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| **Model Curriculum**  **QP Name: Land Transportation Manager**  **(Options: Bid process management)**  **QP Code: LSC/Q1004**  **QP Version: 2.0**  **NSQF Level: 6**  **Model Curriculum Version: 2.0** |
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# Training Parameters

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| --- | --- |
| **Sector** | Logistics |
| **Sub-Sector** | Land Transportation |
| **Occupation** | TRANSPORT OPERATIONS, VEHICLE OPERATIONS, CUSTOMER SUPPORT/RELATIONS, DOCUMENTATION AND REPORTING |
| **Country** | India |
| **NSQF Level** | 6 |
| **Aligned to NCO/ISCO/ISIC Code** | LSC/Q1004 |
| **Minimum Educational Qualiﬁcation and Experience** | Graduate + 3 years of relevant experience or Class XII + 6 years of relevant experience or Class X + 8 years of relevant experience or   Class X with 2 years of  ITI +  6 years of relevant experience or Class X with 1 year of  ITI +  7 years of relevant experience or Certificate-NSQF (Land Transportation Supervisor - level 5) with 3 Years of relevant experience, 23 Years |
| **Pre-Requisite License or Training** | NA |
| **Minimum Job Entry Age** | 23 |
| **Last Reviewed On** | NA |
| **Next Review Date** | NA |
| **NSQC Approval Date** | NA |
| **QP Version** | 2.0 |
| **Model Curriculum Creation Date** | 04-07-2022 |
| **Model Curriculum Valid Up to Date** | 04-07-2025 |
| **Model Curriculum Version** | 2.0 |
| **Minimum Duration of the Course** | 620 |
| **Maximum Duration of the Course** | 680 |

# Program Overview

This section summarizes the end objectives of the program along with its duration.

## Training Outcomes

At the end of the program, the learner will be able to:

* Analyse activities scheduled and corresponding resources allocated
* Assess compliance to regulatory requirements
* Generate business for the organisation and manage relationships with stakeholders including clients, customs, PGAs etc.
* Analyse operational and business performance to undertake improvement initiatives
* Manage business profitably by analysing profit and loss and undertaking operations improvement initiatives.
* Manage multimodal operation activities in coordination with various stakeholders
* Direct hub and spoke activities to ensure streamlined operations
* Comply to workplace integrity, ethical and regulatory practices.
* Manage workplace for safe and healthy work environment by following compliance to regulatory and safety norms.
* Inspect invoices for correct application of GST.

**Options:**

## Manage bid processing activities to improve business turnover

## Compulsory Modules

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| NOS and Module Details | Theory  Duration | Practical  Duration | On-the-Job Training Duration (Mandatory) | On-the-Job Training Duration (Recommended) | Total Duration |
| Bridge Module | **20** | **10** |  |  | **30** |
| Module 1: Introduction to Land Transportation Manager | 20 | 10 |  |  | 30 |
| LSC/N9601 Daily review and process control  V1.0  NSQF Level 6 | **20** | **50** |  |  | **70** |
| Module 2: Conduct daily review and facilitate operations | 20 | 50 |  |  | 70 |
| LSC/N9701– Business development and stakeholder relations  V1.0  NSQF Level 6 | **20** | **50** |  |  | **70** |
| Module 3: Business development and stakeholder relations | 20 | 50 |  |  | 70 |
| LSC/N9602 – Performance management system  V1.0  NSQF Level 6 | **20** | **50** |  |  | **70** |
| Module 4: Review performance and develop performance improvement plan | 20 | 50 |  |  | 70 |
| LSC/N9603 - Profit and loss account management and cost accounting  V1.0  NSQF Level 6 | **20** | **50** |  |  | **70** |
| Module 5: Profit and loss account management and cost accounting | 20 | 50 |  |  | 70 |
| LSC/N1007 - Multimodal operations management  V1.0  NSQF Level 6 | **20** | **50** |  |  | **70** |
| Module 6: Multimodal operations | 20 | 50 |  |  | 70 |
| LSC/N1008 – Hub and spoke operations management  V1.0  NSQF Level 6 | **20** | **50** |  |  | **70** |
| Module 7: Manage hub and spoke operations | 20 | 50 |  |  | 70 |
| LSC/ N9908 - Guidelines on integrity and ethics  V1.0  NSQF Level 6 | **10** | **40** |  |  | **70** |
| Module 8: Maintain and monitor integrity and ethics in operations | 10 | 40 |  |  | 70 |
| LSC/N9909 - Compliance to health, safety and security norms  V1.0  NSQF Level 6 | **10** | **40** |  |  | **70** |
| Module 9: Follow and monitor health, safety and security procedures | 10 | 40 |  |  | 70 |
| LSC/N9907 - Verify and review GST application  V1.0  NSQF Level 6 | **20** | **50** |  |  | **70** |
| Module 10: Verify and review GST application | 20 | 50 |  |  | 50 |
| Total Duration | **180** | **440** |  |  | **620** |

## Optional Modules

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

**Option 1: Bid process management**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| NOS and Module Details | Theory  Duration | Practical  Duration | On-the-Job Training Duration (Mandatory) | On-the-Job Training Duration (Recommended) | Total Duration |
| LSC/N9702: Bid process management  V1.0  NSQF Level 6 | 20 | 40 |  |  | 60 |
| Module 11: Bid process management | 20 | 40 |  |  | 60 |
| Total Duration | **20** | **40** |  |  | **60** |

**Module Details**

## Module 1: Introduction to Land Transportation Manager

***Mapped to Bridge Module***

**Terminal Outcomes:**

* Describe the basic structure and function of land transportation, Logistics sector.
* Detail the various documentations and activities.

|  |  |
| --- | --- |
| Duration: *20:00* | Duration: *10:00* |
| **Theory – Key Learning Outcomes** | **Practical – Key Learning Outcomes** |
| * Describe various activities in land transportation, warehouse, port yard, land, ship and air transportation * Explain job roles in land transportation * Detail your job role as land transport manager and its interface with other job roles * Explain various activities in a transport yard * Describe the various MHEs and equipment used in land transportation | * Classify the components of supply chain and logistics sector * List down the various sub-sectors and the opportunities in them * Illustrate the activities in land transportation, warehouse, port yard, land, ship and air transportation * Identify the job roles in land transportation * Perform your job role as land transport manager and its interface with other job roles * Discuss the documentation requirements for goods transport |
| **Classroom Aids** | |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser | |
| **Tools, Equipment and Other Requirements** | |
| Teaching board, computer, projector,  video player or TV | |

**Module 2: Daily review and process control**

***Mapped to LSC/*** ***N9601***

**Terminal Outcomes:**

* Perform and review daily tasks
* List the action plans involved in business activities

|  |  |
| --- | --- |
| Duration: *20:00* | Duration: *50:00* |
| **Theory – Key Learning Outcomes** | **Practical – Key Learning Outcomes** |
| * Describe the resource allocation methods. * Explain daily/ weekly activity plan. * Detail optimal utilisation of all available resources * Describe budget preparation process. * Detail compliance to hazardous goods handling standards | * Analyse the previous day’s performance to chart the plan of action * Approve resource allocation post inspection of pending activities for the day * Resolve interdepartmental queries and issues * Assess optimal utilisation of all available resources * Identify training and development needs * Create a cohesive working environment between clients and organisation * Analyse business performance trends and forecasts * Prepare budgets for various operations * Review compliance to relevant state/ country and international laws and regulations * Plan corrective and preventive actions to improve outcome of business activities * Assess compliance to hazardous goods handling standards |
| **Classroom Aids** | |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser | |
| **Tools, Equipment and Other Requirements** | |
| Computer, Management information system (MIS), Enterprise Resource Planning (ERP), performance review software, budgeting and forecasting software, stationery, worksheets, SOP etc. | |

## 

## Module 3: Business development and stakeholder relations

***Mapped to LSC/N9701***

**Terminal Outcomes:**

* Detail aspects of business development.
* Prepare costing sheets, SLAs.
* Maintaining relationship with clients

|  |  |
| --- | --- |
| Duration: *20:00* | Duration: *50:00* |
| **Theory – Key Learning Outcomes** | **Practical – Key Learning Outcomes** |
| * Detail customised or bundled products available * Describe the etiquettes of effective oral and written business communication * Explain the procedure for preparing costing sheets * Define the nuances in building rapport with clients, customs, government agencies, insurance for healthy relationship | * Identify target population to be approached for business development * Assess prospective clients * Identify client requirements * Offer customised or bundled solutions based on sales pitch * Demonstrate effective oral and written business communication * Prepare costing sheets for service delivery * Use ERP for updating client data * Estimate when to upsell and cross-sell services to existing clients * Prepare service level agreements * Schedule resources as per operational requirement |
| **Classroom Aids** | |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser | |
| **Tools, Equipment and Other Requirements** | |
| ERP, WMS, software packages, etc | |

## 

## Module 4: Performance management system

***Mapped to LSC/*** ***N9602***

**Terminal Outcomes:**

* Practice people management.
* Devising KPIs and PIP.

|  |  |
| --- | --- |
| Duration: *20:00* | Duration: *50:00* |
| **Theory – Key Learning Outcomes** | **Practical – Key Learning Outcomes** |
| * Define performance measurement metrics for assigned activities * Explain performance review process * Detail the process of preparing root cause analysis. * Describe performance improvement plan | * Prepare performance measurement metrics according to activities assigned. * Perform root cause analysis for non-performing areas * Develop corrective and preventive actions to avoid recurrence * Design performance improvement plan according to employee * Communicate performance improvement plan * Define KPIs as per organisational metrics and expectations * Examine employee grievances and undertake corrective actions |
| **Classroom Aids** | |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser | |
| **Tools, Equipment and Other Requirements** | |
| SOP, MIS, ERP, worksheets, stationery, computer, projector etc. | |

**Module 5: Profit and loss account management and cost accounting**

***Mapped to LSC/ N9603***

**Terminal Outcomes:**

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

|  |  |
| --- | --- |
| Duration: *20:00* | Duration: *50:00* |
| **Theory – Key Learning Outcomes** | **Practical – Key Learning Outcomes** |
| * Describe the process of analysing profit & loss (P&L) * Explain budgeting and monitoring process * Detail methods to analyse variance between budget and actual expenditure * Detail the procedure for making budget amendments * List the risk management procedures * Detail the procedure for performing Activity Based Costing (ABC) * Discuss the audit process to identify reasons for deviation from costing * Explain the process to rationalize cost by undertaking improvement activities | * Prepare profit & loss (P&L) analysis sheet. * Perform budgeting and monitoring process * Analyse variance between budget and actual expenditure * Evaluate budgetary compliance * Compare budget with actual physical output * Plan budget amendments * Demonstrate risk management procedures * Prepare Activity Based Costing (ABC) * Perform audit to identify reasons for deviation from costing * Implement improvement activities to rationalize cost. |
| **Classroom Aids** | |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser | |
| **Tools, Equipment and Other Requirements** | |
| Computers, MIS, ERP, performance review software | |

## 

## Module 6: Multimodal operations management

***Mapped to LSC/*** ***N1007***

**Terminal Outcomes:**

* Working with Multimodal transportation.
* Planning and devising route plan, resource allocation, compliance etc.

|  |  |
| --- | --- |
| Duration: *20:00* | Duration: *50:00* |
| **Theory – Key Learning Outcomes** | **Practical – Key Learning Outcomes** |
| * Explain multimodal transport plan to stakeholders * Describe the coordination activities to be undertaken with port authorities, railways, Inland Container Depot (ICDs), custom officials, airport authority for required clearances, documents and aligning timeliness for trans-shipment | * Assess the multimodal transport requirements for the cargo type * Analyse the air, ocean, inland waterway, rail and road routes possible to transport the cargo * Plan the sequential multimodal route to be taken based on delivery, timeline and cost considerations * Check availability and cost effectiveness of transporters to undertake the movement * Plan resource allocation for various activities * Review compliance of activities to timelines, budget and other transportation metrics * Evaluate business and P&L performance to undertake improvement initiatives |
| **Classroom Aids** | |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser | |
| **Tools, Equipment and Other Requirements** | |
| Material Handling Equipment (MHEs), inventory models, routing software, optimisation software stationery, Personal Protective Equipment (PPEs), worksheets, SOP etc. | |

**Module 7:** **Hub and spoke operations management**

***Mapped to LSC/*** ***N1008***

**Terminal Outcomes:**

* Managing hub operations as per SOP.
* Detail compliance and insurance documentation process.
* Checking daily reports.

|  |  |
| --- | --- |
| Duration: *20:00* | Duration: *50:00* |
| **Theory – Key Learning Outcomes** | **Practical – Key Learning Outcomes** |
| * Detail daily work plan on hub activities. * Describe dispute resolution procedure. * Explain the documentation inspecting procedure. * Define the points to be checked in daily reports. | * Analyse daily work plan for execution of hub activities {sorting/ packing/ labelling/ aggregating/ break-bulk/ container loading (Less than Container Load (LCL)/ Full Container Load (FCL))/ forwarding} * Approve resource allocation based on work plan * Discuss dispute resolution procedure with vendors, shippers and other stakeholders * Inspect documentation for correctness * Review insurance documentation for compliance to requirements * Analyse daily reports to undertaken preventive and corrective action |
| **Classroom Aids** | |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser | |
| **Tools, Equipment and Other Requirements** | |
| Computer, Enterprise Resource Planning (ERP), Material Handling Equipment (MHEs), inventory models, routing software, optimisation software stationery, Personal Protective Equipment (PPEs), worksheets, SOP etc. | |

**Module 8: Guidelines on integrity and ethics**

***Mapped to LSC/ N9908***

**Terminal Outcomes:**

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

|  |  |
| --- | --- |
| Duration: *20:00* | Duration: *50:00* |
| **Theory – Key Learning Outcomes** | **Practical – Key Learning Outcomes** |
| * Describe the concepts of integrity, ethics * Detail the various regulatory requirements related to logistics industry * Explain data and information security practices * Discuss the various corrupt practices * Discuss regulatory requirements, code of conduct and etiquettes * Detail the procedure for documenting all integrity and ethics violations * Explain escalation matrix for reporting deviation | * Illustrate the importance of integrity and how ethics needs to be followed. * Practice the principles of integrity and ethics * Follow the various regulatory requirements related to logistics industry * Perform data and information security practices * Identify corrupt practices * Comply to regulatory requirements * Practice code of conduct and etiquettes * Demonstrate what are the integrity and ethic violations. * Document all integrity and ethics violations * Report deviation as per the escalation matrix |
| **Classroom Aids** | |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser | |
| **Tools, Equipment and Other Requirements** | |

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

***Mapped to LSC/ N9909***

**Terminal Outcomes:**

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

|  |  |
| --- | --- |
| Duration: *20:00* | Duration: *50:00* |
| **Theory – Key Learning Outcomes** | **Practical – Key Learning Outcomes** |
| * Describe the concepts of integrity, ethics * Detail the various regulatory requirements related to logistics industry * Explain data and information security practices * Discuss the various corrupt practices * Discuss regulatory requirements, code of conduct and etiquettes * Detail the procedure for documenting all integrity and ethics violations * Explain escalation matrix for reporting deviation | * Illustrate the importance of integrity and how ethics needs to be followed. * Practice the principles of integrity and ethics * Follow the various regulatory requirements related to logistics industry * Perform data and information security practices * Identify corrupt practices * Comply to regulatory requirements * Practice code of conduct and etiquettes * Demonstrate what are the integrity and ethic violations. * Document all integrity and ethics violations * Report deviation as per the escalation matrix |
| **Classroom Aids** | |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser | |
| **Tools, Equipment and Other Requirements** | |

## Module 10: Verify and review GST application

***Mapped to LSC/N9907***

**Terminal Outcomes:**

* Describe the GST application procedure in invoicing process
* Practice GST documents approval process
* Detail the rules and regulation in applying and reversing GST

|  |  |
| --- | --- |
| Duration: *10:00* | Duration: *40:00* |
| **Theory – Key Learning Outcomes** | **Practical – Key Learning Outcomes** |
| * Describe the GST application procedure in invoicing process * Detail the rules and regulation in applying and reversing GST * Describe GST documents approval process | * Prepare invoice and practice GST application. * Demonstrate applying and reversing GST and the rules, regulation involved. * Inspect to identify faults in a document with GST computation * Practice GST documents approval process * Examine for pending litigation from previous regime * Review monthly returns for compliance to regulations * Examine correctness of tax payment records and acknowledgements received. |
| **Classroom Aids** | |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser | |
| **Tools, Equipment and Other Requirements** | |
| Laptop, MS office, ERP, stationery, worksheets, computer, projector, GST guidelines etc. | |

## 

## Module 11 : Bid process management

***Mapped to LSC/N9702***

**Terminal Outcomes:**

* Describe P&L analysis process
* Prepare budget amendments
* Explain the process to rationalise cost by undertaking improvement activities

|  |  |
| --- | --- |
| Duration: *20:00* | Duration: *40:00* |
| **Theory – Key Learning Outcomes** | **Practical – Key Learning Outcomes** |
| * Describe activities to identify new business proposals * Detail the work allocation to various internal teams for proposal preparation * Discuss the process for client relationship management | * Analyse technical requirement of the tender specification as mentioned in the Request for Proposal (RFP) * Prepare preliminary feasibility study and cost analysis of the tender based on CAPEX and OPEX requirements * Review queries on bid scope with client * Prepare CAPEX, OPEX, project quote in discussion with engineering, procurement, implementation, operations, HR and finance team * Review the proposal for compliance to all tender requirements |
| **Classroom Aids** | |
| Charts, Models, Video presentation, Flip Chart, Whiteboard/Smart Board, Marker, Board eraser | |
| **Tools, Equipment and Other Requirements** | |
| Computer, Enterprise Resource Planning (ERP), MS office, stationery, worksheets, SOP etc. | |

# Annexure

## Trainer Requirements

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Trainer Prerequisites | | | | | | |
| Minimum Educational Qualification | **Specialization** | **Relevant Industry Experience** | | **Training Experience** | | **Remarks** |
| ***Years*** | ***Specialization*** | ***Years*** | ***Specialization*** |  |
| Graduate (Any Degree) | NA | 3 | Land Transportation | 3 | Land Transportation | Graduation is preferred |

|  |  |
| --- | --- |
| Trainer Certification | |
| Domain Certification | **Platform Certification** |
| Certified for Job Role: “Land Transportation Manager” mapped to LSC/Q1003, V2.0  Minimum accepted score is 80% | Recommended that the Trainer is certified for the Job Role: “Trainer”, mapped to the Qualification Pack: . Minimum accepted score is 80% |

**Assessor Requirements**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Assessor Prerequisites | | | | | | |
| Minimum Educational Qualification | **Specialization** | **Relevant Industry Experience** | | **Training/Assessment Experience** | | **Remarks** |
| ***Years*** | ***Specialization*** | ***Years*** | ***Specialization*** |  |
| Graduate (Any Degree) | NA | 2 | “Land Transportation” | 1 | “Land Transportation” | Graduation is preferred |

|  |  |
| --- | --- |
| Assessor Certification | |
| Domain Certification | **Platform Certification** |
| Certified for Job Role: “Land Transportation Manager” mapped to QP: “LSC/Q1003, v2.0”. Minimum accepted score is 80% | Recommended that the Assessor is certified for the Job Role: “Assessor”, mapped to the Qualification Pack: “MEP/Q2601”. Minimum accepted score is 80% |

**Assessment Strategy**

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

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

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

The following tools would be used for final assessment:

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

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

1. **Viva/Structured Interview:** This tool is used to assess the conceptual understanding and the behavioral aspects with regard to the job role and the specific task at hand. It also includes questions on safety, quality, environment, and equipment etc.
2. **On-Job Training:** OJT would be evaluated based on standard log book capturing departments worked on, key observations of learner, feedback and remarks of supervisor or mentor.
3. **Written Test:** Question paper consisting of 100 MCQs (Hard:40, Medium:30 and Easy: 30) with questions from each element of each NOS. The written assessment paper is comprised of following types of questions:
   1. True / False Statements
   2. Multiple Choice Questions
   3. Matching Type Questions.
   4. Fill in the blanks
   5. Scenario based Questions
   6. Identification Questions

**QA Regarding Assessors:**

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

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

# 

# References

## Glossary

|  |  |
| --- | --- |
| Term | Description |
| Key Learning Outcome | Key learning outcome is the statement of what a learner needs to know, understand and be able to do in order to achieve the terminal outcomes. A set of key learning outcomes will make up the training outcomes. Training outcome is specified in terms of knowledge, understanding (theory) and skills (practical application). |
| OJT (M) | On-the-job training (Mandatory); trainees are mandated to complete specified hours of training on site |
| OJT (R) | On-the-job training (Recommended); trainees are recommended the specified hours of training on site |
| Training Outcome | Training outcome is a statement of what a learner will know, understand and be able to do **upon** **the** **completion of the training**. |
| Terminal Outcome | Terminal outcome is a statement of what a learner will know, understand and be able to do **upon the completion of a module.** A set of terminal outcomes help to achieve the training outcome. |

## Acronyms and Abbreviations

|  |  |
| --- | --- |
| Term | Description |
| QP | Qualification Pack |
| NSQF | National Skills Qualification Framework |
| NSQC | National Skills Qualification Committee |
| NOS | National Occupational Standards |