate them to senior management or an external consultant/ technician.

PC6. Review performance and utilisation of budgeted resources, making amendments as required.

PC7. Ensure the department meets its daily performance targets.

PC8. Confirm that all necessary resources (materials, equipment, personnel) are available and aligned with the day's tasks.

PC9. Analyse any operational challenges from the previous day, such as bottlenecks or delays, and ensure they are resolved.

Forecast and budget resources for operations

To be competent, the user/individual on the job must be able to:

PC10. Analyse trend patterns and make suitable assumptions for forecasting.

PC11. Prepare forecasts and accordingly plan and budget for workforce and other resources.

PC12. Set up consensus meetings with peers and seniors and get their approval on the forecast and budgets.

PC13. Prepare weekly and monthly work plans as per the forecast and budget.

PC14. Make amendments to budgeted resources based on daily performance reviews.

Approve work plans and allocate tasks

To be competent, the user/individual on the job must be able to:

PC15. Identify priority tasks and inform supervisors and executives.

PC16. Approve and share the weekly work plan with supervisors, allocating resources per the plan.

PC17. Review and approve any ad-hoc request for alternate or additional resources.

PC18. Approve daily work plans prepared by supervisors and examine staff turnover issues.

Facilitate smooth operations

To be competent, the user/individual on the job must be able to:

PC19. Take immediate action to address discrepancies, such as allocating additional resources or providing guidance to staff.

PC20. Coordinate with other departments and external resources to escalate and expedite stuck cases.

PC21. Actively promote knowledge and resource sharing with peers and across functions.

PC22. Administer & optimise administration processes and procedures.

PC23. Prepare reports, MIS and other artefacts as necessitated by the senior management.

PC24. Identify the avenues for driving cost efficiency and productivity.

PC25. Actively manage department budget.

PC26. Focus on new revenue opportunities while strengthening and sustaining current revenue opportunities.

PC27. Coordinate with clients and keep them updated on delays, pendency, etc.

PC28. Analyse the work of executives and supervisors to check for errors.

PC29. Review reports to monitor operational performance.

PC30. Guide the team in using the latest technology, ERP, and available IT infrastructure.

PC31. Address any equipment breakdowns, staffing shortages, or safety concerns.

PC32. Coordinate with relevant teams to troubleshoot and find quick solutions.

Ensure compliance with legal and regulatory framework

To be competent, the user/individual on the job must be able to:

PC33. Monitor compliance with relevant local, country and international laws and processes regularly.

PC34. Monitor compliance concerning organisational policies and procedures.

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

KU1. Vision, mission and values of the Company.

KU2. Company's reporting structure to support and expedite project activities.

KU3. Company's policy and work instructions on quality standards as well as documentation policy.

KU4. Importance of the individual's role in the workflow.

KU5. Company's policy on business ethics and code of conduct.

KU6. Business and performance of the Company.

KU7. Knowledge repository and various projects done by the Company.

KU8. Occupational health and safety standards, handling of special and dangerous goods, etc.

KU9. Procedures for dealing with loss or damage to goods.

KU10. Value of items handled and implications of damage/loss of the same.

KU11. Risk and impact of not following defined work, safety and security procedures.

KU12. Company policy defined TATs and output metrics for daily operations.

KU13. Just-in-time (JIT) mode of inventory management.

KU14. The coding system followed to label items.

KU15. The IT system and ERP system of the organisation.

KU16. Process flow of service operation and understanding of basic supply chain value chain.

KU17. State/country taxes and routing.

KU18. Local and global geographies.

KU19. Use of enterprise resource planning software (ERP) and the MIS.

KU20. Use tools for documentation: MS Excel and MS Word, etc.

KU21. Basics of statistical and quantitative analysis tools.

KU22. Structure and implications of fees involved.

Generic Skills (GS)

User/individual on the job needs to know how to:

GS1. Work instructions, customer requirements and quality policy.

GS2. Legal policies and regulations.

GS3. Internal communications memorandums.

GS4. Checklists and daily reports.

GS5. Maintain the record as per the Company's policy.

GS6. Make a note of instructions for team members.

GS7. Develop operating procedures and their updation.

GS8. Write communications letters both within the Company and to other stakeholders and clients.

GS9. Prepare daily reports checklists and create documents for internal communication.

GS10. Communicate with all internal and external stakeholders.

GS11. Share experiences and guide juniors and peers.

GS12. Listen to queries and requirements of internal and external stakeholders.

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
Review the status of previous day's work	**9**	**18**	**-**	**2.5**
PC1. Review the agenda for the day and brief the team on objectives, priorities, and important updates.	1	2	-	0.5
PC2. Communicate any special tasks, challenges, or deadlines and update the team members on operational targets and key metrics.	1	2	-	-
PC3. Assess the previous day's reports with supervisors, including inspection and output reports.	1	2	-	0.5
PC4. Identify pending works and approve pending orders of the previous day.	1	2	-	-
PC5. Resolve issues about pending activities or escalate them to senior management or an external consultant/ technician.	1	2	-	0.5
PC6. Review performance and utilisation of budgeted resources, making amendments as required.	1	2	-	-
PC7. Ensure the department meets its daily performance targets.	1	2	-	0.5
PC8. Confirm that all necessary resources (materials, equipment, personnel) are available and aligned with the day's tasks.	1	2	-	-
PC9. Analyse any operational challenges from the previous day, such as bottlenecks or delays, and ensure they are resolved.	1	2	-	0.5
Forecast and budget resources for operations	**5**	**10**	**-**	**1.5**
PC10. Analyse trend patterns and make suitable assumptions for forecasting.	1	2	-	0.5
PC11. Prepare forecasts and accordingly plan and budget for workforce and other resources.	1	2	-	-

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC12. Set up consensus meetings with peers and seniors and get their approval on the forecast and budgets.	1	2	-	0.5
PC13. Prepare weekly and monthly work plans as per the forecast and budget.	1	2	-	-
PC14. Make amendments to budgeted resources based on daily performance reviews.	1	2	-	0.5
Approve work plans and allocate tasks	**4**	**8**	**-**	**1**
PC15. Identify priority tasks and inform supervisors and executives.	1	2	-	0.5
PC16. Approve and share the weekly work plan with supervisors, allocating resources per the plan.	1	2	-	-
PC17. Review and approve any ad-hoc request for alternate or additional resources.	1	2	-	0.5
PC18. Approve daily work plans prepared by supervisors and examine staff turnover issues.	1	2	-	-
Facilitate smooth operations	**11**	**22**	**-**	**4**
PC19. Take immediate action to address discrepancies, such as allocating additional resources or providing guidance to staff.	1	2	-	0.5
PC20. Coordinate with other departments and external resources to escalate and expedite stuck cases.	1	2	-	-
PC21. Actively promote knowledge and resource sharing with peers and across functions.	1	2	-	0.5
PC22. Administer & optimise administration processes and procedures.	1	2	-	-
PC23. Prepare reports, MIS and other artefacts as necessitated by the senior management.	1	2	-	0.5
PC24. Identify the avenues for driving cost efficiency and productivity.	1	2	-	-
PC25. Actively manage department budget.	1	2	-	0.5

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC26. Focus on new revenue opportunities while strengthening and sustaining current revenue opportunities.	1	2	-	-
PC27. Coordinate with clients and keep them updated on delays, pendency, etc.	-	1	-	0.5
PC28. Analyse the work of executives and supervisors to check for errors.	1	1	-	-
PC29. Review reports to monitor operational performance.	-	1	-	0.5
PC30. Guide the team in using the latest technology, ERP, and available IT infrastructure.	1	1	-	-
PC31. Address any equipment breakdowns, staffing shortages, or safety concerns.	-	1	-	0.5
PC32. Coordinate with relevant teams to troubleshoot and find quick solutions.	1	1	-	0.5
Ensure compliance with legal and regulatory framework	**1**	**2**	**-**	**1**
PC33. Monitor compliance with relevant local, country and international laws and processes regularly.	-	1	-	0.5
PC34. Monitor compliance concerning organisational policies and procedures.	1	1	-	0.5
NOS Total	**30**	**60**	**-**	**10**

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N9601
NOS Name	Review and facilitate daily operations
Sector	Logistics
Sub-Sector	Terminals, ICDs and CFS, Generic
Occupation	Generic
NSQF Level	6
Credits	2
Version	4.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

LSC/N9701: Manage Business and stakeholder relations

Description

This unit is about generating new business and maintaining relations with all stakeholders

Scope

The scope covers the following :

- Generate new business prospects
- Maintain customer relations
- Coordinate with government officials, vendors and contractors

Elements and Performance Criteria

Generate new business prospects

To be competent, the user/individual on the job must be able to:

PC1. Build market intelligence and stay current with service offerings and developments in the organisation and the industry.

PC2. Prepare and implement a sales plan for acquiring new clients.

PC3. Obtain the list of existing clients and new prospects from the Company's sales database.

PC4. Prepare sales targets and relationship strategies.

PC5. Prioritise the clients for contacting, based on the previous relationship-building calls made to each of them.

PC6. Meet clients to offer new services and take feedback for current services.

PC7. Identify clients' business needs and offer customised and bundled solutions.

PC8. Negotiate on costs, close the deal and collect organisational and payment details of the client.

PC9. Take the client's feedback before leaving.

Maintain customer relations

To be competent, the user/individual on the job must be able to:

PC10. Regularly interact with the client over the phone, through emails, or personal visits.

PC11. Address customers' queries effectively and take appropriate action on customer escalations.

PC12. Handle customer grievances such as shipment damage or tampering, extra charges levied, failure to deliver as per commitment, and delays.

PC13. Provide regular information to clients regarding new offerings, discounts, customised solutions, etc.

Coordinate with government officials, vendors and contractors

To be competent, the user/individual on the job must be able to:

PC14. Represent the interests of the Company whenever required and manage & protect the Company's reputation.

PC15. Liaise with customs, Partner Government Agencies (PGAs), other Govt. departments, etc., and build strong professional relations with them.

PC16. Participate in advisory groups to put forth ideas/suggestions for improvements.

PC17. Discuss and review a holistic assessment of the Company's assets, facilities, equipment, and activities with stakeholders to identify security needs and threats.

PC18. Review regularly, adhere to SLA agreed to by vendors/contractors in documented contracts.

PC19. Conduct forensic audits to flag any deviation in contract awards if required, along with procurement & finance teams.

PC20. Analyse and manage insurance claim requests.

PC21. Coordinate with marketing agencies for publicity of services of the Company.

PC22. Ensure adherence to SLA agreed to by vendors/contractors in documented contracts.

PC23. Negotiate with carriers, warehouse and transport operators, customs brokers, insurance company representatives, vendors, etc., for services, preferential rates, service level agreements (SLA), payment periods, etc.

PC24. Coordinate with labour contractors and local vendors for sufficient workforce, carrier vehicle availability as per work demand.

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

KU1. Vision, mission and values of the Company.

KU2. Company's reporting structure to support and expedite project activities.

KU3. Company's policy and work instructions on quality standards and documentation policy.

KU4. Importance of the individual's role in the workflow.

KU5. Company's policy on business ethics and code of conduct.

KU6. Business and performance of the Company.

KU7. Knowledge repository and various projects done by the Company.

KU8. Occupational health and safety standards and handling of dangerous and special goods.

KU9. Procedures for dealing with loss or damage to goods.

KU10. Value of items handled and implications of damage/loss of the same.

KU11. Risk and impact of not following defined work, safety and security procedures.

KU12. Company policy defined Turn Around Time (TATs) and output metrics for daily operations.

KU13. Just-in-time (JIT) mode of inventory management.

KU14. The coding system followed to label items.

KU15. The Information Technology(IT) system and Enterprise resource planning (ERP) system of the organisation.

KU16. Process flow of service operation, value chain and basic supply chain value map within the sub-sector.

KU17. State/country taxes and routing.

KU18. Local and global geographical knowledge.

KU19. Use of ERP software, including Warehouse Management System (WMS), Material Management System (MMS) and Transport Management System (TMS).

KU20. Use of tools for documentation: MS Excel and MS Word, etc.

KU21. Basics of statistical and quantitative analysis tools.

KU22. Use of spreadsheets to tabulate and analyse the data.

KU23. Structure and implications of charges involved in transportation, warehousing, etc.

KU24. Transit rules and regulations.

KU25. Significance of team coordination to achieve revenue and productivity targets of the organisation.

KU26. Customer relationship management.

KU27. About contract management and SLA.

KU28. Factors for evaluation of the performance of vendors.

Generic Skills (GS)

User/individual on the job needs to know how to:

GS1. Read company quality policy, work instructions and customer requirement.

GS2. Read transit rules and trade policies.

GS3. Read regulatory requirements associated with customs clearance.

GS4. Read emails, invoices, letters, notes, memos, agreement reports, etc.

GS5. Write emails and letters to government officials, customers, vendors, etc.

GS6. Note information about vendors on factors like quality of service,on-time order completion, cooperation, etc.

GS7. Listen to the requirements of the client.

GS8. Communicate with clients, government officials and other external stakeholders by using various communication channels.

GS9. Exchange information with other managers, supervisory and operational staff at all levels.

GS10. Carefully listen to vendor concerns and issues.

GS11. Decide on corrective measures to improve customer ratings.

GS12. Decide on actions to be taken on escalations raised by the customer.

GS13. Decide appropriate action for poor performance and lack of cooperation by vendor/third-party logistics (3PL).

GS14. Identify and prioritise select clients and prospects for generating Business.

GS15. Liaison with customers, government officials, vendors and staff to ensure the smooth functioning of service centre/office.

GS16. Plan and organise review meetings with vendors and contractors.

GS17. Organise projects/ training plans for performance improvement.

GS18. Take prompt action on queries raised by the customer.

GS19. Analyse customer requirements and offer customised or bundled solutions.

GS20. Suggest ideas and solutions to increase customer loyalty and satisfaction.

GS21. Resolve the queries raised by customers as well as government officials.

GS22. Address the queries raised by vendors, contractors and other external stakeholders that are not resolved by the supervisor and executives.

GS23. Identify the factors which improved customer satisfaction as well as ratings of the organisation.

GS24. Identify bundles and customisations that cater to the requirements of the majority of customers.

GS25. Analyse key reasons for non-performance and customer dis-satisfaction.

GS26. Identify key areas that are crucial for performance improvement.

GS27. Improve work processes by adopting best practices for quality of service to the customers.

GS28. Act upon constructively on any problems as pointed out by customers, vendors or government officials.

GS29. Handle personality clashes effectively.

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
Generate new business prospects	**15**	**30**	**-**	**4.5**
PC1. Build market intelligence and stay current with service offerings and developments in the organisation and the industry.	2	4	-	0.5
PC2. Prepare and implement a sales plan for acquiring new clients.	2	4	-	0.5
PC3. Obtain the list of existing clients and new prospects from the Company's sales database.	2	4	-	0.5
PC4. Prepare sales targets and relationship strategies.	2	4	-	0.5
PC5. Prioritise the clients for contacting, based on the previous relationship-building calls made to each of them.	2	4	-	0.5
PC6. Meet clients to offer new services and take feedback for current services.	2	4	-	0.5
PC7. Identify clients' business needs and offer customised and bundled solutions.	1	2	-	0.5
PC8. Negotiate on costs, close the deal and collect organisational and payment details of the client.	1	2	-	0.5
PC9. Take the client's feedback before leaving.	1	2	-	0.5
Maintain customer relations	**4**	**8**	**-**	**2**
PC10. Regularly interact with the client over the phone, through emails, or personal visits.	1	2	-	0.5
PC11. Address customers' queries effectively and take appropriate action on customer escalations.	1	2	-	0.5
PC12. Handle customer grievances such as shipment damage or tampering, extra charges levied, failure to deliver as per commitment, and delays.	1	2	-	0.5

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC13. Provide regular information to clients regarding new offerings, discounts, customised solutions, etc.	1	2	-	0.5
Coordinate with government officials, vendors and contractors	**11**	**22**	**-**	**3.5**
PC14. Represent the interests of the Company whenever required and manage & protect the Company's reputation.	1	2	-	0.5
PC15. Liaise with customs, Partner Government Agencies (PGAs), other Govt. departments, etc., and build strong professional relations with them.	1	2	-	0.5
PC16. Participate in advisory groups to put forth ideas/suggestions for improvements.	1	2	-	0.5
PC17. Discuss and review a holistic assessment of the Company's assets, facilities, equipment, and activities with stakeholders to identify security needs and threats.	1	2	-	-
PC18. Review regularly, adhere to SLA agreed to by vendors/contractors in documented contracts.	1	2	-	0.5
PC19. Conduct forensic audits to flag any deviation in contract awards if required, along with procurement & finance teams.	1	2	-	-
PC20. Analyse and manage insurance claim requests.	1	2	-	0.5
PC21. Coordinate with marketing agencies for publicity of services of the Company.	1	2	-	-
PC22. Ensure adherence to SLA agreed to by vendors/contractors in documented contracts.	1	2	-	0.5
PC23. Negotiate with carriers, warehouse and transport operators, customs brokers, insurance company representatives, vendors, etc., for services, preferential rates, service level agreements (SLA), payment periods, etc.	1	2	-	-
PC24. Coordinate with labour contractors and local vendors for sufficient workforce, carrier vehicle availability as per work demand.	1	2	-	0.5

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
NOS Total	**30**	**60**	**-**	**10**

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N9701
NOS Name	Manage Business and stakeholder relations
Sector	Logistics
Sub-Sector	Generic
Occupation	Generic
NSQF Level	5
Credits	2
Version	4.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

LSC/N9914: Manage operations and Employee Performance

Description

This unit is about reviewing performance and improving employee performance.

Scope

The scope covers the following :

- Analyse activity-wise operational performance
- Improve Employee Performance
- Provide leadership and direction

Elements and Performance Criteria

Analyse activity-wise operational performance

To be competent, the user/individual on the job must be able to:

PC1. Analyse activity-related performance metrics.

PC2. Review output reports for escalated cases to identify reasons.

PC3. Examine asset utilisation rates and revenue per workforce.

PC4. Analyse reasons for non-performance concerning each operation and department.

PC5. Analyse the trends of various output metrics like average time per case, average number of delays per week, defaults, etc., along with their reasoning, to measure operational performance.

PC6. Identify process improvement areas and training needs.

PC7. Ensure development and implementation of training plans according to needs.

PC8. Analyse resource utilisation trends to arrive at cases of under-utilisation and poor equipment management.

PC9. Develop and implement strategic action plans to increase overall worker and operational efficiency.

Improve Employee Performance

To be competent, the user/individual on the job must be able to:

PC10. Confirm that the training needs of new hires, existing workforce, and supervisory staff are identified.

PC11. Ensure that the training calendar and content are prepared to address the training needs and are followed by the L&D team.

PC12. Identify the underperforming departments and staffs and take necessary actions to improve performance.

PC13. Track regular performance output concerning set goals and take corrective actions.

PC14. Establish key performance indicators and conduct performance appraisals for the team on a half-yearly/yearly basis to ensure that KRA/goals that are mutually agreed upon have been met.

PC15. Drive Performance Improvement Plans (PIP) for underperforming employees.

PC16. Address all employee performance problems promptly and directly per personnel policies.

PC17. Take necessary action in case of unethical practices, theft or fiddling with the goods.

Provide leadership and direction

To be competent, the user/individual on the job must be able to:

PC18. Organise seminars and workshops that focus on recent developments in crisis management that are not covered in planned training.

PC19. Develop, implement, and manage departmental policies, procedures, standards and strategies as required.

PC20. Set objectives and guide and support team members in achieving them.

PC21. Communicate and emphasise policies and standards in line with the regulations laid down by various governing Acts.

PC22. Meet with staff to assess the group's overall performance, discuss ideas for improvement and update them on new developments.

PC23. Collaborate with HR to manage the recruitment and selection, induction/onboarding process, and probation of new hires.

PC24. Resolve all people management issues and challenges per established HR policies.

PC25. Coach and mentor new/existing employees continuously.

PC26. Recognise outstanding performers and create a robust reward and recognition system with HR & senior management.

PC27. Participate in any committees constituted by the organisation to look into issues of indiscipline/misconduct/misappropriation through departmental enquiries.

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

KU1. Vision, mission and values of the Company.

KU2. Company's policy on business ethics and code of conduct.

KU3. Business and performance of the Company.

KU4. Knowledge repository and various projects done by the Company.

KU5. Reporting structure to support and expedite project activities.

KU6. Escalation matrix for reporting issues/challenges.

KU7. Company's policy and work instructions on quality standards.

KU8. Company's personnel management and incentives rules.

KU9. Importance of the individual's role in the workflow.

KU10. Company policy defined turnaround time (TATs) and output metrics for daily operations.

KU11. Company's approach towards skill up-gradation and technology modernisation.

KU12. The Company's training plans and schedules.

KU13. Process flow of service operations, value chain and basic supply chain map within the sub-sector.

KU14. State/country taxes and routing.

KU15. Local and global geographical knowledge.

KU16. Use of enterprise resource planning software (ERP).

KU17. Use various documentation tools: MS Excel and MS Word, etc.

KU18. Basics of statistical and quantitative analysis tools.

KU19. Use of spreadsheets to tabulate and analyse the data.

KU20. Structure and implications of fees involved in transportation, warehousing, etc.

KU21. Transit rules and regulations.

KU22. Significance of team coordination to achieve revenue and productivity targets of the organisation.

KU23. Customer relationship management, contract management, and service level agreement (SLA).

KU24. Factors for evaluation of operational performance and utilisation of resources.

KU25. Different metrics of performance evaluation.

KU26. Different solutions to improve performance and utilisation.

Generic Skills (GS)

User/individual on the job needs to know how to:

GS1. Company policy and standard work-related documents.

GS2. Emails, letters and instructions.

GS3. Daily reports.

GS4. Prepare reports on delivery performance, demand forecast, franchisee performance, etc.

GS5. Write Minutes of Meetings, emails and memos.

GS6. Interact with team members to work efficiently.

GS7. Communicate effectively with colleagues and vendors to achieve smooth workflow.

GS8. Communicate quality standards and performance metrics clearly to all the employees.

GS9. Listen to queries patiently and answer them aptly.

GS10. Plan and organise performance review session.

GS11. Make an action plan for performance improvement.

GS12. Organise projects/ training plans for performance improvement.

GS13. Monitor the activities of the performance improvement plan.

GS14. Plan and organise monitoring activities to ensure no breach in terms of commitments.

GS15. Timely complete analysis of reports and issues identified.

GS16. Analyse performance with a focus on customer requirements and ability to improve satisfaction levels with customers.

GS17. Sensitise individuals towards customer satisfaction and train them accordingly.

GS18. Resolve interpersonal issues among employees.

GS19. Resolve performance bottlenecks concerning individuals and resources.

GS20. Guide staff towards appropriate training to improve performance and remove bottlenecks.

GS21. Assess resource utilisation and performance and suggest solutions to remove bottlenecks.

GS22. Analyse reports and take necessary action.

GS23. Analyse output and delivery performance to infer bottlenecks.

GS24. Assess the performance of resources to see capacity utilisation.

GS25. Assess performance to see if there is a need for technology up-gradation or training.

GS26. Improve work processes by adopting global best practices.

GS27. Resolve recurring inter-personal or system related conflicts with colleagues that hinder service.

GS28. Act upon constructively on any problems as pointed out by seniors.

GS29. Review performance concerning requirements and compare with global peers to see prospects for technology and skill up-gradation.

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
Analyse activity-wise operational performance	**12**	**24**	**-**	**2.5**
PC1. Analyse activity-related performance metrics.	2	4	-	0.5
PC2. Review output reports for escalated cases to identify reasons.	2	4	-	-
PC3. Examine asset utilisation rates and revenue per workforce.	2	4	-	0.5
PC4. Analyse reasons for non-performance concerning each operation and department.	1	2	-	-
PC5. Analyse the trends of various output metrics like average time per case, average number of delays per week, defaults, etc., along with their reasoning, to measure operational performance.	1	2	-	0.5
PC6. Identify process improvement areas and training needs.	1	2	-	-
PC7. Ensure development and implementation of training plans according to needs.	1	2	-	0.5
PC8. Analyse resource utilisation trends to arrive at cases of under-utilisation and poor equipment management.	1	2	-	-
PC9. Develop and implement strategic action plans to increase overall worker and operational efficiency.	1	2	-	0.5
Improve Employee Performance	**8**	**16**	**-**	**2.5**
PC10. Confirm that the training needs of new hires, existing workforce, and supervisory staff are identified.	1	2	-	0.5
PC11. Ensure that the training calendar and content are prepared to address the training needs and are followed by the L&D team.	1	2	-	-
PC12. Identify the underperforming departments and staffs and take necessary actions to improve performance.	1	2	-	0.5

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC13. Track regular performance output concerning set goals and take corrective actions.	1	2	-	-
PC14. Establish key performance indicators and conduct performance appraisals for the team on a half-yearly/yearly basis to ensure that KRA/goals that are mutually agreed upon have been met.	1	2	-	0.5
PC15. Drive Performance Improvement Plans (PIP) for underperforming employees.	1	2	-	-
PC16. Address all employee performance problems promptly and directly per personnel policies.	1	2	-	0.5
PC17. Take necessary action in case of unethical practices, theft or fiddling with the goods.	1	2	-	0.5
Provide leadership and direction	**10**	**20**	**-**	**5**
PC18. Organise seminars and workshops that focus on recent developments in crisis management that are not covered in planned training.	1	2	-	0.5
PC19. Develop, implement, and manage departmental policies, procedures, standards and strategies as required.	1	2	-	0.5
PC20. Set objectives and guide and support team members in achieving them.	1	2	-	0.5
PC21. Communicate and emphasise policies and standards in line with the regulations laid down by various governing Acts.	1	2	-	0.5
PC22. Meet with staff to assess the group's overall performance, discuss ideas for improvement and update them on new developments.	1	2	-	0.5
PC23. Collaborate with HR to manage the recruitment and selection, induction/onboarding process, and probation of new hires.	1	2	-	0.5
PC24. Resolve all people management issues and challenges per established HR policies.	1	2	-	0.5
PC25. Coach and mentor new/existing employees continuously.	1	2	-	0.5

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC26. Recognise outstanding performers and create a robust reward and recognition system with HR & senior management.	1	2	-	0.5
PC27. Participate in any committees constituted by the organisation to look into issues of indiscipline/misconduct/misappropriation through departmental enquiries.	1	2	-	0.5
NOS Total	**30**	**60**	**-**	**10**

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N9914
NOS Name	Manage operations and Employee Performance
Sector	Logistics
Sub-Sector	
Occupation	Generic
NSQF Level	6
Credits	2
Version	1.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

LSC/N0116: Manage in-plant logistics

Description

This unit is about the Managing material handling operations and in-plant logistics

Scope

The scope covers the following :

- Manage material handling and inventory operations
- Review dispatch orders and manage deliveries

Elements and Performance Criteria

Manage material handling and inventory operations

To be competent, the user/individual on the job must be able to:

PC1. Ensure proper selection of material handling equipment (e.g., forklifts, conveyors, automated guided vehicles) and tools are available for transporting materials within the plant

PC2. Review material Requirement Plan (MRP) for weekly, monthly, and quarterly requirements in coordination with the materials department

PC3. Optimise Storage systems such as shelving, racking, or bins for easy access.

PC4. Implement Automated systems like robotic arms, conveyors, or automated storage and retrieval systems (ASRS) to improve speed, accuracy, and efficiency

PC5. Establish appropriate inventory control techniques such as Just-In-Time (JIT) to reduce excess stock or Economic Order Quantity (EOQ) to balance inventory levels and demand while reducing holding costs

PC6. Ensure grouping of materials or components based on size, weight, or demand frequency for faster retrieval and better space utilisation

PC7. Analyse budget vis-v-vis actual procurement

PC8. Raise indent to the materials department for required items

PC9. Set automatic reorder points based on demand patterns to ensure that the necessary materials and components are always available without overstocking

PC10. Optimise the warehouse or storage area layout for efficient material handling, ensuring that frequently used items are easily accessible and high-demand materials are placed in optimal locations

PC11. Review the plan for material handling & transport vehicles based on the day load for receipt and storage

PC12. Approve inbound receipts, deliveries, and gate passes and assist the accounts department in approving invoices

PC13. Inspect inbound vehicle reports regarding material damage, accidents, etc

PC14. Review the allocation of labour and resources for unloading materials and transfer of stocks to the right storage location

PC15. Check the inspection report for the inbound stock

PC16. Examine and approve the supervisor's request for storage locations

PC17. Approve transfer orders in the Material Management System (MMS) to manage stock between multiple storage locations

PC18. Ensure that KPIs such as material availability, inventory turnover rates, order fulfilment time, and downtime are met

PC19. Review processes and performance data regularly to identify inefficiencies and implement improvements (e.g., lean manufacturing, Six Sigma)

Receive despatch orders and manage delivery

To be competent, the user/individual on the job must be able to:

PC20. Review the dispatch plan/ Distribution Requirement Plan (DRP) for the weekly, monthly and quarterly periods in coordination with the sales/dispatch department

PC21. Coordinate with the production department for in-plant material requirement

PC22. Coordinate with sales/dispatch department during material/finished goods/items movement for dispatch

PC23. Acknowledge the list of quantities for dispatch after assessing the physical quantity for material present in the warehouse vis-a-vis the requirement

PC24. Approve transfer orders, dispatch orders and material issue approvals in MMS

PC25. Review material dispatch orders and allocate labour and MHEs for transfer of the material to the desired department/location

PC26. Conduct periodic wall-to-wall inventory checks and update the ERP

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

KU1. Vision, mission and values of the Company

KU2. Company's reporting structure to support and expedite project activities

KU3. Company's policy and work instructions on quality standards

KU4. Company's documentation policy

KU5. Company's policy on business ethics and code of conduct

KU6. Business and performance of the Company

KU7. Knowledge repository and various projects done by the Company

KU8. Procedures for dealing with loss or damage to goods

KU9. Value of items handled and implications of damage/loss of the same

KU10. Risk and impact of not following defined work, safety and security procedures

KU11. Company policy defined Turnaround time (TATs) and output metrics for daily operations

KU12. Process flow of service operation, value chain and basic supply chain map within the sub-sector

KU13. State/country taxes and routing

KU14. Local geographies

KU15. Use of ERP software including Warehouse management system (WMS), MMS and Transportation Management System (TMS)

KU16. Use of various tools for documentation: MS Excel and MS Word, etc

KU17. Just in time (JIT) mode of inventory management

KU18. Basics of statistical and quantitative analysis tools

KU19. Use of spreadsheets to tabulate and analyse the data

KU20. Structure and implications of fees involved in transportation, warehousing, etc

KU21. Transit rules and regulations

KU22. Use of different tools and vehicles used for handling the shipment

KU23. Procurement-related terminologies: Purchase order (PO), Invoice etc

KU24. Forecasting, planning and developing detailed budgets

Generic Skills (GS)

User/individual on the job needs to know how to:

GS1. Read the Company's work instructions, customer requirements and quality policy

GS2. Read legal policies and regulations

GS3. Read internal communications memorandums

GS4. Read and understand the legal documentation part of the shipment/ goods

GS5. Read and understand checklists and daily reports

GS6. Information within the ERP

GS7. Maintain the record as per the Company's policy

GS8. Make a note of instructions to team members

GS9. Develop operating procedures improvements and create documents for internal understanding/use

GS10. Write communications and letters both within the Company and to other stakeholders and clients

GS11. Prepare daily reports and checklists and create documents for internal communication

GS12. Communicate with all levels of the people and all external stakeholders

GS13. Share experiences and guide juniors and peers

GS14. Communicate work requirements clearly to all the employees

GS15. Listen to queries patiently and answer them aptly

GS16. Make a judgement regarding the allocation of adequate resources based on forecasts and job requirement

GS17. Decide on appropriate ways to resolve inefficiency and pilferage issues

GS18. Identify and prioritise the work flow based on the review of the various reports.

GS19. Prioritise and execute the work order within pre-decided timelines

GS20. Maintain schedules and punctuality for the work process

GS21. Plan and forecast for upcoming events and festivals which may create high demand or high absenteeism of human resources

GS22. Motivate team members to achieve the targets

GS23. Importance and criticality of the materials requests and ensure timeliness to prevent any hindrance to plant operations

GS24. Identify trends/common causes for errors and suggest possible solutions

GS25. Handle day-to-day escalated problems like delays, staffing shortages, etc

GS26. Delegate work appropriately

GS27. Identify and resolve issues due to technical or human error

GS28. Analyse the resource requirement in terms of workforce, delivery vehicles, software, system, etc., in line with forecasts

GS29. Provide suggestions and methodologies for operational activities to increase the productivity of the system and make overall monitoring more effective

GS30. Analyse reports and take necessary action

GS31. Assess delays or non-performance in daily reporting or closures

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
Manage material handling and inventory operations	**23**	**46**	**-**	**7**
PC1. Ensure proper selection of material handling equipment (e.g., forklifts, conveyors, automated guided vehicles) and tools are available for transporting materials within the plant	2	4	-	1
PC2. Review material Requirement Plan (MRP) for weekly, monthly, and quarterly requirements in coordination with the materials department	2	4	-	-
PC3. Optimise Storage systems such as shelving, racking, or bins for easy access.	2	4	-	-
PC4. Implement Automated systems like robotic arms, conveyors, or automated storage and retrieval systems (ASRS) to improve speed, accuracy, and efficiency	2	4	-	1
PC5. Establish appropriate inventory control techniques such as Just-In-Time (JIT) to reduce excess stock or Economic Order Quantity (EOQ) to balance inventory levels and demand while reducing holding costs	1	2	-	-
PC6. Ensure grouping of materials or components based on size, weight, or demand frequency for faster retrieval and better space utilisation	1	2	-	1
PC7. Analyse budget vis-v-vis actual procurement	1	2	-	-
PC8. Raise indent to the materials department for required items	1	2	-	-
PC9. Set automatic reorder points based on demand patterns to ensure that the necessary materials and components are always available without overstocking	1	2	-	1
PC10. Optimise the warehouse or storage area layout for efficient material handling, ensuring that frequently used items are easily accessible and high-demand materials are placed in optimal locations	1	2	-	-

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC11. Review the plan for material handling & transport vehicles based on the day load for receipt and storage	1	2	-	1
PC12. Approve inbound receipts, deliveries, and gate passes and assist the accounts department in approving invoices	1	2	-	-
PC13. Inspect inbound vehicle reports regarding material damage, accidents, etc	1	2	-	1
PC14. Review the allocation of labour and resources for unloading materials and transfer of stocks to the right storage location	1	2	-	-
PC15. Check the inspection report for the inbound stock	1	2	-	-
PC16. Examine and approve the supervisor's request for storage locations	1	2	-	-
PC17. Approve transfer orders in the Material Management System (MMS) to manage stock between multiple storage locations	1	2	-	1
PC18. Ensure that KPIs such as material availability, inventory turnover rates, order fulfilment time, and downtime are met	1	2	-	-
PC19. Review processes and performance data regularly to identify inefficiencies and implement improvements (e.g., lean manufacturing, Six Sigma)	1	2	-	-
Receive despatch orders and manage delivery	**7**	**14**	**-**	**3**
PC20. Review the dispatch plan/ Distribution Requirement Plan (DRP) for the weekly, monthly and quarterly periods in coordination with the sales/dispatch department	1	2	-	1
PC21. Coordinate with the production department for in-plant material requirement	1	2	-	-
PC22. Coordinate with sales/dispatch department during material/finished goods/items movement for dispatch	1	2	-	1

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC23. Acknowledge the list of quantities for dispatch after assessing the physical quantity for material present in the warehouse vis-a-vis the requirement	1	2	-	-
PC24. Approve transfer orders, dispatch orders and material issue approvals in MMS	1	2	-	-
PC25. Review material dispatch orders and allocate labour and MHEs for transfer of the material to the desired department/location	1	2	-	1
PC26. Conduct periodic wall-to-wall inventory checks and update the ERP	1	2	-	-
NOS Total	**30**	**60**	**-**	**10**

Qualification Pack

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N0116
NOS Name	Manage in-plant logistics
Sector	Logistics
Sub-Sector	Warehousing (Storage & Packaging)
Occupation	Warehousing Operations
NSQF Level	6
Credits	2
Version	3.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

LSC/N0117: Forecasting, planning and stock keeping

Description

This unit is about forecasting, planning requirements and doing stock keeping and inventory counts

Scope

The scope covers the following :

- Forecasting
- Planning
- Monitor stock and perform stock-keeping

Elements and Performance Criteria

Forecasting

To be competent, the user/individual on the job must be able to:

PC1. Analyse historical data on material movements, such as sales, production schedules, and market trends

PC2. Calculate lead times for procuring, producing, or transporting materials to the plant

PC3. Identify seasonal trends or market shifts (e.g., holiday demand, supply chain disruptions) to adjust forecasts accordingly

PC4. Leverage statistical methods or machine learning models to create more accurate demand forecasts

Planning

To be competent, the user/individual on the job must be able to:

PC5. Generate a Material Requirement Plan (MRP) based on current requirements for weekly, monthly and quarterly demand

PC6. Plan when to reorder materials based on stock levels, lead times, and safety stock to account for variability in demand or supply chain disruptions

PC7. Plan KANBAN and just-in-time inventory for daily requirement

PC8. Conduct review meetings with production, sales and distribution departments to finalise the forecast and requirement plans

PC9. Involve key departments (e.g., procurement, production, sales) in planning to ensure everyone is aligned with inventory needs and production schedules

Monitor stock and perform stock-keeping

To be competent, the user/individual on the job must be able to:

PC10. Ensure regular inventory counts, such as cycle counts (periodic checks of inventory levels), are conducted and documented

PC11. Leverage real-time tracking using systems like barcode scanning or RFID.

PC12. Classify inventory based on factors like usage frequency, value, or perishability (e.g., ABC classification system)

PC13. Implement JIT practices where materials are only ordered and delivered when needed for production

PC14. Use FIFO to manage inventory for items that may become obsolete or deteriorate over time, ensuring that older stock is used first before new stock

PC15. Implement Inventory Management Systems (IMS) or Enterprise Resource Planning (ERP) software to streamline forecasting, planning, and inventory control processes

PC16. Review stocks to ensure adequate stock of all items is available and review if KANBAN cards are being changed

PC17. Regularly review and refine forecasting and inventory management strategies to account for changing demand patterns, supply chain disruptions, and other external factors

PC18. Implement lean principles to reduce waste, such as reducing lead times, minimising excess inventory, and improving workflow efficiency

PC19. In case of shortages, coordinate for timely procurement

PC20. Make necessary arrangements for disposal or quarantine of old or damaged stocks for replacement

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

KU1. Vision, mission and values of the Company

KU2. Company's reporting structure to support and expedite project activities

KU3. Company's policy and work instructions on quality standards

KU4. Company's documentation policy

KU5. Company's policy on business ethics and code of conduct

KU6. Business and performance of the Company

KU7. Knowledge repository and various projects done by the Company

KU8. Procedures for dealing with loss or damage to goods

KU9. Value of items handled and implications of damage/loss of the same

KU10. Risk and impact of not following defined work, safety and security procedures

KU11. Company policy defined Turnaround Time (TATs) and output metrics for daily operation

KU12. Process flow of service operation, value chain and basic supply chain map within the sub-sector

KU13. Use of ERP software, including Warehouse management system (WMS), Material Management System (MMS) and Transportation Management System (TMS)

KU14. Just-in-time (JIT) mode of inventory management

KU15. Use various tools for documentation, such as MS Excel and MS Word

KU16. Statistical and quantitative analysis tools

KU17. Use of spreadsheets to tabulate and analyse the data

KU18. Structure and implications of fees involved in transportation, warehousing, etc

KU19. Transit rules and regulations

KU20. Use of different tools and vehicles used for handling the shipment

KU21. Procurement-related terminologies: Purchase order (PO), Invoice etc

KU22. Forecasting, planning and developing detailed budgets

Generic Skills (GS)

User/individual on the job needs to know how to:

GS1. Read the Company's work instructions, customer requirements and quality policy

GS2. Read legal policies and regulations

GS3. Read internal communications memorandums

GS4. Read and understand the legal documentation part of the shipment/ goods

GS5. Read and understand checklists and daily reports

GS6. Maintain the record as per the Company's policy

GS7. Make a note of instructions to team members

GS8. Develop operating procedures improvements and create documents for internal understanding/use

GS9. Write communications and letters both within the Company and to other stakeholders and clients

GS10. Prepare daily reports, checklists and create documents for internal communication

GS11. Communicate with all levels of the people and all external stakeholders

GS12. Share experiences and guide juniors and peers

GS13. Communicate work requirements clearly to all the employees

GS14. Listen to queries patiently and answer them aptly

GS15. Make a judgement regarding the appropriate weightage of different factors while determining forecasts

GS16. Decide on changes in forecasts and plans based on mid-term reviews

GS17. Prioritise and prepare plans and budgets within pre-decided timelines

GS18. Maintain schedules and punctuality for the work process

GS19. Plan and forecast for upcoming events and festivals which may create high demand

GS20. Motivate team members to achieve the targets

GS21. Factor in estimated timelines for delivery while preparing forecasts

GS22. Be responsive to the needs and requirements communicated by different departments while preparing plans

GS23. Identify trends/common causes for errors and suggest possible solutions

GS24. Handle day-to-day escalated problems like delays, staffing shortages

GS25. Delegate work appropriately

GS26. Identify and resolve issues due to technical or human error

GS27. The user/individual on the job needs to know and understand how to

GS28. Analyse the resource requirement in terms of staffing, delivery vehicles, software, system, etc., in line with forecasts

GS29. Provide suggestions and methodologies for operational activities to increase the productivity of the system and make overall monitoring more effective

GS30. Analyse reports and take necessary action

GS31. Assess delays or non-performance in daily reporting or closures

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
Forecasting	**8**	**16**	**-**	**2**
PC1. Analyse historical data on material movements, such as sales, production schedules, and market trends	2	4	-	0.5
PC2. Calculate lead times for procuring, producing, or transporting materials to the plant	2	4	-	0.5
PC3. Identify seasonal trends or market shifts (e.g., holiday demand, supply chain disruptions) to adjust forecasts accordingly	2	4	-	0.5
PC4. Leverage statistical methods or machine learning models to create more accurate demand forecasts	2	4	-	0.5
Planning	**10**	**20**	**-**	**2.5**
PC5. Generate a Material Requirement Plan (MRP) based on current requirements for weekly, monthly and quarterly demand	2	4	-	0.5
PC6. Plan when to reorder materials based on stock levels, lead times, and safety stock to account for variability in demand or supply chain disruptions	2	4	-	0.5
PC7. Plan KANBAN and just-in-time inventory for daily requirement	2	4	-	0.5
PC8. Conduct review meetings with production, sales and distribution departments to finalise the forecast and requirement plans	2	4	-	0.5
PC9. Involve key departments (e.g., procurement, production, sales) in planning to ensure everyone is aligned with inventory needs and production schedules	2	4	-	0.5
Monitor stock and perform stock-keeping	**12**	**24**	**-**	**5.5**
PC10. Ensure regular inventory counts, such as cycle counts (periodic checks of inventory levels), are conducted and documented	2	4	-	0.5

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC11. Leverage real-time tracking using systems like barcode scanning or RFID.	1	2	-	0.5
PC12. Classify inventory based on factors like usage frequency, value, or perishability (e.g., ABC classification system)	1	2	-	0.5
PC13. Implement JIT practices where materials are only ordered and delivered when needed for production	1	2	-	0.5
PC14. Use FIFO to manage inventory for items that may become obsolete or deteriorate over time, ensuring that older stock is used first before new stock	1	2	-	0.5
PC15. Implement Inventory Management Systems (IMS) or Enterprise Resource Planning (ERP) software to streamline forecasting, planning, and inventory control processes	1	2	-	0.5
PC16. Review stocks to ensure adequate stock of all items is available and review if KANBAN cards are being changed	1	2	-	0.5
PC17. Regularly review and refine forecasting and inventory management strategies to account for changing demand patterns, supply chain disruptions, and other external factors	1	2	-	0.5
PC18. Implement lean principles to reduce waste, such as reducing lead times, minimising excess inventory, and improving workflow efficiency	1	2	-	0.5
PC19. In case of shortages, coordinate for timely procurement	1	2	-	0.5
PC20. Make necessary arrangements for disposal or quarantine of old or damaged stocks for replacement	1	2	-	0.5
NOS Total	**30**	**60**	**-**	**10**

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N0117
NOS Name	Forecasting, planning and stock keeping
Sector	Logistics
Sub-Sector	Warehousing (Storage & Packaging)
Occupation	Warehousing Operations
NSQF Level	6
Credits	2
Version	3.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

LSC/N3210: Manage Return Processes and reverse logistics in Inventory Management

Description

This unit is about Managing Return Processes and reverse logistics in inventory management.

Scope

The scope covers the following :

- Manage Return Processes
- Monitor Repair, Recycling and Refurbishment of returned goods
- Manage documentation and compliance of reverse logistics

Elements and Performance Criteria

Manage Return Processes

To be competent, the user/individual on the job must be able to:

PC1. Oversee the return of materials from customers, suppliers, or field operations, ensuring that returns are processed efficiently.

PC2. Implement clear procedures for returns, including proper documentation (e.g., return merchandise authorisations, inspection reports) and tracking of returned items.

PC3. Supervise the inspection and assessment of returned goods or materials to determine whether they can be reused, refurbished, resold, or need to be scrapped.

PC4. Classify returned items based on condition (e.g., damaged, defective, excess stock) and decide the appropriate action.

PC5. Ensure that items that can be restocked (such as undamaged, unopened, or lightly used materials) are properly inspected, repacked, and returned to the inventory.

PC6. Work closely with the customer service or sales teams to ensure that returns or exchanges are processed promptly, supporting customer satisfaction and retention.

PC7. Provide insights and recommendations to optimise reverse logistics operations.

PC8. Analyse data on returns to identify root causes (e.g., defects, customer dissatisfaction) and work with other departments to improve product quality or reduce return rates.

PC9. Stay updated on relevant laws and best practices to mitigate the risk of penalties or environmental harm.

PC10. Evaluate the return rate and reasons for returns to identify trends.

PC11. Implement strategies like better product descriptions, quality control, or pre-purchase education to reduce the number of returns.

PC12. Use historical data and trends to anticipate returns and adjust inventory levels accordingly, ensuring the inventory system can account for expected returns.

Monitor Repair, Recycling and Refurbishment of returned goods

To be competent, the user/individual on the job must be able to:

PC13. Ensure that repairs are done promptly and cost-effectively for materials that can be repaired or refurbished by coordinating with repair teams or third-party vendors.

PC14. Ensure that repaired items are properly labelled, recorded, and reintroduced into the inventory.

PC15. Oversee the sorting and responsible disposal of materials that cannot be reused, ensuring compliance with environmental regulations for waste disposal.

PC16. Implement procedures for safely handling hazardous materials or products with limited life cycles (e.g., electronics or chemicals).

PC17. Analyse components of disposable goods or a product that is no longer sellable and harvest any usable components or parts that can be reused or resold.

PC18. Implement technology like barcode scanning, RFID, and real-time inventory tracking to streamline return and reverse logistics processes.

Manage documentation and compliance of reverse logistics

To be competent, the user/individual on the job must be able to:

PC19. Utilise inventory management software or systems to track returned items and ensure accurate documentation of returns, repairs, and recycling processes.

PC20. Regularly check whether the inventory levels are updated to reflect the impact of returns, repairs, and disposals on stock levels.

PC21. Ensure compliance with industry standards, government regulations, and environmental laws related to product returns, repairs, and disposal.

PC22. Monitor and report on reverse logistics performance, including return rates, costs, and inventory impact.

PC23. Ensure clear documentation of restocked items is maintained to update the inventory system accurately.

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

KU1. Organisational process and procedures.

KU2. Roles and responsibilities of workers in the shop floor.

KU3. Knowledge about BDPs (Best Demonstrated Practices) followed by competitors.

KU4. Risk and impact of not following defined procedures/work instructions.

KU5. Nature and characteristics of components in the warehouse.

KU6. All relevant safety and security procedures.

KU7. Entire shop floor activities and persons in charge of each function.

KU8. Knowledge about Continuous Improvement Culture (CIC).

KU9. SOPs and how to react in emergencies.

KU10. Market intelligence and risks associated with continuous improvement.

KU11. Various analyses such as Root Cause Analysis (RCA), 5 Whys, Fishbone Diagram, Pareto Analysis.

KU12. Types of workplace hazards that one can encounter on the job and safe operating practices.

KU13. Technical specifications of goods in the warehouse.

KU14. Knowledge about Lean Principles such as 5S Methodology, Value Stream Mapping, Kaizen, Kanban,etc.

KU15. Possible difficulties in each warehousing activity and minor organisational fixes for these difficulties.

KU16. Different operating and financing models present in the transport and warehousing domains.

KU17. Warehousing methods and strategies such as just-in-time (JIT), First in First Out (FIFO), Last in First out (LIFO) etc.

KU18. Knowledge of various racking and storage systems used in warehouses.

KU19. Knowledge of the latest technology, automation and software used in warehouses.

KU20. Contract management, service level agreements (SLA) and Statement of Work (SOW).

KU21. Enterprise ERP software, including Warehouse Management Systems (WMS), Manufacturing Management Systems (MMS) and Transportation Management Software (TMS).

KU22. Tools for documentation: MS Excel and MS Word.

KU23. Detailed knowledge of warehouse design and the format of the warehouse.

Generic Skills (GS)

User/individual on the job needs to know how to:

GS1. Ability to create contingency plans and SOPs.

GS2. Make realistic day plans for each activity and Translate plans into targets.

GS3. Monitor the smooth functioning of all activities.

GS4. Prioritise and execute tasks within the scheduled time limits.

GS5. Ability to address the underlying issue rather than just the visible symptoms.

GS6. Write reports to the staff, senior management, and the board of directors.

GS7. Write the monthly evaluation or a situation analysis and recommendations.

GS8. Maintain the record as per company policies.

GS9. Foster an environment where every employee understands and embraces the idea of ongoing improvement.

GS10. Provide advice and guidance to peers & juniors.

GS11. Ability to create and monitor KPIs.

GS12. Ability to Perform various analyses such as Root Cause Analysis (RCA), 5 Whys, Fishbone Diagram, Pareto Analysis.

GS13. Ability to Foster Innovation and Experimentation.

GS14. Accommodate continuous improvement with changing business needs and warehouse operations.

GS15. Decide about staffing requirements and estimate the time required for each activity.

GS16. Liaison with staff, transporters and customs authorities.

GS17. Re-assess the schedule in case of delays/additional orders.

GS18. Skill to Create and implement standard operating procedures (SOPs).

GS19. Prevent company and customer information leakage.

GS20. Ability to rapidly identify and correct errors.

GS21. Suggest methods to improve warehousing activities.

GS22. Analyse communication patterns with colleagues and customers to improve outcomes and deal with situations.

GS23. Improve work processes by interacting with others and adopting best practices.

GS24. Act upon constructively on any problems as pointed out by customers or superiors.

GS25. Identify trends/common causes for errors and suggest possible solutions to management.

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
Manage Return Processes	**19**	**38**	**-**	**6**
PC1. Oversee the return of materials from customers, suppliers, or field operations, ensuring that returns are processed efficiently.	2	4	-	0.5
PC2. Implement clear procedures for returns, including proper documentation (e.g., return merchandise authorisations, inspection reports) and tracking of returned items.	2	4	-	0.5
PC3. Supervise the inspection and assessment of returned goods or materials to determine whether they can be reused, refurbished, resold, or need to be scrapped.	2	4	-	0.5
PC4. Classify returned items based on condition (e.g., damaged, defective, excess stock) and decide the appropriate action.	2	4	-	0.5
PC5. Ensure that items that can be restocked (such as undamaged, unopened, or lightly used materials) are properly inspected, repacked, and returned to the inventory.	2	4	-	0.5
PC6. Work closely with the customer service or sales teams to ensure that returns or exchanges are processed promptly, supporting customer satisfaction and retention.	2	4	-	0.5
PC7. Provide insights and recommendations to optimise reverse logistics operations.	2	4	-	0.5
PC8. Analyse data on returns to identify root causes (e.g., defects, customer dissatisfaction) and work with other departments to improve product quality or reduce return rates.	1	2	-	0.5
PC9. Stay updated on relevant laws and best practices to mitigate the risk of penalties or environmental harm.	1	2	-	0.5
PC10. Evaluate the return rate and reasons for returns to identify trends.	1	2	-	0.5

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC11. Implement strategies like better product descriptions, quality control, or pre-purchase education to reduce the number of returns.	1	2	-	0.5
PC12. Use historical data and trends to anticipate returns and adjust inventory levels accordingly, ensuring the inventory system can account for expected returns.	1	2	-	0.5
Monitor Repair, Recycling and Refurbishment of returned goods	**6**	**12**	**-**	**2.5**
PC13. Ensure that repairs are done promptly and cost-effectively for materials that can be repaired or refurbished by coordinating with repair teams or third-party vendors.	1	2	-	0.5
PC14. Ensure that repaired items are properly labelled, recorded, and reintroduced into the inventory.	1	2	-	0.5
PC15. Oversee the sorting and responsible disposal of materials that cannot be reused, ensuring compliance with environmental regulations for waste disposal.	1	2	-	0.5
PC16. Implement procedures for safely handling hazardous materials or products with limited life cycles (e.g., electronics or chemicals).	1	2	-	0.5
PC17. Analyse components of disposable goods or a product that is no longer sellable and harvest any usable components or parts that can be reused or resold.	1	2	-	0.5
PC18. Implement technology like barcode scanning, RFID, and real-time inventory tracking to streamline return and reverse logistics processes.	1	2	-	-
Manage documentation and compliance of reverse logistics	**5**	**10**	**-**	**1.5**
PC19. Utilise inventory management software or systems to track returned items and ensure accurate documentation of returns, repairs, and recycling processes.	1	2	-	0.5

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC20. Regularly check whether the inventory levels are updated to reflect the impact of returns, repairs, and disposals on stock levels.	1	2	-	-
PC21. Ensure compliance with industry standards, government regulations, and environmental laws related to product returns, repairs, and disposal.	1	2	-	0.5
PC22. Monitor and report on reverse logistics performance, including return rates, costs, and inventory impact.	1	2	-	-
PC23. Ensure clear documentation of restocked items is maintained to update the inventory system accurately.	1	2	-	0.5
NOS Total	**30**	**60**	**-**	**10**

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N3210
NOS Name	Manage Return Processes and reverse logistics in Inventory Management
Sector	Logistics
Sub-Sector	
Occupation	In-plant logistics, Warehousing Operations, Documentation and Reporting
NSQF Level	6
Credits	2
Version	1.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

LSC/N0139: Optimise and continuously improve warehouse operations

Description

This unit is about support in warehouse design.

Scope

The scope covers the following :

- Optimise warehouse operations
- Optimise Warehouse Layout and Flow
- Implement Continuous Improvement and sustainability.

Elements and Performance Criteria

Optimise warehouse operations

To be competent, the user/individual on the job must be able to:

PC1. Execute Lean Principles like Value Stream Mapping, 5S, Kanban System and Kaizen to Eliminate waste, streamline processes, and improve efficiency.

PC2. Implement Technology and Automation such as Automated Storage and Retrieval Systems (AS/RS), WMS, Pick-to-Light / Voice Picking, AGVs, etc., to increase efficiency, reduce errors, and improve inventory management.

PC3. Classify products into A, B, and C categories based on their sales volume and store high-demand (A) items near the picking area to reduce picking time.

PC4. Perform regular cycle counts instead of full physical inventories to maintain accurate inventory levels and reduce the impact on daily operations.

PC5. Use historical data, sales trends, and market analysis to predict demand and adjust inventory levels accordingly.

PC6. Implement automatic reordering systems based on predefined thresholds to avoid stockouts while minimising excess inventory.

PC7. Assign specific tasks (e.g., receiving, picking, packing) to specialised workers to reduce time spent switching between tasks.

PC8. Implement demand-based labour scheduling to ensure the right number of workers are available during peak hours and reduce labour costs during off-peak hours.

PC9. Apply key performance indicators (KPIs) like picking accuracy, order cycle time, and inventory turnover to measure performance and identify areas for improvement.

PC10. Use algorithms or WMS systems to optimise the picking path and minimise travel time within the warehouse.

PC11. Implement software that helps optimise shipping routes, calculate optimal packaging sizes, and compare carrier rates to reduce transportation costs.

Optimise Warehouse Layout and Flow

To be competent, the user/individual on the job must be able to:

PC12. Organise products in the warehouse based on demand (ABC analysis), ensuring fast-moving items are easily accessible and slow-moving items are stored further away.

PC13. Implement a flexible slotting system that adjusts based on seasonal demand, sales trends, or inventory changes.

PC14. Optimise aisle width based on equipment (e.g., narrow aisles for forklifts, wider aisles for manual picking).

PC15. Use drive-in racking or high-bay shelving for low-demand or large-volume items.

PC16. Optimise the racking by maximising the vertical storage space, e.g., using Selective Pallet Racks, Push-Back Racks, or adding Mezzanine Floors.

PC17. Ensure cross-aisles connect different zones and reduce travel time.

PC18. Minimise backtracking or unnecessary movement by planning for a one-way flow of goods (receiving → storage → picking → packing → shipping).

Implement Continuous Improvement and sustainability

To be competent, the user/individual on the job must be able to:

PC19. Empower workers to suggest small, actionable changes to improve their work environment.

PC20. Conduct regular audits to assess warehouse performance, identify bottlenecks, and evaluate efficiency.

PC21. Track KPIs to gauge improvement using data-driven metrics.

PC22. Use tools like Pareto Analysis, Fishbone Diagrams, or 5 Whys to identify the root causes of inefficiencies or issues and take corrective action.

PC23. Compare your warehouse operations with industry best practices or competitors to identify areas where you can improve.

PC24. Train employees regularly on safety protocols, proper equipment handling, and emergency procedures to reduce accidents.

PC25. Continuously track performance and make data-driven decisions for further optimisation.

PC26. Create standard operating procedures (SOPs) to ensure consistency and improve efficiency across the warehouse.

PC27. Ensure continuous improvement efforts remain aligned with changing business needs and warehouse operations.

PC28. Choose energy-efficient lighting (sodium lights or high-frequency fluorescents) and recommend installing skylights, LEDs with sensors (intelligent occupancy sensors, motion sensors, heat maps), etc.

PC29. Use machinery and equipment like MHE that runs on electric or alternative clean energy.

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

KU1. Organisational process and procedures.

KU2. Role and responsibilities of workers in the shop floor.

KU3. Knowledge about BDPs (Best Demonstrated Practices) followed by competitors.

KU4. Risk and impact of not following defined procedures/ work instructions.

KU5. Nature and characteristics of components in the warehouse.

KU6. All relevant safety and security procedures.

KU7. Entire shop floor activities and persons in charge of each function.

KU8. Knowledge about Continuous Improvement Culture (CIC).

KU9. SOPs and how to react in emergencies.

KU10. Market intelligence and risks associated with continuous improvement.

KU11. Various analyses such as Root Cause Analysis (RCA), 5 Whys, Fishbone Diagram, Pareto Analysis.

KU12. Types of workplace hazards that one can encounter on the job and safe operating practices.

KU13. Technical specifications of goods in the warehouse.

KU14. Knowledge about Lean Principles such as 5S Methodology, Value Stream Mapping, Kaizen, Kanban, etc.

KU15. Possible difficulties in each warehousing activity and minor organisational fixes for these difficulties.

KU16. Different operating and financing models present in the transport and warehousing domains.

KU17. Warehousing methods and strategies such as just-in-time (JIT), First in First Out (FIFO), Last in First out (LIFO) etc.

KU18. Knowledge of various racking and storage systems used in warehouses.

KU19. Knowledge of the latest technology, automation and software used in warehouses.

KU20. Contract management, service level agreements (SLA) and Statement of Work (SOW).

KU21. Enterprise ERP software, including Warehouse Management Systems (WMS), Manufacturing Management Systems (MMS) and Transportation Management Software (TMS).

KU22. Tools for documentation: MS Excel and MS Word.

KU23. Detailed knowledge of warehouse design and the format of the warehouse.

Generic Skills (GS)

User/individual on the job needs to know how to:

GS1. Ability to create contingency plans and SOPs.

GS2. Make realistic day plans for each activity and Translate plans into targets.

GS3. Monitor the smooth functioning of all activities.

GS4. Prioritise and execute tasks within the scheduled time limits.

GS5. Ability to address the underlying issue rather than just the visible symptoms.

GS6. Write reports to the staff, senior management, and the board of directors.

GS7. Write the monthly evaluation or a situation analysis and recommendations.

GS8. Maintain the record as per company policies.

GS9. Foster an environment where every employee understands and embraces the idea of ongoing improvement.

GS10. Provide advice and guidance to peers & juniors.

GS11. Ability to create and monitor KPIs.

GS12. Ability to Perform various analyses such as Root Cause Analysis (RCA), 5 Whys, Fishbone Diagram, Pareto Analysis.

GS13. Ability to Foster Innovation and Experimentation.

GS14. Accommodate continuous improvement with changing business needs and warehouse operations.

GS15. Decide about staffing requirements and estimate the time required for each activity.

GS16. Liaison with staff, transporters and customs authorities.

GS17. Re-assess the schedule in case of delays/additional orders.

GS18. Skill to Create and implement standard operating procedures (SOPs).

GS19. Prevent company and customer information leakage.

GS20. Ability to rapidly identify and correct errors.

GS21. Suggest methods to improve warehousing activities.

GS22. Analyse communication patterns with colleagues and customers to improve outcomes and deal with situations.

GS23. Improve work processes by interacting with others and adopting best practices.

GS24. Act upon constructively on any problems as pointed out by customers or superiors.

GS25. Identify trends/common causes for errors and suggest possible solutions to management.

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
Optimise warehouse operations	**11**	**22**	**-**	**3**
PC1. Execute Lean Principles like Value Stream Mapping, 5S, Kanban System and Kaizen to Eliminate waste, streamline processes, and improve efficiency.	1	2	-	0.5
PC2. Implement Technology and Automation such as Automated Storage and Retrieval Systems (AS/RS), WMS, Pick-to-Light / Voice Picking, AGVs, etc., to increase efficiency, reduce errors, and improve inventory management.	1	2	-	-
PC3. Classify products into A, B, and C categories based on their sales volume and store high-demand (A) items near the picking area to reduce picking time.	1	2	-	0.5
PC4. Perform regular cycle counts instead of full physical inventories to maintain accurate inventory levels and reduce the impact on daily operations.	1	2	-	-
PC5. Use historical data, sales trends, and market analysis to predict demand and adjust inventory levels accordingly.	1	2	-	0.5
PC6. Implement automatic reordering systems based on predefined thresholds to avoid stockouts while minimising excess inventory.	1	2	-	-
PC7. Assign specific tasks (e.g., receiving, picking, packing) to specialised workers to reduce time spent switching between tasks.	1	2	-	0.5
PC8. Implement demand-based labour scheduling to ensure the right number of workers are available during peak hours and reduce labour costs during off-peak hours.	1	2	-	-
PC9. Apply key performance indicators (KPIs) like picking accuracy, order cycle time, and inventory turnover to measure performance and identify areas for improvement.	1	2	-	0.5

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC10. Use algorithms or WMS systems to optimise the picking path and minimise travel time within the warehouse.	1	2	-	-
PC11. Implement software that helps optimise shipping routes, calculate optimal packaging sizes, and compare carrier rates to reduce transportation costs.	1	2	-	0.5
Optimise Warehouse Layout and Flow	**7**	**14**	**-**	**2**
PC12. Organise products in the warehouse based on demand (ABC analysis), ensuring fast-moving items are easily accessible and slow-moving items are stored further away.	1	2	-	0.5
PC13. Implement a flexible slotting system that adjusts based on seasonal demand, sales trends, or inventory changes.	1	2	-	-
PC14. Optimise aisle width based on equipment (e.g., narrow aisles for forklifts, wider aisles for manual picking).	1	2	-	0.5
PC15. Use drive-in racking or high-bay shelving for low-demand or large-volume items.	1	2	-	-
PC16. Optimise the racking by maximising the vertical storage space, e.g., using Selective Pallet Racks, Push-Back Racks, or adding Mezzanine Floors.	1	2	-	0.5
PC17. Ensure cross-aisles connect different zones and reduce travel time.	1	2	-	-
PC18. Minimise backtracking or unnecessary movement by planning for a one-way flow of goods (receiving → storage → picking → packing → shipping).	1	2	-	0.5
Implement Continuous Improvement and sustainability	**12**	**24**	**-**	**5**
PC19. Empower workers to suggest small, actionable changes to improve their work environment.	1	2	-	0.5

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC20. Conduct regular audits to assess warehouse performance, identify bottlenecks, and evaluate efficiency.	1	2	-	-
PC21. Track KPIs to gauge improvement using data-driven metrics.	1	2	-	0.5
PC22. Use tools like Pareto Analysis, Fishbone Diagrams, or 5 Whys to identify the root causes of inefficiencies or issues and take corrective action.	1	2	-	0.5
PC23. Compare your warehouse operations with industry best practices or competitors to identify areas where you can improve.	1	2	-	0.5
PC24. Train employees regularly on safety protocols, proper equipment handling, and emergency procedures to reduce accidents.	1	2	-	0.5
PC25. Continuously track performance and make data-driven decisions for further optimisation.	1	2	-	0.5
PC26. Create standard operating procedures (SOPs) to ensure consistency and improve efficiency across the warehouse.	1	2	-	0.5
PC27. Ensure continuous improvement efforts remain aligned with changing business needs and warehouse operations.	1	2	-	0.5
PC28. Choose energy-efficient lighting (sodium lights or high-frequency fluorescents) and recommend installing skylights, LEDs with sensors (intelligent occupancy sensors, motion sensors, heat maps), etc.	1	2	-	0.5
PC29. Use machinery and equipment like MHE that runs on electric or alternative clean energy.	2	4	-	0.5
NOS Total	**30**	**60**	**-**	**10**

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N0139
NOS Name	Optimise and continuously improve warehouse operations
Sector	Logistics
Sub-Sector	
Occupation	Warehousing Operations, Packaging, Documentation and Reporting, Engineering/Maintenance
NSQF Level	6
Credits	3
Version	1.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

LSC/N3211: Liaison with suppliers and manage procurement of raw materials

Description

This unit is about managing procurement processes for raw materials by coordinating with suppliers, ensuring timely deliveries, negotiating effectively, maintaining supplier performance, and optimizing procurement strategies to ensure uninterrupted production and warehouse operations.

Scope

The scope covers the following :

- Identify procurement needs and initiate purchase requirements
- Liaise with suppliers and manage supplier performance
- Negotiate, track, and monitor supply orders and delivery
- Maintain procurement documentation and compliance

Elements and Performance Criteria

Identify procurement needs and initiate purchase requirements

To be competent, the user/individual on the job must be able to:

PC1. Review Material Requirement Plan (MRP) and consumption trends to identify procurement needs

PC2. Co-ordinate with production and inventory teams to finalize procurement timelines and quantities

PC3. Generate purchase requisitions and ensure proper documentation

PC4. Identify potential vendors or review approved vendor list for material availability

PC5. Share purchase requirements with procurement or finance departments as per organizational process

Liaise with suppliers and manage vendor relationships

To be competent, the user/individual on the job must be able to:

PC6. Liaise with vendors for quotations, delivery timelines, and payment terms

PC7. Evaluate vendor performance based on cost, delivery reliability, and quality

PC8. Ensure all communication with vendors is documented and transparent

PC9. Follow up on delayed deliveries or quality issues and resolve disputes

PC10. Recommend vendor retention, delisting, or onboarding based on performance review

Negotiate and track procurement orders

To be competent, the user/individual on the job must be able to:

PC11. Negotiate pricing, discounts, and delivery schedules to reduce procurement costs

PC12. Approve or coordinate approvals for purchase orders as per company policy

PC13. Track purchase orders (POs) to ensure timely delivery of goods

PC14. Monitor open purchase orders and provide regular updates to internal stakeholders

PC15. Ensure timely invoice processing and payment in coordination with accounts

Maintain procurement documentation and ensure compliance

To be competent, the user/individual on the job must be able to:

PC16. Maintain updated vendor database and procurement records in ERP or procurement systems

PC17. Ensure procurement complies with company policy, quality standards, and legal requirements

PC18. Prepare reports on procurement status, vendor performance, and material movement

PC19. Assist in audits by providing relevant procurement documentation

PC20. Follow ethical sourcing practices and maintain integrity in procurement decisions

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

KU1. Vision, mission, and procurement policies of the organization

KU2. Company's approved supplier list and procurement process flow

KU3. Forecasting techniques and MRP generation process

KU4. Cost structures, lead times, and payment terms commonly used in procurement

KU5. Basic contractual terms and conditions in supplier agreements

KU6. Ethical sourcing and conflict-of-interest policies

KU7. Documentation required for purchase requisitions, purchase orders, and GRNs

KU8. ERP and procurement software used in the organization

KU9. Inventory control principles including reorder point, EOQ, and safety stock

KU10. Compliance requirements including tax invoices, vendor registration, GST, etc

KU11. Common issues in vendor performance (e.g., delays, shortages, poor quality) and mitigation strategies

Generic Skills (GS)

User/individual on the job needs to know how to:

GS1. Read and interpret MRP reports, purchase requests, quotations, and contracts

GS2. Draft vendor communication, emails, and purchase documentation

GS3. Maintain accurate and updated procurement records

GS4. Communicate clearly and professionally with vendors and internal teams

GS5. Negotiate prices, timelines, and payment terms assertively and ethically

GS6. Use Excel/ERP software for tracking POs, inventories, and vendor data

GS7. Analyze vendor performance metrics and suggest corrective actions

GS8. Prioritize procurement actions based on urgency and impact on operations

GS9. Resolve procurement bottlenecks collaboratively and calmly under pressure

GS10. Demonstrate integrity and transparency in vendor management practices

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
Identify procurement needs and initiate purchase requirements	**10**	**20**	**-**	**2.5**
PC1. Review Material Requirement Plan (MRP) and consumption trends to identify procurement needs	2	4	-	0.5
PC2. Co-ordinate with production and inventory teams to finalize procurement timelines and quantities	2	4	-	0.5
PC3. Generate purchase requisitions and ensure proper documentation	2	4	-	0.5
PC4. Identify potential vendors or review approved vendor list for material availability	2	4	-	0.5
PC5. Share purchase requirements with procurement or finance departments as per organizational process	2	4	-	0.5
Liaise with suppliers and manage vendor relationships	**10**	**20**	**-**	**2.5**
PC6. Liaise with vendors for quotations, delivery timelines, and payment terms	2	4	-	0.5
PC7. Evaluate vendor performance based on cost, delivery reliability, and quality	2	4	-	0.5
PC8. Ensure all communication with vendors is documented and transparent	2	4	-	0.5
PC9. Follow up on delayed deliveries or quality issues and resolve disputes	2	4	-	0.5
PC10. Recommend vendor retention, delisting, or onboarding based on performance review	2	4	-	0.5
Negotiate and track procurement orders	**5**	**10**	**-**	**2.5**
PC11. Negotiate pricing, discounts, and delivery schedules to reduce procurement costs	1	2	-	0.5
PC12. Approve or coordinate approvals for purchase orders as per company policy	1	2	-	0.5

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC13. Track purchase orders (POs) to ensure timely delivery of goods	1	2	-	0.5
PC14. Monitor open purchase orders and provide regular updates to internal stakeholders	1	2	-	0.5
PC15. Ensure timely invoice processing and payment in coordination with accounts	1	2	-	0.5
Maintain procurement documentation and ensure compliance	**5**	**10**	**-**	**2.5**
PC16. Maintain updated vendor database and procurement records in ERP or procurement systems	1	2	-	0.5
PC17. Ensure procurement complies with company policy, quality standards, and legal requirements	1	2	-	0.5
PC18. Prepare reports on procurement status, vendor performance, and material movement	1	2	-	0.5
PC19. Assist in audits by providing relevant procurement documentation	1	2	-	0.5
PC20. Follow ethical sourcing practices and maintain integrity in procurement decisions	1	2	-	0.5
NOS Total	**30**	**60**	**-**	**10**

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N3211
NOS Name	Liaison with suppliers and manage procurement of raw materials
Sector	Logistics
Sub-Sector	
Occupation	In-plant logistics, Warehousing Operations, Documentation and Reporting
NSQF Level	6
Credits	2
Version	1.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

LSC/N9911: Follow health, safety, security procedures and maintain integrity, ethics at workplace

Description

This unit deals in detail with application of health, safety, security procedures at workplace and maintaining integrity, ensuring data security, professional and ethical practice.

Scope

The scope covers the following :

- Follow health, safety and security measures during all activities
- Maintain a healthy and hygienic workplace
- Handle emergency situations
- Maintain integrity and ensure data security
- Professional and ethical practice
- Ensure regulatory compliance

Elements and Performance Criteria

Follow health, safety and security measures during all activities

To be competent, the user/individual on the job must be able to:

PC1. Comply with safety regulations and procedures to avoid fire hazards, biohazards, etc.

PC2. Wear all safety equipment including protective gear, helmets etc., in relevant bay areas.

PC3. Follow organisation procedures concerning documentation.

PC4. Recognise unsafe workplace conditions and safety practices and report them to concerned authorities.

Maintain a healthy and hygienic workplace

To be competent, the user/individual on the job must be able to:

PC5. Ensure that the work area and supplies are organised and cleaned regularly.

PC6. Comply with data safety regulations of the organisation and follow clear worktable area policy.

PC7. Maintain personal hygiene and wash hands regularly using soap and water or alcohol-based sanitizer.

PC8. Undertake periodical preventive health check-ups.

PC9. Participate in fire drills and follow 5S at workplace.

Handle emergency situations

To be competent, the user/individual on the job must be able to:

PC10. Act immediately during emergencies and move to safety.

PC11. Provide first aid to affected victims e.g., in case of bleeding, burns, choking, electric shock, poisoning etc.

PC12. In case of fire, follow fire safety practices taught during fire drills.

PC13. Follow procedures to rescue victims of fire without endangering self.

Maintain integrity and ensure data security

To be competent, the user/individual on the job must be able to:

PC14. Refrain from indulging in corrupt practices.

PC15. Protect customers' information and ensure acquired information is not used for personal advantage.

PC16. Protect data and information related to business or commercial decisions.

Professional and ethical practice

To be competent, the user/individual on the job must be able to:

PC17. Sensitize the workforce towards ethical behaviour in the workplace and performing jobs with integrity.

PC18. Conduct regular reviews, check reports for unethical behaviour and corrupt practices and promptly report all violations of the code of ethics.

PC19. Consult senior management when in an ethical dilemma.

Ensure regulatory compliance

To be competent, the user/individual on the job must be able to:

PC20. Check that documentation concerning operations is up to date and in accordance with the regulations.

PC21. Coordinate with regulatory authorities and assist in inspections and clearances.

PC22. Report any issues with regulatory compliance.

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

KU1. Company's policies on the use of language, Human Resources policies, code of ethics and business

KU2. Company's whistle-blower policy and rules related to sexual harassment

KU3. Company's reporting structure and documentation policy

KU4. Principles of code of ethics and business ethics

KU5. Different regulations and acts that are applicable for the sub-sector and logistics sector as a whole

KU6. The documentary compliance required for different type of products for Health Safety and Environment (HSE) practices

KU7. Relevant Occupational Health and Safety (OHS) regulations

KU8. Enterprise /site emergency procedures and techniques

KU9. Procedures for recording, reporting and maintenance of workplace safety and hygiene

KU10. Health and safety hazards commonly present in the work environment and related precautions

KU11. Possible causes of risk, hazard or accident in the workplace

KU12. Where to find all the general health and safety equipment in the workplace

KU13. Various dangers associated with the use of electrical equipment

KU14. Preventative and remedial actions to be taken in the case of exposure to toxic materials

KU15. Importance of using protective clothing/equipment while working

KU16. Various causes of fire and precautionary activities to prevent the fire accident

KU17. Different methods of extinguishing fire and techniques of using the different fire extinguishers

KU18. Rescue techniques applied during a fire hazard and safe lifting and carrying practices

KU19. Various types of safety signs and their meaning

KU20. Appropriate basic first aid treatment relevant to the condition e.g., shock, electrical shock, bleeding, breaks to bones, minor burns, resuscitation, poisoning, eye injuries

Generic Skills (GS)

User/individual on the job needs to know how to:

GS1. Read policy documents, work-related documents, various acts and regulations

GS2. Write instructions, communications to internal staff, emails and letters, and reports

GS3. Interact with internal and external stakeholders

GS4. Communicate with peers and subordinates

GS5. Take appropriate action in a vulnerable situation

GS6. Identify breaches and take necessary actions

GS7. Identify the documentary requirement for a specific product or regulation and take necessary action

GS8. Plan and organise steps/ actions as per the company's guidelines, if any violation of the code of ethics is noticed in the company

GS9. Plan and organise training sessions and sensitisation sessions for workforce

GS10. Plan review meetings to monitor compliance with ethics and regulations

GS11. Prevent company and customer information leakage

GS12. Provide proper advice or guidance to colleagues to deal with sensitive issues

GS13. Suggest solutions to managers and workers when in an ethical dilemma

GS14. Identify conflict of interests and take necessary actions

GS15. Review reports to identify common trends of defaults

GS16. Conduct a review to analyse the reasons for the default

GS17. Check that all regulatory compliances are adhered to

GS18. Check that any unethical behaviour gets captured before damage or negative impact happens

GS19. Write Health and safety compliance report

GS20. Interpret general health and safety guidelines

GS21. Communicate general health and safety guidelines to co-workers

GS22. Decide on the corrective action to be taken in case of any potential hazards

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
Follow health, safety and security measures during all activities	**6**	**10**	**-**	**2**
PC1. Comply with safety regulations and procedures to avoid fire hazards, biohazards, etc.	1	2	-	-
PC2. Wear all safety equipment including protective gear, helmets etc., in relevant bay areas.	2	3	-	1
PC3. Follow organisation procedures concerning documentation.	1	2	-	-
PC4. Recognise unsafe workplace conditions and safety practices and report them to concerned authorities.	2	3	-	1
Maintain a healthy and hygienic workplace	**5**	**14**	**-**	**3**
PC5. Ensure that the work area and supplies are organised and cleaned regularly.	1	3	-	1
PC6. Comply with data safety regulations of the organisation and follow clear worktable area policy.	1	3	-	-
PC7. Maintain personal hygiene and wash hands regularly using soap and water or alcohol-based sanitizer.	1	2	-	1
PC8. Undertake periodical preventive health check-ups.	1	3	-	1
PC9. Participate in fire drills and follow 5S at workplace.	1	3	-	-
Handle emergency situations	**6**	**9**	**-**	**2**
PC10. Act immediately during emergencies and move to safety.	2	2	-	1
PC11. Provide first aid to affected victims e.g., in case of bleeding, burns, choking, electric shock, poisoning etc.	1	2	-	-

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC12. In case of fire, follow fire safety practices taught during fire drills.	2	3	-	-
PC13. Follow procedures to rescue victims of fire without endangering self.	1	2	-	1
Maintain integrity and ensure data security	**4**	**8**	**-**	**-**
PC14. Refrain from indulging in corrupt practices.	2	3	-	-
PC15. Protect customers' information and ensure acquired information is not used for personal advantage.	1	2	-	-
PC16. Protect data and information related to business or commercial decisions.	1	3	-	-
Professional and ethical practice	**4**	**8**	**-**	**1**
PC17. Sensitize the workforce towards ethical behaviour in the workplace and performing jobs with integrity.	1	2	-	-
PC18. Conduct regular reviews, check reports for unethical behaviour and corrupt practices and promptly report all violations of the code of ethics.	2	4	-	1
PC19. Consult senior management when in an ethical dilemma.	1	2	-	-
Ensure regulatory compliance	**5**	**11**	**-**	**2**
PC20. Check that documentation concerning operations is up to date and in accordance with the regulations.	1	3	-	-
PC21. Coordinate with regulatory authorities and assist in inspections and clearances.	2	4	-	1
PC22. Report any issues with regulatory compliance.	2	4	-	1
NOS Total	**30**	**60**	**-**	**10**

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N9911
NOS Name	Follow health, safety, security procedures and maintain integrity, ethics at workplace
Sector	Logistics
Sub-Sector	Generic
Occupation	Generic
NSQF Level	6
Credits	1
Version	1.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

Qualification Pack

DGT/VSQ/N0103: Employability Skills (90 Hours)

Description

This unit is about employability skills, Constitutional values, becoming a professional in the 21st Century, digital, financial, and legal literacy, diversity and Inclusion, English and communication skills, customer service, entrepreneurship, and apprenticeship, getting ready for jobs and career development.

Scope

The scope covers the following :

- Introduction to Employability Skills
- Constitutional values - Citizenship
- Becoming a Professional in the 21st Century
- Basic English Skills
- Career Development & Goal Setting
- Communication Skills
- Diversity & Inclusion
- Financial and Legal Literacy
- Essential Digital Skills
- Entrepreneurship
- Customer Service
- Getting ready for Apprenticeship & Jobs

Elements and Performance Criteria

Introduction to Employability Skills

To be competent, the user/individual on the job must be able to:

PC1. understand the significance of employability skills in meeting the current job market requirement and future of work

PC2. identify and explore learning and employability relevant portals

PC3. research about the different industries, job market trends, latest skills required and the available opportunities

Constitutional values – Citizenship

To be competent, the user/individual on the job must be able to:

PC4. recognize the significance of constitutional values, including civic rights and duties, citizenship, responsibility towards society etc. and personal values and ethics such as honesty, integrity, caring and respecting others, etc.

PC5. follow environmentally sustainable practices

Becoming a Professional in the 21st Century

To be competent, the user/individual on the job must be able to:

PC6. recognize the significance of 21st Century Skills for employment

PC7. practice the 21st Century Skills such as Self-Awareness, Behaviour Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn for continuous learning etc. in personal and professional life

PC8. adopt a continuous learning mindset for personal and professional development

Basic English Skills

To be competent, the user/individual on the job must be able to:

PC9. use basic English for everyday conversation in different contexts, in person and over the telephone

PC10. read and understand routine information, notes, instructions, mails, letters etc. written in English

PC11. write short messages, notes, letters, e-mails etc. in English

Career Development & Goal Setting

To be competent, the user/individual on the job must be able to:

PC12. identify career goals based on the skills, interests, knowledge, and personal attributes

PC13. prepare a career development plan with short- and long-term goals

Communication Skills

To be competent, the user/individual on the job must be able to:

PC14. follow verbal and non-verbal communication etiquette while communicating in professional and public settings

PC15. use active listening techniques for effective communication

PC16. communicate in writing using appropriate style and format based on formal or informal requirements

PC17. work collaboratively with others in a team

Diversity & Inclusion

To be competent, the user/individual on the job must be able to:

PC18. communicate and behave appropriately with all genders and PwD

PC19. escalate any issues related to sexual harassment at workplace according to POSH Act

Financial and Legal Literacy

To be competent, the user/individual on the job must be able to:

PC20. identify and select reliable institutions for various financial products and services such as bank account, debit and credit cards, loans, insurance etc.

PC21. carry out offline and online financial transactions, safely and securely, using various methods and check the entries in the passbook

PC22. identify common components of salary and compute income, expenses, taxes, investments etc

PC23. identify relevant rights and laws and use legal aids to fight against legal exploitation

Essential Digital Skills

To be competent, the user/individual on the job must be able to:

PC24. operate digital devices and use their features and applications securely and safely

PC25. carry out basic internet operations by connecting to the internet safely and securely, using the mobile data or other available networks through Bluetooth, Wi-Fi, etc.

PC26. display responsible online behaviour while using various social media platforms

PC27. create a personal email account, send and process received messages as per requirement

PC28. carry out basic procedures in documents, spreadsheets and presentations using respective and appropriate applications

PC29. utilize virtual collaboration tools to work effectively

Entrepreneurship

To be competent, the user/individual on the job must be able to:

PC30. identify different types of Entrepreneurship and Enterprises and assess opportunities for potential business through research

PC31. develop a business plan and a work model, considering the 4Ps of Marketing Product, Price, Place and Promotion

PC32. identify sources of funding, anticipate, and mitigate any financial/ legal hurdles for the potential business opportunity

Customer Service

To be competent, the user/individual on the job must be able to:

PC33. identify different types of customers and ways to communicate with them

PC34. identify and respond to customer requests and needs in a professional manner

PC35. use appropriate tools to collect customer feedback

PC36. follow appropriate hygiene and grooming standards

Getting ready for apprenticeship & Jobs

To be competent, the user/individual on the job must be able to:

PC37. create a professional Curriculum vitae (Résumé)

PC38. search for suitable jobs using reliable offline and online sources such as Employment exchange, recruitment agencies, newspapers etc. and job portals, respectively

PC39. apply to identified job openings using offline /online methods as per requirement

PC40. answer questions politely, with clarity and confidence, during recruitment and selection

PC41. identify apprenticeship opportunities and register for it as per guidelines and requirements

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

KU1. need for employability skills and different learning and employability related portals

KU2. various constitutional and personal values

KU3. different environmentally sustainable practices and their importance

KU4. Twenty first (21st) century skills and their importance

KU5. how to use English language for effective verbal (face to face and telephonic) and written communication in formal and informal set up

KU6. importance of career development and setting long- and short-term goals

KU7. about effective communication

KU8. POSH Act

KU9. Gender sensitivity and inclusivity

KU10. different types of financial institutes, products, and services

KU11. components of salary and how to compute income and expenditure

KU12. importance of maintaining safety and security in offline and online financial transactions

KU13. different legal rights and laws

KU14. different types of digital devices and the procedure to operate them safely and securely

KU15. how to create and operate an e- mail account

KU16. use applications such as word processors, spreadsheets etc.

KU17. how to identify business opportunities

KU18. types and needs of customers

KU19. how to apply for a job and prepare for an interview

KU20. apprenticeship scheme and the process of registering on apprenticeship portal

Generic Skills (GS)

User/individual on the job needs to know how to:

GS1. read and write different types of documents/instructions/correspondence in English and other languages

GS2. communicate effectively using appropriate language in formal and informal settings

GS3. behave politely and appropriately with all to maintain effective work relationship

GS4. how to work in a virtual mode, using various technological platforms

GS5. perform calculations efficiently

GS6. solve problems effectively

GS7. pay attention to details

GS8. manage time efficiently

GS9. maintain hygiene and sanitization to avoid infection

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
Introduction to Employability Skills	**1**	**1**	**-**	**-**
PC1. understand the significance of employability skills in meeting the current job market requirement and future of work	-	-	-	-
PC2. identify and explore learning and employability relevant portals	-	-	-	-
PC3. research about the different industries, job market trends, latest skills required and the available opportunities	-	-	-	-
Constitutional values – Citizenship	**1**	**1**	**-**	**-**
PC4. recognize the significance of constitutional values, including civic rights and duties, citizenship, responsibility towards society etc. and personal values and ethics such as honesty, integrity, caring and respecting others, etc.	-	-	-	-
PC5. follow environmentally sustainable practices	-	-	-	-
Becoming a Professional in the 21st Century	**1**	**3**	**-**	**-**
PC6. recognize the significance of 21st Century Skills for employment	-	-	-	-
PC7. practice the 21st Century Skills such as Self-Awareness, Behaviour Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn for continuous learning etc. in personal and professional life	-	-	-	-
PC8. adopt a continuous learning mindset for personal and professional development	-	-	-	-
Basic English Skills	**3**	**4**	**-**	**-**
PC9. use basic English for everyday conversation in different contexts, in person and over the telephone	-	-	-	-

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC10. read and understand routine information, notes, instructions, mails, letters etc. written in English	-	-	-	-
PC11. write short messages, notes, letters, e-mails etc. in English	-	-	-	-
Career Development & Goal Setting	**1**	**2**	**-**	**-**
PC12. identify career goals based on the skills, interests, knowledge, and personal attributes	-	-	-	-
PC13. prepare a career development plan with short- and long-term goals	-	-	-	-
Communication Skills	**2**	**2**	**-**	**-**
PC14. follow verbal and non-verbal communication etiquette while communicating in professional and public settings	-	-	-	-
PC15. use active listening techniques for effective communication	-	-	-	-
PC16. communicate in writing using appropriate style and format based on formal or informal requirements	-	-	-	-
PC17. work collaboratively with others in a team	-	-	-	-
Diversity & Inclusion	**1**	**1**	**-**	**-**
PC18. communicate and behave appropriately with all genders and PwD	-	-	-	-
PC19. escalate any issues related to sexual harassment at workplace according to POSH Act	-	-	-	-
Financial and Legal Literacy	**2**	**3**	**-**	**-**
PC20. identify and select reliable institutions for various financial products and services such as bank account, debit and credit cards, loans, insurance etc.	-	-	-	-
PC21. carry out offline and online financial transactions, safely and securely, using various methods and check the entries in the passbook	-	-	-	-

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC22. identify common components of salary and compute income, expenses, taxes, investments etc	-	-	-	-
PC23. identify relevant rights and laws and use legal aids to fight against legal exploitation	-	-	-	-
Essential Digital Skills	**3**	**5**	**-**	**-**
PC24. operate digital devices and use their features and applications securely and safely	-	-	-	-
PC25. carry out basic internet operations by connecting to the internet safely and securely, using the mobile data or other available networks through Bluetooth, Wi-Fi, etc.	-	-	-	-
PC26. display responsible online behaviour while using various social media platforms	-	-	-	-
PC27. create a personal email account, send and process received messages as per requirement	-	-	-	-
PC28. carry out basic procedures in documents, spreadsheets and presentations using respective and appropriate applications	-	-	-	-
PC29. utilize virtual collaboration tools to work effectively	-	-	-	-
Entrepreneurship	**2**	**3**	**-**	**-**
PC30. identify different types of Entrepreneurship and Enterprises and assess opportunities for potential business through research	-	-	-	-
PC31. develop a business plan and a work model, considering the 4Ps of Marketing Product, Price, Place and Promotion	-	-	-	-
PC32. identify sources of funding, anticipate, and mitigate any financial/ legal hurdles for the potential business opportunity	-	-	-	-
Customer Service	**1**	**2**	**-**	**-**
PC33. identify different types of customers and ways to communicate with them	-	-	-	-

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC34. identify and respond to customer requests and needs in a professional manner	-	-	-	-
PC35. use appropriate tools to collect customer feedback	-	-	-	-
PC36. follow appropriate hygiene and grooming standards	-	-	-	-
Getting ready for apprenticeship & Jobs	**2**	**3**	**-**	**-**
PC37. create a professional Curriculum vitae (Résumé)	-	-	-	-
PC38. search for suitable jobs using reliable offline and online sources such as Employment exchange, recruitment agencies, newspapers etc. and job portals, respectively	-	-	-	-
PC39. apply to identified job openings using offline /online methods as per requirement	-	-	-	-
PC40. answer questions politely, with clarity and confidence, during recruitment and selection	-	-	-	-
PC41. identify apprenticeship opportunities and register for it as per guidelines and requirements	-	-	-	-
NOS Total	**20**	**30**	**-**	**-**

Qualification Pack

National Occupational Standards (NOS) Parameters

NOS Code	DGT/VSQ/N0103
NOS Name	Employability Skills (90 Hours)
Sector	Cross Sectoral
Sub-Sector	Professional Skills
Occupation	Employability
NSQF Level	5
Credits	3
Version	1.0
Last Reviewed Date	18/12/2025
Next Review Date	18/12/2028
NSQC Clearance Date	18/12/2025

LSC/N9603: Profit and Loss account management and cost accounting

Description

This unit is about about Profit and loss account management and cost accounting

Scope

The scope covers the following :

- Profit and loss account management
- Analyse and minimise activity based costs

Elements and Performance Criteria

Profit and Loss account management

To be competent, the user/individual on the job must be able to:

PC1. Review department-wise budgets and make amendments if required.

PC2. Regularly track actual performance against budgeted figures to forecast future financial trends.

PC3. Collate and prepare annual budgets along with sales and profit targets.

PC4. Manage expenses carefully to ensure profitability by identifying and minimising waste.

PC5. Assess different revenue streams and find growth opportunities, such as pricing strategies or exploring new markets.

PC6. Review direct and indirect costs regularly to identify areas for cost reduction without impacting product quality or customer satisfaction.

PC7. Use ratios such as gross profit margin, operating margin, and net profit margin to evaluate financial performance and guide decision-making.

PC8. Schedule both capital and operational expenses following the budget.

PC9. Analyse and review the unit's overall P&L performance.

PC10. Analyse profitability and business performance trends department-wise.

PC11. Periodically analyse expenditure variances concerning the budget and the budget's physical output and performance.

PC12. Identify improvement areas and accordingly take corrective actions.

PC13. Undertake adequate risk management to meet Key Performance targets.

PC14. Manage and control budgets of different departments periodically to optimise financial performance.

PC15. Use Software like QuickBooks, Xero, or SAP to automate P&L generation and track real-time data.

Analyse and minimise activity-based costs

To be competent, the user/individual on the job must be able to:

PC16. Periodically review activity and department financial performance.

PC17. Ensure Proper allocation of overhead costs to various products or services to comprehend their true cost and profitability.

PC18. Regularly track variances from standard or budgeted costs to identify inefficiencies and implement corrective actions.

PC19. Perform Break-Even Analysis to calculate the point at which total revenues equal total costs (no profit or loss).

PC20. Perform a Cost-Volume-Profit (CVP) Analysis to examine the relationships between cost, volume, and profit to analyse how changes in sales and costs affect profitability.

PC21. Use cost data to establish pricing strategies that ensure profitability while remaining competitive.

PC22. Efficiently manage inventory to minimise carrying costs, avoid stockouts, and prevent overproduction.

PC23. Analyse the actual cost w.r.t physical output to draw inferences.

PC24. Identify reasons in discussion with the department and take remedial and corrective actions wherever required.

PC25. Work towards rationalising the cost of the activity-wise operations to achieve higher financial goals.

PC26. Use Tools like Sage, Oracle NetSuite, and Microsoft Dynamics NAV to track and allocate costs.

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

KU1. Vision, mission and values of the company.

KU2. Company reporting structure to support and expedite project activities.

KU3. Company policy and work instructions on quality standards, as well as documentation policy.

KU4. Importance of the individual's role in the workflow.

KU5. company's policy on business ethics and code of conduct.

KU6. Business and performance of the company.

KU7. Knowledge repository and various projects done by the company.

KU8. Occupational health and safety standards, special and dangerous goods handling, etc.

KU9. Procedures for dealing with loss or damage to goods.

KU10. Value of items handled and implications of damage/loss of the same.

KU11. Risk and impact of not following defined work, safety and security procedures.

KU12. Company policy defined TATs and output metrics for daily operations.

KU13. Knowledge of using Excel for cost tracking.

KU14. IT system and ERP system of the organisation.

KU15. Organisational goal for the year, as well as branch/ territory targets.

KU16. Process flow of service operation and understanding of basic supply chain value chain.

KU17. State/country taxes and routing.

KU18. Local and global geographies.

KU19. Use of enterprise resource planning software (ERP) and the MIS.

KU20. Use of tools for documentation: MS Excel and MS Word, etc.

KU21. Basics of statistical and quantitative analysis tools.

KU22. Use of spreadsheets to tabulate and analyse the data.

KU23. Structure and implications of fees and charges involved in transportation, warehousing, processing clearances, etc.

KU24. Transit rules and regulations.

KU25. Budgeting exercises and Legal policies and regulations.

KU26. Procurement-related concepts like Purchase order (PO), Invoices, procedures etc.

KU27. Significance of team coordination to achieve revenue and productivity targets of the organisation.

KU28. Various techniques for performance improvement and cost accounting Knowledge of SOPs and documents required for all operational activities.

Generic Skills (GS)

User/individual on the job needs to know how to:

GS1. Ability to interpret the company's work instructions, Internal communications memorandums, customer requirements and quality policy.

GS2. Sensitise employees towards customer requirements.

GS3. Ability to Develop operating procedures and update them.

GS4. Ability to write instructions, documents and standard operating procedures.

GS5. Focus on customer satisfaction as a key part of the performance review.

GS6. Ability to Draw Inferences from the system reports and financial statements.

GS7. Identify reasons for variances and resolve them in discussion with the team and management.

GS8. Ability to Maintain records as per company policy.

GS9. Compare with past trends to see if it is seasonal or cyclical.

GS10. Identify areas that are crucial for improvement and accordingly revisit budgets.

GS11. Write communications, letters, etc.

GS12. Prepare daily reports, checklists and presentations based on data analytics and ERP reports.

GS13. Communicate with clients, external coordinators, and internal staff effectively.

GS14. Ability to motivate employees.

GS15. Share experiences and guide juniors and peers.

GS16. Assess business performance to identify the need for interventions.

GS17. Identify areas for improvement and accordingly suggest remedial action

GS18. Identify areas for budget modifications and budget cuts.

GS19. Decide on ways to improve performance.

GS20. Plan and organise performance review sessions.

GS21. Make an action plan for performance improvement.

GS22. Organise projects/ training plans for performance improvement.

GS23. Suggest new technologies, capital purchases, and operational strategies to enhance operational and financial performance.

GS24. Analyse reasons for variances across departments.

GS25. Assess the financial performance and make strategic decisions regarding budgets, focus areas.

GS26. Motivate and ensure output to achieve financial goals.

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
Profit and Loss account management	**19**	**38**	**-**	**7**
PC1. Review department-wise budgets and make amendments if required.	2	4	-	0.5
PC2. Regularly track actual performance against budgeted figures to forecast future financial trends.	2	4	-	0.5
PC3. Collate and prepare annual budgets along with sales and profit targets.	2	4	-	0.5
PC4. Manage expenses carefully to ensure profitability by identifying and minimising waste.	2	4	-	0.5
PC5. Assess different revenue streams and find growth opportunities, such as pricing strategies or exploring new markets.	1	2	-	0.5
PC6. Review direct and indirect costs regularly to identify areas for cost reduction without impacting product quality or customer satisfaction.	1	2	-	0.5
PC7. Use ratios such as gross profit margin, operating margin, and net profit margin to evaluate financial performance and guide decision-making.	1	2	-	0.5
PC8. Schedule both capital and operational expenses following the budget.	1	2	-	0.5
PC9. Analyse and review the unit's overall P&L performance.	1	2	-	0.5
PC10. Analyse profitability and business performance trends department-wise.	1	2	-	0.5
PC11. Periodically analyse expenditure variances concerning the budget and the budget's physical output and performance.	1	2	-	0.5
PC12. Identify improvement areas and accordingly take corrective actions.	1	2	-	0.5

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC13. Undertake adequate risk management to meet Key Performance targets.	1	2	-	0.5
PC14. Manage and control budgets of different departments periodically to optimise financial performance.	1	2	-	-
PC15. Use Software like QuickBooks, Xero, or SAP to automate P&L generation and track real-time data.	1	2	-	0.5
Analyse and minimise activity-based costs	**11**	**22**	**-**	**3**
PC16. Periodically review activity and department financial performance.	1	2	-	0.5
PC17. Ensure Proper allocation of overhead costs to various products or services to comprehend their true cost and profitability.	1	2	-	-
PC18. Regularly track variances from standard or budgeted costs to identify inefficiencies and implement corrective actions.	1	2	-	0.5
PC19. Perform Break-Even Analysis to calculate the point at which total revenues equal total costs (no profit or loss).	1	2	-	-
PC20. Perform a Cost-Volume-Profit (CVP) Analysis to examine the relationships between cost, volume, and profit to analyse how changes in sales and costs affect profitability.	1	2	-	0.5
PC21. Use cost data to establish pricing strategies that ensure profitability while remaining competitive.	1	2	-	-
PC22. Efficiently manage inventory to minimise carrying costs, avoid stockouts, and prevent overproduction.	1	2	-	0.5
PC23. Analyse the actual cost w.r.t physical output to draw inferences.	1	2	-	-
PC24. Identify reasons in discussion with the department and take remedial and corrective actions wherever required.	1	2	-	0.5

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC25. Work towards rationalising the cost of the activity-wise operations to achieve higher financial goals.	1	2	-	-
PC26. Use Tools like Sage, Oracle NetSuite, and Microsoft Dynamics NAV to track and allocate costs.	1	2	-	0.5
NOS Total	**30**	**60**	**-**	**10**

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N9603
NOS Name	Profit and Loss account management and cost accounting
Sector	Logistics
Sub-Sector	Generic
Occupation	Generic
NSQF Level	5
Credits	2
Version	3.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

Assessment Guidelines and Assessment Weightage

Assessment Guidelines

1. Criteria for assessment for each Qualification Pack will be created by the Sector Skill Council. Each Element/ Performance Criteria (PC) will be assigned marks proportional to its importance in NOS. SSC will also lay down proportion of marks for Theory and Skills Practical for each Element/ PC.

2. The assessment for the theory part will be based on knowledge bank of questions validated and approved by the SSC.

3. Individual assessment agencies will create unique question papers for theory part for each candidate at each examination/training center (as per assessment criteria below).

4. Individual assessment agencies will create unique evaluations for skill practical for every student at each examination/ training center based on these criteria.

5. To pass the Qualification Pack, every trainee should score a minimum of 70% for NSQF level 4 & above job roles and 50% for NSQF level 1 to 3 job roles.

6. In case of unsuccessful completion, the trainee may seek reassessment on the Qualification Pack.

Minimum Aggregate Passing % at QP Level : 70

(**Please note**: Every Trainee should score a minimum aggregate passing percentage as specified above, to successfully clear the Qualification Pack assessment.)

Minimum Passing % at NOS Level: 50

(**Please note**: A Trainee must score the minimum percentage for each NOS separately as well as on the QP as a whole.)

Assessment Weightage

Compulsory NOS

National Occupational Standards	Theory Marks	Practical Marks	Project Marks	Viva Marks	Total Marks	Weightage
LSC/N9601.Review and facilitate daily operations	30	60	-	10	100	10
LSC/N9701.Manage Business and stakeholder relations	30	60	-	10	100	10
LSC/N9914.Manage operations and Employee Performance	30	60	-	10	100	10
LSC/N0116.Manage in-plant logistics	30	60	-	10	100	10
LSC/N0117.Forecasting, planning and stock keeping	30	60	-	10	100	10
LSC/N3210.Manage Return Processes and reverse logistics in Inventory Management	30	60	-	10	100	10
LSC/N0139.Optimise and continuously improve warehouse operations	30	60	-	10	100	10
LSC/N3211.Liaison with suppliers and manage procurement of raw materials	30	60	-	10	100	10
LSC/N9911.Follow health, safety, security procedures and maintain integrity, ethics at workplace	30	60	-	10	100	10

National Occupational Standards	Theory Marks	Practical Marks	Project Marks	Viva Marks	Total Marks	Weightage
DGT/VSQ/N0103.Employability Skills (90 Hours)	20	30	-	-	50	10
Total	**290**	**570**	**-**	**90**	**950**	**100**

Optional: 1 Profit and Loss account management and cost accounting

National Occupational Standards	Theory Marks	Practical Marks	Project Marks	Viva Marks	Total Marks	Weightage
LSC/N9603.Profit and Loss account management and cost accounting	30	60	-	10	100	10
Total	**30**	**60**	**-**	**10**	**100**	**10**

Acronyms

NOS	National Occupational Standard(s)
NSQF	National Skills Qualifications Framework
QP	Qualifications Pack
TVET	Technical and Vocational Education and Training

Glossary

Sector	Sector is a conglomeration of different business operations having similar business and interests. It may also be defined as a distinct subset of the economy whose components share similar characteristics and interests.
Sub-sector	Sub-sector is derived from a further breakdown based on the characteristics and interests of its components.
Occupation	Occupation is a set of job roles, which perform similar/ related set of functions in an industry.
Job role	Job role defines a unique set of functions that together form a unique employment opportunity in an organisation.
Occupational Standards (OS)	OS specify the standards of performance an individual must achieve when carrying out a function in the workplace, together with the Knowledge and Understanding (KU) they need to meet that standard consistently. Occupational Standards are applicable both in the Indian and global contexts.
Performance Criteria (PC)	Performance Criteria (PC) are statements that together specify the standard of performance required when carrying out a task.
National Occupational Standards (NOS)	NOS are occupational standards which apply uniquely in the Indian context.
Qualifications Pack (QP)	QP comprises the set of OS, together with the educational, training and other criteria required to perform a job role. A QP is assigned a unique qualifications pack code.
Unit Code	Unit code is a unique identifier for an Occupational Standard, which is denoted by an 'N'
Unit Title	Unit title gives a clear overall statement about what the incumbent should be able to do.
Description	Description gives a short summary of the unit content. This would be helpful to anyone searching on a database to verify that this is the appropriate OS they are looking for.
Scope	Scope is a set of statements specifying the range of variables that an individual may have to deal with in carrying out the function which have a critical impact on quality of performance required.

Knowledge and Understanding (KU)	Knowledge and Understanding (KU) are statements which together specify the technical, generic, professional and organisational specific knowledge that an individual needs in order to perform to the required standard.
Organisational Context	Organisational context includes the way the organisation is structured and how it operates, including the extent of operative knowledge managers have of their relevant areas of responsibility.
Technical Knowledge	Technical knowledge is the specific knowledge needed to accomplish specific designated responsibilities.
Core Skills/ Generic Skills (GS)	Core skills or Generic Skills (GS) are a group of skills that are the key to learning and working in today's world. These skills are typically needed in any work environment in today's world. These skills are typically needed in any work environment. In the context of the OS, these include communication related skills that are applicable to most job roles.
Electives	Electives are NOS/set of NOS that are identified by the sector as contributive to specialization in a job role. There may be multiple electives within a QP for each specialized job role. Trainees must select at least one elective for the successful completion of a QP with Electives.
Options	Options are NOS/set of NOS that are identified by the sector as additional skills. There may be multiple options within a QP. It is not mandatory to select any of the options to complete a QP with Options.