



Skill India
कौशल भारत - कुशल भारत



Facilitator Guide



Sector
Apparel

Sub-Sector
Apparel, Made-Ups & Home Furnishing

Occupation
Sourcing

Reference ID: AMH/Q0920, Version 4.0
NSQF level: 6

Sourcing Manager – Stitched Items

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Shri Narendra Modi
Prime Minister of India

“

Skill development of the new generation is a national need and is the foundation of Aatmnirbhar Bharat

”



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This facilitator guide is dedicated to the aspiring youth who desire to achieve special skills which will be a lifelong asset for their future endeavours.

About this Guide

This Facilitator Guide is designed for providing skill training and /or upgrading the knowledge level of the Participants to take up the job of an “Sourcing Manager - Stitched Items” in the Management and Entrepreneurship Sector.

This Facilitator Guide is designed based on the Qualification Pack (QP) under the National Skill Qualification framework (NSQF) and it comprises of the following National Occupational Standards (NOS)/topics and additional topics.

1. AMH/N0920. Plan for the procurement of materials as per garment design requirements
2. AMH/N0921. Procure materials from national and international suppliers related to fabrics, trims and accessories
3. AMH/N0922. Supervise and evaluate performance of subordinates
4. AMH/N0923. Maintain records about procurement of materials
5. AMH/N0924. Maintain health, safety and security in the sourcing department with Gender and PwD Sensitization
6. AMH/N0622. Ensure adherence to industry, regulatory, and organizational standards, while incorporating the principles of environmental sustainability
7. DGT/VSQ/N0103: Employability Skills (90 Hours)

Symbols Used



Ask



Explain



Elaborate



Notes



Objectives



Do



Demonstrate



Activity



Team Activity



Facilitation Notes



Practical



Say



Resources



Example



Summary



Role Play



Learning Outcomes



Exercise

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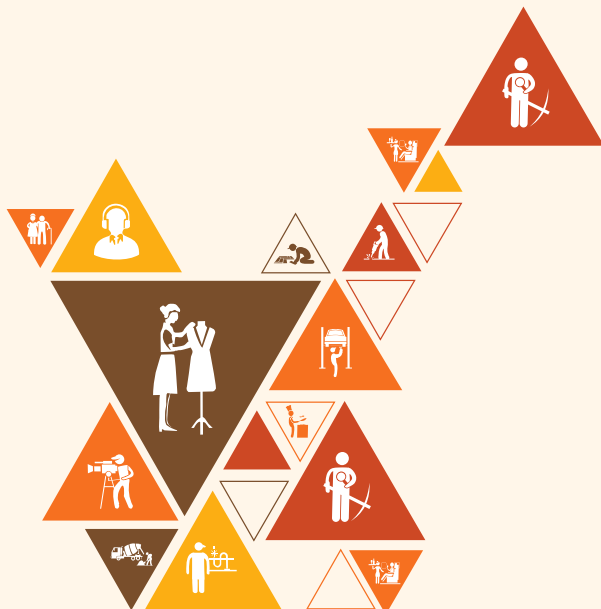
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MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP



1. Introduction

Unit 1.1 - Roles and Responsibilities of a Sourcing Manager

Unit 1.2 - Various Employment Opportunities of a 'Sourcing Manager -
Stitched Items in the Apparel Industry



AMH/N0920

Key Learning Outcomes



By the end of this module, the participants will be able to:

1. Describe the size and scope of the apparel industry.
2. Describe various employment opportunities for a 'Sourcing Manager - Stitched Items' in the apparel industry.
3. Explain roles and responsibilities of a 'Sourcing Manager - Stitched Items'.
4. Describe the apparel production process and the role that the 'Sourcing Manager - Stitched Items' plays in the process.

Unit 1.1: Roles and Responsibilities of a Sourcing Manager

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the size and scope of the apparel industry in India
2. Analyse who is a sourcing manager
3. Identify the role and responsibilities of a sourcing manager

Resources to be Used

Projector, whiteboard, marker pens, printed hand-outs on industry statistics, flowchart of apparel production process, sample job descriptions of sourcing managers, chart papers, sketch pens, sourcing workflow diagrams

Do

- Welcome the trainees and set up the projector and board
- Share the session objectives on the whiteboard
- Distribute the hand-outs and encourage note-taking
- Present slides or charts showing the Indian apparel industry's size and scope
- Show a simplified flowchart of the apparel production process
- Discuss the job role of a sourcing manager using sample descriptions
- Facilitate group discussions around key sourcing responsibilities
- Prepare for the planned activity and explain the instructions clearly

Say

- Good morning everyone! I hope you're excited to explore a vital area of the apparel industry today.
- In this session, we'll understand what sourcing managers do and how they fit into the big picture of the apparel sector.
- Knowing this will help you see how important planning, coordination, and decision-making are in ensuring timely production and quality in stitched garments.

Ask

- Have you ever thought about how your clothes reach the shop from the factory?
- Do you know someone who works in garment production or retail?
- Can you name some steps that might be involved in turning fabric into a shirt or dress?

Elaborate

- India's apparel industry is one of the largest in the world, contributing significantly to exports and employment. It includes small-scale units to large export houses and has a strong domestic market driven by fashion and affordability.
- The production process involves fabric procurement, designing, cutting, sewing, finishing, and packaging. The sourcing manager ensures that materials, trims, and components arrive on time, are cost-effective, and meet the required quality standards.
- The sourcing manager is responsible for supplier identification, negotiation, cost control, quality checks, delivery timelines, and maintaining vendor relationships. They act as a bridge between design/production and vendors.

Explain

- The Indian apparel industry plays a key role in the economy and offers vast employment.
- It is essential to understand the stages of garment production to appreciate the sourcing manager's contribution.
- Sourcing managers ensure all materials are procured at the right time, right price, and right quality.
- They work closely with vendors and internal teams to streamline the process.
- A delay in sourcing can halt the entire production line, affecting delivery commitments.
- Strong communication, negotiation, and planning are essential skills for a sourcing manager.

Demonstrate

Show a sample sourcing workflow diagram and explain how a sourcing manager moves from requirement gathering to supplier selection, then to order placement and quality follow-ups.

Activity

1. **Activity Name:** Sourcing Flowchart Creation
2. **Objective:** To understand and replicate the sourcing manager's role in the apparel production cycle
3. **Type of Activity:** Group
4. **Resources:** Chart paper, sketch pens, printed material with sourcing steps, sample product requirement brief
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide participants into small groups
 - Provide each group with a sourcing scenario (e.g., sourcing fabric for shirts)
 - Ask them to draw a flowchart showing how they would manage sourcing from start to finish
 - Encourage use of arrows, labels, and sourcing checkpoints
 - Each group will present their chart to the class
7. **Outcome:** Learners will be able to visualize and explain the steps taken by sourcing managers in a typical sourcing cycle

Notes for Facilitation

- Use open-ended questions to engage participants and encourage reflection
- Support learners with visual aids to simplify technical information
- Emphasize the scale and employment generation of India's apparel industry
- Relate production stages directly to sourcing activities for better clarity
- Highlight real-world challenges like price fluctuations, quality mismatches, and delivery delays
- Reinforce the importance of vendor management and planning in sourcing tasks

Unit 1.2: Various Employment Opportunities of a ‘Sourcing Manager - Stitched Items in the Apparel Industry

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the employment opportunities for becoming a sourcing manager in stitched items
2. Analyse the growth opportunities for a sourcing manager
3. Identify the career progression of a sourcing manager

Resources to be Used

projector, whiteboard, marker pens, industry employment data charts, career path visuals, printed sample job listings, career ladder hand-outs, sketch pens, chart papers

Do

- Set up the projector and display a visual chart of sourcing manager career paths
- Introduce the topic by writing the key words on the board: employment, growth, progression
- Discuss the various sectors and companies hiring sourcing managers in India and abroad
- Explain typical job roles and required skills at each stage of career growth
- Hand out job listing samples and career progression charts
- Encourage participants to share what kind of career they envision in this domain
- Conduct the planned activity and guide participants through the steps

Say

- Hello everyone! It's a great day to talk about the future—your future in the apparel industry!
- Today, we'll explore the types of jobs, growth paths, and career progression available to sourcing managers in the stitched items sector.
- It's important to understand this so you can set your goals early, prepare better, and build a successful career in this growing industry.

Ask

- Have you ever searched for job roles in fashion or garment production online?
- Do you know anyone who moved up in their job from entry-level to a leadership role?
- What does “career growth” mean to you personally?

Elaborate

- Sourcing managers can find roles in garment export houses, domestic brands, e-commerce companies, buying houses, and retail chains. Their expertise in vendor management, cost efficiency, and quality sourcing makes them valuable across these sectors.
- With experience, sourcing professionals can grow into senior sourcing managers, sourcing heads, or supply chain leaders. Skills like negotiation, international sourcing, and technical fabric knowledge can open more advanced roles.
- The typical career path may begin as a sourcing executive, move to assistant sourcing manager, then sourcing manager, and later transition to strategic sourcing head or supply chain director. Each level requires increased responsibility and a broader view of the business.

Explain

- Sourcing managers are in demand across multiple types of apparel businesses.
- Fresher usually start at junior levels and can move up with experience and training.
- Career advancement often depends on skills like communication, vendor handling, and budgeting.
- Growth opportunities also expand with exposure to global sourcing markets.
- Companies look for individuals who can contribute to both cost savings and product quality.
- Planning a career path helps trainees focus on skills that align with future roles.

Demonstrate

Show a visual comparison of 3 real job postings for sourcing roles at different levels (entry, mid, senior) and discuss differences in required skills, responsibilities, and salaries.

Activity

1. **Activity Name:** Map Your Sourcing Career Path
2. **Objective:** To help learners visualize their potential career journey in sourcing
3. **Type of Activity:** Individual
4. **Resources:** Career ladder handout, pens, sample job role descriptions, chart paper
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Provide each learner with a career ladder template and job descriptions
 - Ask them to map out a possible career path from entry-level to senior-level sourcing roles
 - Encourage them to list what skills or qualifications they will need at each level
 - Have volunteers present their charts and receive peer feedback
7. **Outcome:** Participants will gain clarity on how to progress in the sourcing field and understand the skillsets needed at each level

Notes for Facilitation



- Encourage participants to ask questions freely and share their aspirations
- Use industry-verified data to show realistic employment opportunities
- Emphasize that growth in this field is possible with continuous learning and adaptability
- Clarify the difference between horizontal movement (switching companies) and vertical movement (promotions)
- Provide examples of real professionals who advanced in their sourcing careers
- Reinforce that understanding career options can improve motivation and focus among learners

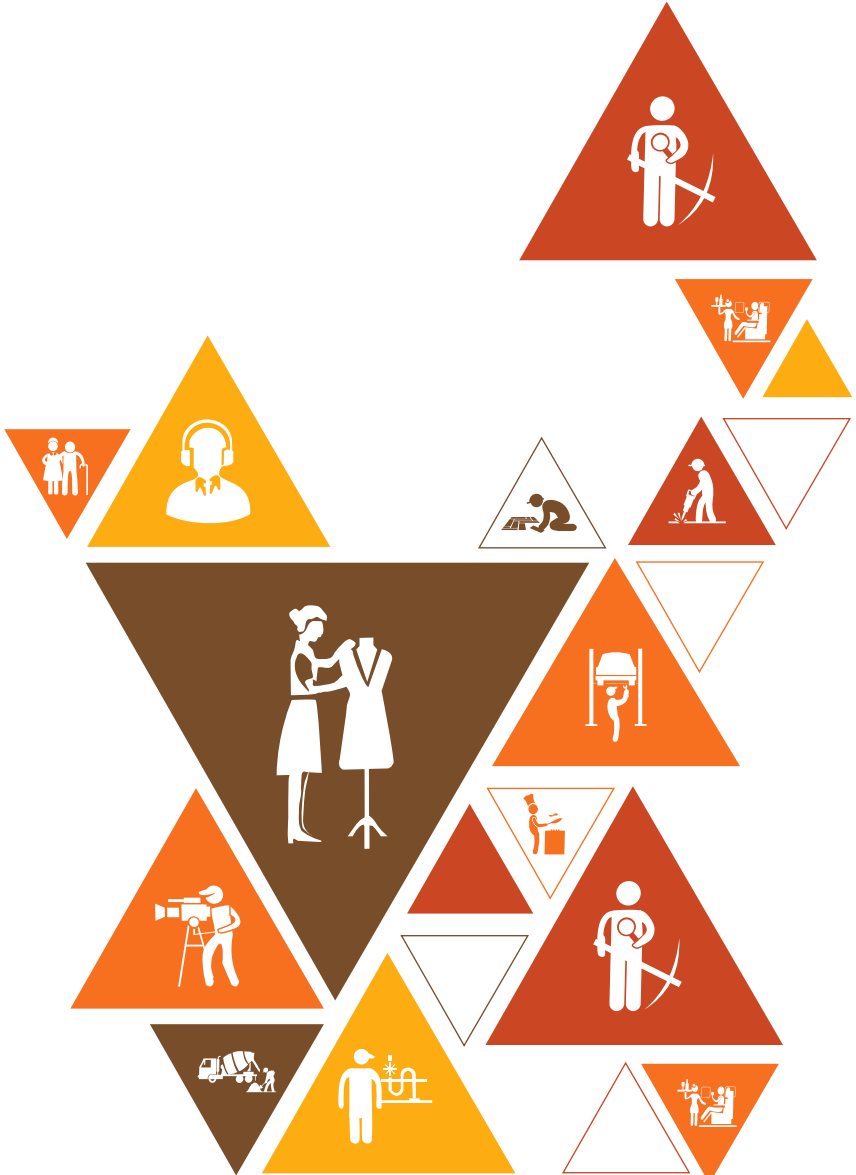
Answers to Exercises for PHB

Answer the following questions by choosing the correct option:

1. c. \$250 billion
2. b. Digital marketing strategy
3. b. Government & Industry Associations
4. b. 2.3%
5. b. Monitoring raw material prices and availability

Answer the following questions briefly.

1. Refer Unit 1.1: Roles and Responsibilities of a Sourcing Manager
Topic: 1.1.2 Apparel Production Process and the Role of Sourcing Manager in Stitched Items
2. Refer Unit 1.2: Various employment opportunities of a 'Sourcing Manager - Stitched Items in the apparel industry
Topic: 1.2.1 Employment Opportunities of a Sourcing Manager
3. Refer Unit 1.1: Roles and Responsibilities of a Sourcing Manager
Topic: 1.1.3 Responsibilities of a Sourcing Manager
4. Refer Unit 1.1: Roles and Responsibilities of a Sourcing Manager
Topic: 1.1.1 Size and Scope of the Apparel Industry in India
5. Refer Unit 1.2: Various employment opportunities of a 'Sourcing Manager - Stitched Items in the apparel industry
Topic: 1.2.3 Career Progression





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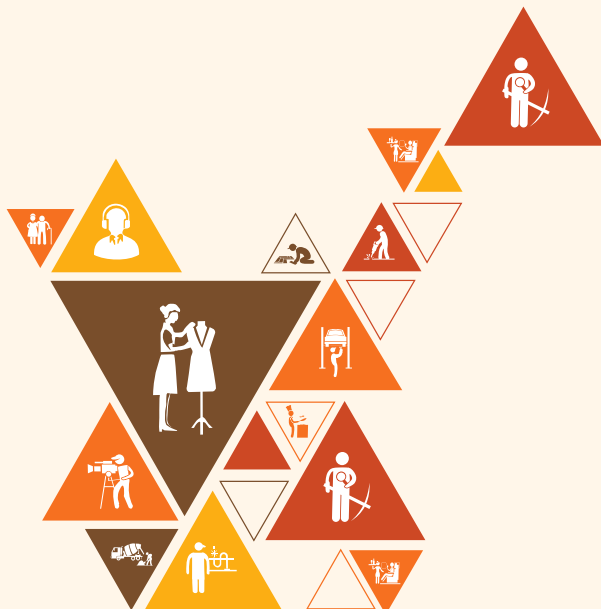


2. Plan for The Procurement of Materials as per Garment Design Requirements

Unit 2.1 - Types of Fabrics used in Sourcing

Unit 2.2 - Garment Manufacturing Process

Unit 2.3 - Procurement Strategy



AMH/N0920

Key Learning Outcomes



By the end of this module, the participants will be able to:

1. Describe the different types of woven and knit fabrics and their trade names like georgette, chiffon, silk, cotton Lycra, cotton knit jersey, etc.
2. Describe the different types of trims and accessories.
3. Describe the garment manufacturing process.
4. Explain various types of made-ups and home furnishing products and their construction process.
5. Describe the basic mathematical knowledge required to calculate the average requirement of fabrics, trims and accessories according to the style order received.
6. State the organization's policies related to procurement
7. Analyse the national and international market requirement and trends, prevailing prices, documents etc.
8. Collect information about sourcing needs for materials like fabrics, trims and accessories from designing and merchandising department.
9. Conduct general market research in various categories of garments, made-ups and home furnishing by collaborating with team members.
10. Interpret the changes of balance in buyer supplier power by analysing the forecasting and the trend.
11. Monitor and forecast upcoming levels of demand and plan the procurement strategy

Unit 2.1: Types of Fabrics used in Sourcing

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the different types of woven and fabric materials
2. Analyse the trade names of fabrics materials and woven
3. Analyse the types of trims and accessories available for manufacturing

Resources to be Used

Fabric swatches of woven and knit types, labels showing trade names, trims like zippers buttons laces elastics, accessories like hooks beads tapes, samples of made-ups like pillow covers bed sheets towels curtains, whiteboard, marker pens, hand-outs, glue, chart papers, scissors

Do

- Arrange the samples of fabrics, trims, accessories, and made-ups neatly for display
- Start the session by showing real fabric swatches to grab attention
- Write the key terms on the whiteboard: Woven, Knit, Trims, Accessories, Made-Ups
- Pass around samples while explaining their characteristics and uses
- Encourage learners to touch and examine the textures and construction
- Divide the class for group activity and explain the task clearly
- Guide learners during the activity and help them with sample identification

Say

- Hello everyone! Today's session is going to be a fun hands-on experience with fabrics and fashion elements.
- We're going to explore different types of fabrics, trims, accessories, and home furnishing products that are commonly used in the apparel industry.
- Understanding these materials is essential because sourcing managers need to choose the right components for product design, quality, and cost-effectiveness.

Ask

- Have you noticed the difference in feel between a T-shirt and a formal shirt?
- Can you name any accessories used in clothes besides buttons?
- Do you have bed linen or curtains at home made of cotton or synthetic materials?

Elaborate

- Woven fabrics are made by interlacing yarns at right angles, providing strength and durability, commonly used in shirts and trousers. Knit fabrics are made by interlocking yarns, offering stretch and comfort, widely used in T-shirts and active wear. Trade names like Lycra, Rayon, Denim, and Poplin are used to market these fabrics in the industry.
- Trims include functional and decorative elements such as zippers, buttons, laces, elastics, and piping. Accessories are add-ons like hooks, beads, sequins, badges, and tapes used to enhance garment aesthetics and utility.
- Made-ups include utilitarian stitched products like bed sheets, pillowcases, towels, and napkins. Home furnishing items include curtains, cushions, table cloths, and mattress covers, all of which require specific sourcing of fabrics and accessories based on use, comfort, and maintenance.

Explain

- Woven and knit fabrics differ in structure, feel, and purpose.
- Trade names help in commercial identification and quality referencing of fabrics.
- Trims and accessories serve both decorative and functional roles in garments.
- Sourcing managers must ensure the right trims and accessories are selected as per design and target cost.
- Made-ups and furnishings are a large part of textile sourcing, requiring durability and aesthetics.
- Understanding material types is critical for effective and economical sourcing decisions.

Demonstrate

Show a comparison between a woven fabric and a knit fabric using real samples. Pull each to show stretch ability, observe the edges to show fraying, and explain common uses.

Activity

1. **Activity Name:** Fabric and Trim Matching Challenge
2. **Objective:** To identify and classify different fabrics and trims used in sourcing
3. **Type of Activity:** Group
4. **Resources:** Assorted swatches of woven and knit fabrics, trims and accessories, chart paper, glue, and labels
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide participants into small groups
 - Provide each group with a set of mixed fabric swatches, trims, and accessories
 - Ask them to categorize each item into woven/knit and match trims with potential fabric uses

- Instruct them to paste and label each item on a chart with category name
 - Ask each group to briefly present their chart and reasoning
7. **Outcome:** Participants will be able to visually and physically differentiate between fabric types and match appropriate trims and accessories

Notes for Facilitation

- Use real samples and allow tactile interaction for better retention
- Ask open-ended questions to encourage exploration and discussion
- Reinforce trade names and technical terms with repetition and visual aid
- Ensure clarity between the functions of trims and accessories
- Explain that sourcing knowledge impacts quality, aesthetics, and cost
- Make sure every group receives a diverse mix of samples for hands-on activity

Unit 2.2: Garment Manufacturing Process

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the National and International market requirements for sourcing
2. Identify the collection of information regarding need for materials in sourcing
3. Discuss the types of man-made and home furnishing products

Resources to be Used

Projector, marker pens, whiteboard, printouts of market trend reports, sourcing requirement formats, garment category visuals, trade journal samples, online garment portal screenshots, chart papers, pens

Do

- Greet the participants and display visuals of trending garments from both Indian and global markets
- Write key terms on the board: Market Trends, Sourcing Needs, Garment Categories
- Discuss the importance of identifying sourcing needs from the design and production teams
- Share examples of how market research influences sourcing decisions
- Hand out printed materials and explain current garment category trends
- Guide the participants through the activity and ensure group participation

Say

- Hello everyone! Let's dive into how the garment industry aligns with what's trending both in India and globally!
- Today we'll learn about how sourcing managers track market trends, collect sourcing needs, and conduct market research to stay relevant and competitive.
- Knowing this will help you make smart sourcing decisions and understand how fashion demand drives the supply chain.

Ask

- Have you noticed how fashion styles change from season to season in stores?
- Have you ever wondered how companies know what type of garments to produce for the next season?
- Do you know where brands get their information about customer preferences or upcoming trends?

Elaborate

- Market trends are shaped by factors like climate, culture, consumer preference, and global fashion cycles. Sourcing managers must keep track of both Indian and international styles, colour forecasts, fabric innovations, and seasonal shifts to align materials and trims with production needs.
- This includes gathering data from design teams, production planners, and merchandising units regarding fabric types, trims, quantities, and delivery schedules. Clear documentation and understanding ensure timely sourcing aligned with garment production timelines.
- Market research involves analysing consumer buying behaviour, competitor product lines, pricing strategies, and sales trends in categories such as casual wear, ethnic wear, kidswear, and sportswear. This helps in sourcing relevant materials for targeted products.

Explain

- Understanding trends helps sourcing managers stay ahead in a competitive industry.
- They must track fashion reports and trade data to anticipate demand.
- Internal coordination with design and merchandising teams is crucial for identifying sourcing needs.
- Market research helps recognize category-specific trends and pricing expectations.
- Sourcing decisions are informed by what's happening in local and global markets.
- Well-planned sourcing based on market inputs can reduce waste and increase profitability.

Demonstrate

Display a current market trend report and explain how to extract useful insights like popular colours, fabrics, and silhouettes. Compare a national and an international example.

Activity

1. **Activity Name:** Garment Category Market Mapping
2. **Objective:** To identify sourcing needs based on market research in garment categories
3. **Type of Activity:** Group
4. **Resources:** Printouts of different garment categories (e.g., kidswear, formal wear), sample market trend data, chart paper, pens
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide participants into groups and assign each group a garment category
 - Provide trend data and visuals relevant to the category
 - Ask each group to map out sourcing needs: fabric types, trims, colours, target market, and seasonality
 - Groups present their maps to the class
7. **Outcome:** Learners will be able to connect market research findings with sourcing decisions for specific garment types

Notes for Facilitation



- Encourage participants to discuss familiar brands and their seasonal offerings
- Use visual aids to show examples of local and international fashion trends
- Clarify the difference between trend identification and sourcing requirement collection
- Highlight the role of collaboration between sourcing and design/merchandising
- Reinforce the importance of timely and data-driven decisions in sourcing
- Ensure each group receives relevant and varied materials for category mapping

Unit 2.3: Procurement Strategy

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the monitor and forecast of levels of demand for sourcing
2. Basic mathematical knowledge related to calculate fabrics for procurement
3. Identify the organisation's policies related to procurement

Resources to be Used

Whiteboard, marker pens, calculator, printed procurement policy samples, procurement flowchart, fabric consumption formula sheet, garment samples for calculation, demand forecasting graphs, pens, and worksheets

Do

- Greet the learners and display a demand forecasting graph on the board
- Explain the connection between forecasting and material planning
- Discuss basic math operations used for calculating material requirements
- Demonstrate real-life calculation using a sample garment
- Share example procurement policies and discuss key clauses
- Facilitate the hands-on activity and offer support during problem-solving

Say

- Good day everyone! Today we're going to understand the numbers behind smart procurement.
- Our focus will be on forecasting demand, calculating sourcing quantities, and knowing the rules every sourcing manager must follow.
- These concepts are critical because they ensure we order the right amount, avoid wastage, and stay within company guidelines.

Ask

- Have you ever tried estimating how much cloth is needed to make a shirt or a dress?
- Do you think stores always sell what they stock, or do they plan based on what customers might buy?
- Why do companies have strict policies about who and how materials can be purchased?

Elaborate

- Sourcing managers study past sales data, upcoming seasons, fashion forecasts, and market demand to estimate material requirements. Proper forecasting helps in avoiding stockouts or overstocking and ensures production stays on track.
- Calculations include determining fabric consumption per garment, total fabric requirement for order quantity, and trims needed per piece. Simple formulas using measurements, GSM, and wastage percentages are applied to ensure accurate procurement.
- Companies have procurement guidelines that include vendor selection criteria, purchase authorization limits, documentation requirements, payment processes, and quality checks. Following these ensures transparency, cost efficiency, and regulatory compliance.

Explain

- Forecasting is essential for timely and accurate procurement decisions.
- Past data and seasonal trends help predict upcoming material demand.
- Simple mathematical calculations are used daily to determine fabric and trim needs.
- Mistakes in material estimation can delay production and cause losses.
- Procurement policies ensure standard practices and reduce risks in sourcing.
- Sourcing managers must align every purchase with the organisation's compliance framework.

Demonstrate

Solve a fabric consumption problem on the board using a basic example of a shirt, showing step-by-step calculation including allowance and wastage.

Activity

1. **Activity Name:** Procurement Planning Exercise
2. **Objective:** To practice forecasting and material calculation for a sample order
3. **Type of Activity:** Individual
4. **Resources:** Worksheet with a sample garment order, calculator, formula sheet, pen
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Distribute the worksheet with sample garment specs and order quantity
 - Ask learners to calculate fabric, button, zip, and lace requirements based on given data
 - Instruct them to refer to the formula sheet for assistance
 - Once completed, review a few responses together to clarify doubts
7. **Outcome:** Participants will be able to apply basic mathematical skills and forecasting logic to create a procurement plan

Notes for Facilitation



- Begin with real-life examples to simplify forecasting and calculation concepts
- Support learners who are not confident with math by explaining steps slowly
- Emphasize that even basic math is powerful in sourcing and production
- Clarify the difference between demand forecasting and actual purchase planning
- Highlight that following procurement policy avoids errors, fraud, and delays
- Encourage accuracy, record-keeping, and policy adherence during training activities

Answers to Exercises for PHB

Answer the following questions by choosing the correct option:

1. b. Fashion trend forecasting
2. b. Modal & Tencel knit
3. b. Affordable pricing
4. b. Make in India
5. b. Tracking retail sales data and online shopping trends

Answer the following questions briefly.

1. Refer Unit 2.1: Types of Fabrics used in Sourcing
Topic: 2.1.2 Different Types of Trims and Accessories
2. Refer Unit 2.1: Types of Fabrics used in Sourcing
Topic: 2.1.1 Analysing the Different Types of Woven and Knit Fabrics and its Trade Name
3. Refer Unit 2.2: Garment Manufacturing Process
Topic: 2.2.1 National and International Market Requirement and Trends
4. Refer Unit 2.2: Garment Manufacturing Process
Topic: 2.2.1 National and International Market Requirement and Trends
5. Refer Unit 2.3: Procurement Strategy
Topic: 2.3.3 Organisation's policies related to procurement



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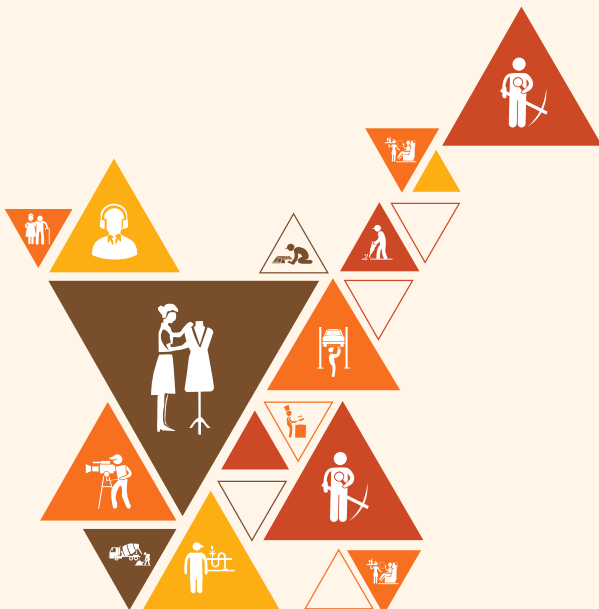
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3. Procurement of Materials as per Garment Design Requirements

Unit 3.1 - Negotiation with Suppliers

Unit 3.2 - Supply Chain Management



AMH/N0920

Key Learning Outcomes



By the end of this module, the participants will be able to:

1. Explain how to negotiate.
2. Negotiate with the supplier to ensure the deal at a competitive price.
3. Estimate lead time and the quantity with respect to material procurement.
4. Identify the regular material suppliers of the organisation.
5. Identify suppliers for materials like fabrics, trims and accessories.
6. Evaluate suppliers for the capability of supplying materials with respect to price, quality, quantity, etc.
7. Assess, manage and mitigate risks associated with the procurement.
8. Perform cost analysis and its benchmark.
9. Explain the process of supply chain management.

Unit 3.1: Negotiation with Suppliers

Unit Objectives

By the end of this unit, the participants will be able to:

1. Identify the process of negotiation with suppliers

Resources to be Used

Whiteboard, marker pens, sample negotiation dialogue script, supplier list templates, role-play cue cards, printed negotiation steps, dummy supplier profiles, pens, worksheets

Do

- Begin the session by writing the word “NEGOTIATION” on the board and asking what it means to learners
- Explain how negotiation is a core skill for sourcing managers
- Distribute hand-outs outlining negotiation steps and tips
- Share examples of regular suppliers commonly used in the apparel industry
- Highlight what information is maintained in supplier databases
- Guide learners through a role-play activity involving a buyer and a supplier
- Offer feedback on communication tone, content, and confidence

Say

- Hello everyone! I’m excited for today’s session because we’ll be getting into the real conversations that happen between buyers and suppliers.
- We’re going to learn how to confidently conduct a negotiation and understand who our regular suppliers are and why they matter.
- This is important because successful negotiation can reduce costs, improve relationships, and ensure a smooth sourcing process.

Ask

- Have you ever bargained for a better price at a local market?
- Why do you think businesses build long-term relationships with specific vendors?
- Do you know anyone who works in procurement or supply chain roles?

Elaborate

- The negotiation process in sourcing involves preparation, opening discussion, presenting needs, listening to offers, making counter offers, agreeing on terms, and finalising contracts. A sourcing manager must balance cost, quality, delivery, and reliability while negotiating.
- Regular suppliers are vendors that a company frequently works with due to their consistent quality, pricing, and delivery. Maintaining a list of verified suppliers helps in faster decision-making, maintaining product consistency, and building long-term partnerships. These records usually include supplier names, materials supplied, past performance, and terms agreed upon.

Explain

- Negotiation is a step-by-step process that requires preparation, clarity, and strategy.
- Good negotiators focus on mutual benefits rather than only cost-cutting.
- Long-term suppliers bring stability, quality assurance, and efficiency to the sourcing process.
- Supplier records help in evaluating and choosing the right partners.
- Effective negotiation improves both vendor relationships and sourcing outcomes.
- Communication skills, understanding of product needs, and market awareness are key for negotiation success.

Demonstrate

Use a sample negotiation script between a buyer and a supplier and read it aloud with a volunteer. Pause to explain why certain phrases or offers are effective or risky.

Activity

1. **Activity Name:** Supplier Negotiation Role Play
2. **Objective:** To practice the steps and communication techniques used in supplier negotiations
3. **Type of Activity:** Group
4. **Resources:** Role-play cue cards (buyer/supplier roles), dummy product requirements, negotiation checklist
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide participants into pairs or small groups
 - Assign one person the role of buyer and the other as supplier
 - Provide each pair with a mock product order and supplier profile
 - Ask them to conduct a brief negotiation covering price, delivery, and quality
 - After 10 minutes, switch roles and repeat
 - Observe and provide feedback on negotiation technique and communication
7. **Outcome:** Learners will be able to demonstrate structured negotiation steps and handle supplier discussions effectively

Notes for Facilitation

- Create a safe and supportive environment during role-plays to reduce nervousness
- Encourage each participant to speak and not just listen
- Emphasize that negotiation is about finding win-win outcomes, not just price cutting
- Explain how building supplier relationships over time improves trust and flexibility
- Highlight the importance of documenting supplier performance and maintaining records
- Use real-world examples of negotiation outcomes to strengthen understanding

Unit 3.2: Supply Chain Management

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the process of supply chain management
2. Evaluate the suppliers in respect with price, quality and quantity
3. Assess the risks during procurement and its mitigation strategies
4. Identify the performance cost analysis and its benchmark
5. Gain estimation of lead time and quantity that is related to material procurement

Resources to be Used

Whiteboard, marker pens, supply chain flowchart printouts, sample supplier evaluation sheets, case-based lead time tables, material procurement data samples, calculator, pens, and worksheets

Do

- Begin by drawing a simple supply chain flow on the board from supplier to customer
- Explain each step in the supply chain, relating it to garment production
- Share supplier evaluation templates and discuss real factors used in rating them
- Introduce basic lead time concepts and how quantity and timelines are planned
- Provide simple numerical examples to estimate lead time and material needs
- Guide learners through the activity with group interaction and support

Say

- Hello everyone! Today's session is all about how the materials we source move through the system to become finished products.
- We're going to understand the supply chain process, how to evaluate suppliers, and how to estimate lead time and material requirements.
- These skills are crucial because managing the supply chain efficiently helps avoid delays, reduce costs, and meet production deadlines.

Ask

- Have you ever waited longer than expected for a product you ordered online?
- Why do you think some suppliers are preferred over others, even if their price is slightly higher?
- Have you heard the term "lead time" when ordering products or raw materials?

Elaborate

- Supply chain management involves overseeing the movement of raw materials, production, and finished goods from origin to final delivery. It includes planning, sourcing, production, logistics, and customer service, all aligned to meet deadlines and cost goals.
- Suppliers are evaluated based on multiple parameters including cost competitiveness, ability to supply required volumes, and consistency of quality. This helps businesses select suppliers who are reliable, cost-efficient, and quality-driven.
- Lead time refers to the time taken from placing an order to receiving the materials. Accurate estimation includes calculating delivery timelines, order processing, and buffer time. It also involves predicting quantity needs based on order size, production plans, and past data.

Explain

- Supply chain management ensures smooth coordination from suppliers to the final customer.
- Every delay or inefficiency in the supply chain can affect delivery schedules.
- Supplier evaluation must consider price, quality, and delivery capacity together.
- Estimating material quantity involves understanding product specs and order size.
- Lead time estimation helps in placing orders early and planning production timelines.
- Good supply chain practices result in better efficiency, lower costs, and customer satisfaction.

Demonstrate

Present a flowchart showing each stage in the apparel supply chain and walk learners through how materials move through these stages using an example product (like a T-shirt).

Activity

1. **Activity Name:** Supplier Evaluation and Lead Time Estimation
2. **Objective:** To understand supplier evaluation and estimate procurement timelines and quantities
3. **Type of Activity:** Group
4. **Resources:** Sample supplier profiles, evaluation template, product order details, calculators, pens
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide learners into small groups
 - Give each group a mock garment order with delivery deadline
 - Provide 2–3 supplier profiles with different strengths (cost, quality, speed)
 - Ask groups to rate suppliers based on criteria and choose the best fit
 - Then calculate lead time and material quantity for their chosen supplier
7. **Outcome:** Learners will be able to evaluate suppliers effectively and perform basic lead time and quantity planning

Notes for Facilitation

- Encourage all members of the group to contribute during discussions
- Clarify the importance of balancing cost with quality and reliability
- Provide step-by-step guidance for lead time calculation
- Emphasize how supply chain planning reduces bottlenecks and delays
- Explain that procurement planning must be aligned with production schedules
- Use relatable examples like delayed online deliveries to illustrate supply chain issues

Answers to Exercises for PHB

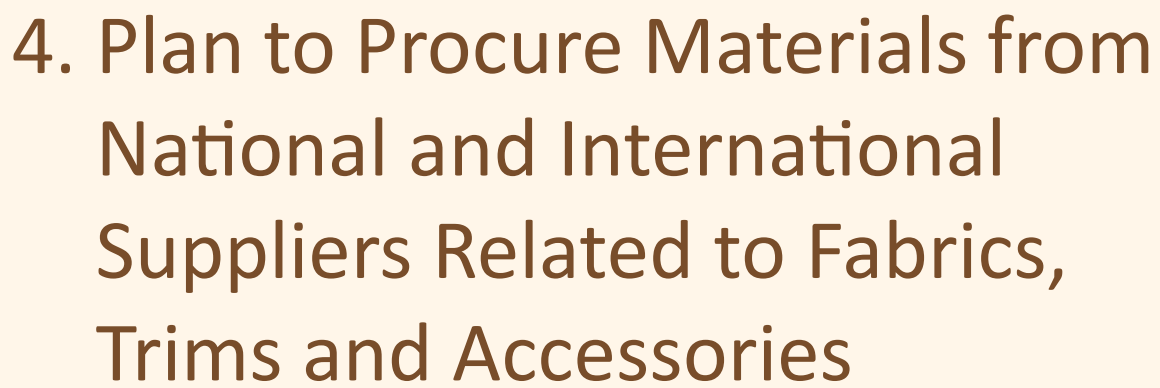
Answer the following questions by choosing the correct option:

1. b. Reviewing supplier financial stability and certifications
2. c. Fabric Suppliers
3. b. to ensure cost-effective procurement without compromising quality
4. c. Quality inconsistency due to material variations
5. b. Material type

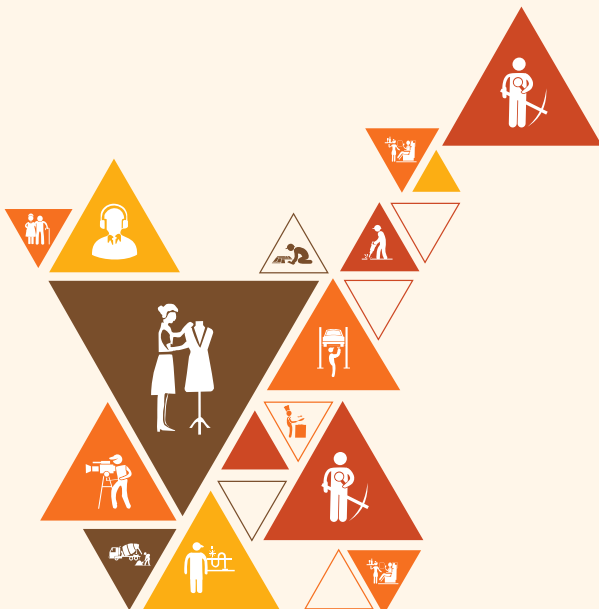
Answer the following questions briefly.

1. Refer Unit 3.1: Negotiation with Suppliers
Topic: 3.1.1 Process of negotiation
2. Refer Unit 3.1: Negotiation with Suppliers
Topic: 3.1.2 Regular Material Suppliers of the Organisation
3. Refer Unit 3.1: Negotiation with Suppliers
Topic: 3.1.1 Process of negotiation
4. Refer Unit 3.2: Supply Chain Management
Topic: 3.2.2 Evaluation of suppliers with respect to price, quantity and quality
5. Refer Unit 3.2: Supply Chain Management
Topic: 3.2.1 Process of supply chain management





Unit 4.2 - Organisation's Preference to Market-related to Procurement



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Key Learning Outcomes



By the end of this module, the participants will be able to:

1. Explain various types, relative value and exchange rates of international currencies.
2. Explain various procurement tools and techniques like Tally, MS-Office, etc.
3. Analyse the organization's preference for market-related to procurement.
4. Analyse supply chain management, logistics and business administration.
5. Analyse the cost and budget requirements.
6. Identify the standard lead time of the organisation.

Unit 4.1: Types, Relative Value and Exchange Rate of International Currencies

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the types of relative and exchange rate
2. Identify the factors that affects the exchange rate within the sourcing

Resources to be Used

Whiteboard, marker pens, currency exchange chart, sample sourcing invoices in USD and EUR, calculator, printed list of currency codes and conversion rates, mobile phone with currency converter app, pens, worksheets

Do

- Begin the session by showing a live or printed currency exchange table
- Introduce basic terms like INR, USD, EUR, and exchange rate
- Explain how different currencies have different relative values
- Discuss how exchange rates impact the cost of imported goods
- Show real-world examples of how sourcing cost changes with exchange rate fluctuations
- Guide participants through a calculation-based activity using currency conversions

Say

- Hi everyone! Today we're going to understand something that affects every international transaction—currency values and exchange rates.
- We'll explore how the value of foreign currencies changes and how that influences sourcing decisions in the apparel industry.
- This is important because even a small change in exchange rate can have a big impact on material costs and profitability.

Ask

- Have you ever noticed the difference in currency exchange rates while travelling or shopping online from foreign websites?
- Why do you think the same fabric might cost more or less in two different countries?
- Do you think companies in India always pay in rupees for raw materials sourced from other countries?

Elaborate

- The relative value of currencies refers to how much one currency is worth in terms of another. The exchange rate determines how many units of foreign currency one gets in exchange for one unit of domestic currency. These rates are influenced by market forces, interest rates, and economic conditions.
- Key factors include inflation rates, interest rates, political stability, and global trade balances. When the exchange rate fluctuates, the cost of imported materials changes, directly affecting sourcing budgets and profit margins. Apparel sourcing managers must consider exchange rate trends while negotiating and planning purchases.

Explain

- Currency values vary globally and are constantly changing based on several economic factors.
- The exchange rate affects how much Indian buyers will pay in INR when sourcing from international markets.
- A stronger rupee makes imports cheaper, while a weaker rupee increases sourcing costs.
- Factors like inflation, interest rates, and government policies influence currency values.
- Sourcing managers must monitor exchange trends and account for potential cost variation in budgets.
- Understanding relative currency values helps in making informed sourcing and negotiation decisions.

Demonstrate

Use a live or printed exchange rate chart to show how the cost of \$100 worth of fabric varies when the INR to USD rate changes from 82 to 85. Do the calculation on the board and compare the cost difference.

Activity

1. **Activity Name:** Currency Conversion and Sourcing Impact
2. **Objective:** To understand the impact of exchange rate fluctuations on sourcing cost
3. **Type of Activity:** Individual
4. **Resources:** Worksheet with currency rates, sample invoice values in foreign currencies, calculator, and pen
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Distribute worksheets with 3 sourcing scenarios involving different currencies
 - Ask learners to convert each amount into INR using the given exchange rates
 - Then ask them to recalculate the INR cost when the exchange rate increases or decreases by 2 units
 - Discuss how the difference in exchange rate changes the total sourcing cost
7. **Outcome:** Learners will be able to apply exchange rate understanding in calculating sourcing budgets and identifying risks

Notes for Facilitation

- Ensure participants understand the concept of base currency and foreign currency
- Reinforce the connection between real-world currency changes and sourcing practices
- Avoid overly technical financial terms; keep explanations simple and relatable
- Highlight that exchange rate knowledge helps avoid hidden procurement costs
- Use industry-relevant currencies like USD, EUR, and CNY for demonstrations
- Encourage questions during calculation steps to ensure clarity for all learners

Unit 4.2: Organisation's Preference to Market-related to Procurement

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the various procurement tool and techniques used
2. Identify the supply chain management, logistics and business administration
3. Identify the cost and budget for sourcing
4. Discuss the standard lead time for an organisation to sourcing

Resources to be Used

Whiteboard, marker pens, sample procurement software screenshots, procurement checklist templates, organizational SOP hand-outs, cost sheet formats, lead time chart, calculator, pens, printed worksheets

Do

- Begin with a question about how materials are bought in large organizations
- Explain how procurement tools and digital systems help streamline purchasing
- Share examples of tools like e-procurement portals, spreadsheets, and ERP systems
- Discuss cost planning, budgeting, and how sourcing decisions must fit within limits
- Show how lead times are used in planning supply chain and production activities
- Guide learners through a group activity involving cost estimation and procurement planning

Say

- Hello everyone! Today's session is about how companies decide what, how, and when to buy things they need to operate efficiently.
- We'll go over procurement tools, cost and budget planning, logistics management, and the importance of lead time.
- This is important because procurement planning ensures the right materials arrive at the right time and cost—keeping everything on track in production and delivery.

Ask

- Have you seen or heard of software that companies use to place bulk orders or manage stock?
- Why do you think companies plan purchases months in advance instead of buying things last minute?
- Can you think of situations where poor budgeting could affect a company's ability to deliver on time?

Elaborate

- Organisations use tools such as Enterprise Resource Planning (ERP) software, procurement management systems, supplier databases, and online sourcing platforms to manage purchasing. These tools help automate ordering, track supplier performance, and ensure transparency.
- Procurement is linked closely with logistics and supply chain functions. Coordination among departments ensures timely movement of goods, proper warehousing, and communication between suppliers and buyers. It is supported by administrative functions such as planning, documentation, and compliance.
- Budgeting helps in setting procurement limits and planning expenditure across departments. Cost sheets and purchase budgets guide managers to compare vendor prices, select cost-effective options, and prevent overspending.
- Each organisation has a standard lead time that reflects the expected time for procuring goods from different vendors. This includes order processing, approval, supplier response, delivery, and internal handling. Knowing lead times ensures timely stock availability and smooth production flow.

Explain

- Procurement tools help organizations maintain accuracy and speed in sourcing.
- Supply chain and logistics coordination ensures that materials reach on time.
- Cost and budget planning controls overspending and improves procurement efficiency.
- Standard lead time ensures procurement planning matches production schedules.
- Business administration plays a key role in tracking and recording procurement steps.
- A well-managed procurement process improves profitability and supplier relationships.

Demonstrate

Show learners a sample cost sheet for a basic garment order and walk them through identifying the cost heads, vendor price comparison, and calculating the total budget for procurement.

Activity

1. **Activity Name:** Procurement Planning and Budget Estimation
2. **Objective:** To simulate the use of procurement tools and cost planning in a sourcing context
3. **Type of Activity:** Group
4. **Resources:** Sample product order brief, cost sheet format, vendor rate list, calculator, pen
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide learners into small groups and provide each with a sample sourcing requirement
 - Ask them to fill out a cost sheet using a mock vendor rate card
 - Instruct them to consider lead time and select the most suitable vendor based on price and delivery
 - Ask each group to present their procurement decision briefly
7. **Outcome:** Learners will understand how to estimate cost, use basic procurement planning formats, and select suppliers based on price and lead time

Notes for Facilitation



- Use visual aids to explain procurement flow and cost planning
- Guide learners carefully through budget calculations to avoid confusion
- Stress the importance of cross-department collaboration in procurement
- Reinforce how lead time affects both supplier selection and production timelines
- Explain how real companies use procurement tools for accuracy and traceability
- Connect classroom tasks to actual job roles in apparel sourcing and production

Answers to Exercises for PHB

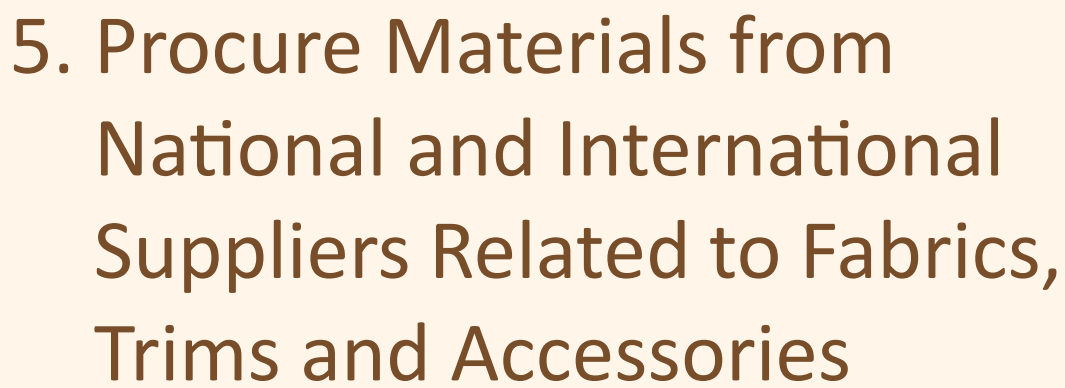
Answer the following questions by choosing the correct option:

1. c. Employee Turnover Rate
2. c. makes Indian exports cheaper, boosting competitiveness
3. b. To differentiate between authorized and unauthorized personnel or vehicles
4. a. Import duties on fabrics sourced internationally
5. b. Implementing AI-based demand forecasting

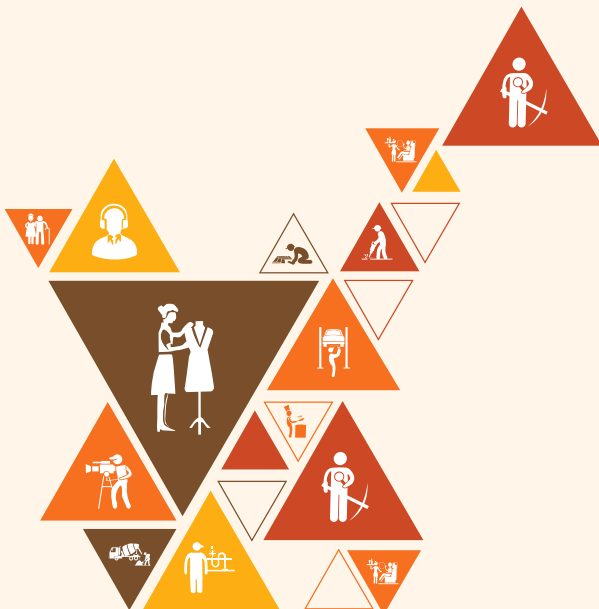
Answer the following questions briefly.

1. Refer Unit 4.2: Organisation's Preference to Market-related to Procurement
Topic: 4.2.3 Cost and Budget Requirements
2. Refer Unit 4.1: Types, Relative Value and Exchange Rate of International Currencies
Topic: 4.1.2 Factors affecting exchange rate and its impact on sourcing
3. Refer this question is related to security operations and not covered under Unit 4.1 or 4.2, so it is not applicable to the listed units.
4. Refer Unit 4.2: Organisation's Preference to Market-related to Procurement
Topic: 4.2.4 Standard lead time of the organisation
5. Refer Unit 4.2: Organisation's Preference to Market-related to Procurement
Topic: 4.2.3 Cost and Budget Requirements





Unit 5.2 - Preparation of a Supplier Contract



AMH/N0921

Key Learning Outcomes



By the end of this module, the participants will be able to:

1. Evaluate the logistic constraints related to procurement.
2. Ensure that a proper supplier contract is prepared to cover important aspects such as returns, payment terms etc.
3. Compare suppliers on various index defined in a matrix like supplier capability, lead time, cost, quality, potent
4. Follow-up with the supplier for delivery.
5. Ensure that the materials are delivered on time as per the supplier contract in the right quantity, quality etc.

Unit 5.1: Procurement Materials from Suppliers

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the logistics constraints related to procurement
2. Compare the various suppliers based on the different index in a matrix

Resources to be Used

Whiteboard, marker pens, sample supplier index matrix, printed logistics checklist, mock supplier profiles, pen, calculator, spreadsheet template, printed worksheets

Do

- Begin by discussing how materials are transported from suppliers to manufacturing units
- Introduce the concept of logistics constraints like distance, customs, transport cost, delays
- Show a sample matrix to compare suppliers based on price, quality, lead time, reliability
- Guide learners to fill out a comparison matrix with given supplier profiles
- Encourage discussion on which supplier would be preferred based on index

Say

- Hi everyone! Let's dive into the practical side of procurement—logistics and supplier comparison.
- Today, we'll learn how to identify logistics challenges and compare suppliers using a matrix based on multiple criteria.
- This is important because choosing the right supplier and anticipating delays or risks can help ensure smooth production.

Ask

- Have you ever tracked the delivery status of a product you ordered online?
- Why do you think two suppliers offering the same product may still be very different in performance?
- Can you think of any transport issues that might delay the arrival of materials in a factory?

Elaborate

- Logistics in procurement involves movement, storage, and handling of materials. Constraints include long distances, lack of transportation infrastructure, border clearances, high freight costs, and uncertain delivery timelines. These can delay production and increase sourcing costs.
- A supplier evaluation matrix helps in comparing multiple suppliers on factors such as price, delivery speed, product quality, flexibility, and service. Each supplier is scored and rated, making decision-making more transparent and objective. The matrix ensures informed selection rather than guesswork.

Explain

- Logistics planning is crucial for timely procurement of materials.
- Factors like distance, shipping methods, and legal requirements impact delivery time.
- Supplier matrices help evaluate vendors on a consistent, multi-criteria basis.
- Using a matrix avoids bias and supports data-driven supplier selection.
- Comparing suppliers on index helps match them to business priorities like cost or reliability.
- Effective procurement decisions improve the overall efficiency of supply chain operations.

Demonstrate

Show learners how to fill out a supplier comparison matrix by assigning scores for each supplier based on sample parameters like price, lead time, and quality using a printed template.

Activity

1. **Activity Name:** Supplier Matrix Comparison Exercise
2. **Objective:** To develop skills in evaluating suppliers and identifying logistics constraints
3. **Type of Activity:** Group
4. **Resources:** Mock supplier profiles, matrix format worksheet, pens, calculators
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide learners into small groups and provide each with 3 sample supplier profiles
 - Distribute the supplier matrix worksheet with evaluation parameters
 - Instruct learners to rate each supplier on a scale of 1–5 for criteria such as cost, lead time, and reliability
 - Ask them to calculate totals and decide which supplier should be selected and why
7. **Outcome:** Learners will be able to compare suppliers logically and understand how logistics factors into procurement decisions

Notes for Facilitation

- Use simplified logistics terms to support learner understanding
- Monitor group activity to ensure equal participation and clarity of scoring
- Emphasize that supplier selection must balance quality, cost, and delivery
- Explain how logistics costs directly impact total procurement expenditure
- Encourage learners to consider reliability as equally important as price
- Highlight that delays in procurement can affect production schedules significantly

Unit 5.2: Preparation of a Supplier Contract

Unit Objectives

By the end of this unit, the participants will be able to:

1. Analyse the supplier contract in regard to returns and payments terms
2. Discuss the follow-up with the supplier
3. Discuss the quantity and quality of materials in supplier contract

Resources to be Used

Sample supplier contract formats, printed return and payment terms guidelines, mock purchase orders, quantity and quality control checklist, pens, printed worksheets, whiteboard, markers

Do

- Start with a brief discussion on the importance of formal contracts in sourcing
- Introduce the key clauses typically included in supplier contracts
- Explain returns and payment terms and their impact on business relations
- Show how follow-up mechanisms are built into the contract
- Walk learners through how quality and quantity commitments are documented
- Support learners in reading and understanding sample contract templates

Say

- Hello everyone! Let's look at how contracts help us ensure clarity and accountability in sourcing.
- Today, we'll learn about structuring supplier contracts that clearly define payment, return, quality, and quantity terms.
- This will help you understand how well-drafted contracts reduce disputes and protect both the buyer and supplier.

Ask

- Have you ever returned a product you bought online? What made that possible?
- Why do you think companies clearly write down the payment timeline in agreements?
- What could go wrong if a supplier delivers fewer or lower quality materials than agreed?

Elaborate

- Contracts must clearly state return policies in case of defective or delayed deliveries, and payment terms such as advance payment, credit period, penalties for late payment, and mode of payment. These terms reduce ambiguity and protect business interests.
- Regular communication, reminders, and milestone-based follow-ups are critical to ensure suppliers fulfil their obligations. Contracts may include clauses about reporting schedules, delivery updates, and escalation paths for non-performance.
- Contracts should specify the exact quantity and accepted quality standards of materials to avoid disputes. Tolerances, inspection criteria, and sample approvals are often attached as annexures or referenced in the terms.

Explain

- Supplier contracts help formalize the business agreement between buyer and supplier.
- Payment and return clauses ensure mutual understanding of financial expectations and risk handling.
- Including delivery schedules and follow-up responsibilities improves contract enforcement.
- Clearly defining quality and quantity reduces the chances of supply chain issues.
- Regular follow-ups maintain accountability and allow timely corrective action.
- Well-written contracts safeguard interests and strengthen long-term supplier relationships.

Demonstrate

Display a sample contract and highlight sections covering payment terms, returns, delivery commitments, and material specifications. Briefly explain how these terms are used during actual sourcing operations.

Activity

1. **Activity Name:** Drafting and Reviewing a Supplier Contract
2. **Objective:** To help learners understand key elements in supplier contracts and practice creating a basic version
3. **Type of Activity:** Group
4. **Resources:** Printed contract template, sample order brief, checklist for contract clauses, pens
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide learners into small groups and provide a sample sourcing order
 - Ask each group to draft a basic supplier contract using a given template
 - Include terms for payment, returns, delivery time, material quantity, and quality
 - After drafting, groups exchange contracts and review each other's work for completeness
7. **Outcome:** Learners will be able to identify and include essential terms in a supplier contract and assess its completeness

Notes for Facilitation

- Provide simple examples to explain contract terms clearly
- Encourage questions related to real-life sourcing challenges
- Clarify the difference between informal communication and formal contractual obligations
- Emphasize the importance of defining return timelines and conditions precisely
- Highlight how following up helps maintain supplier performance and schedule adherence
- Make learners aware of risks involved in vague or incomplete contracts

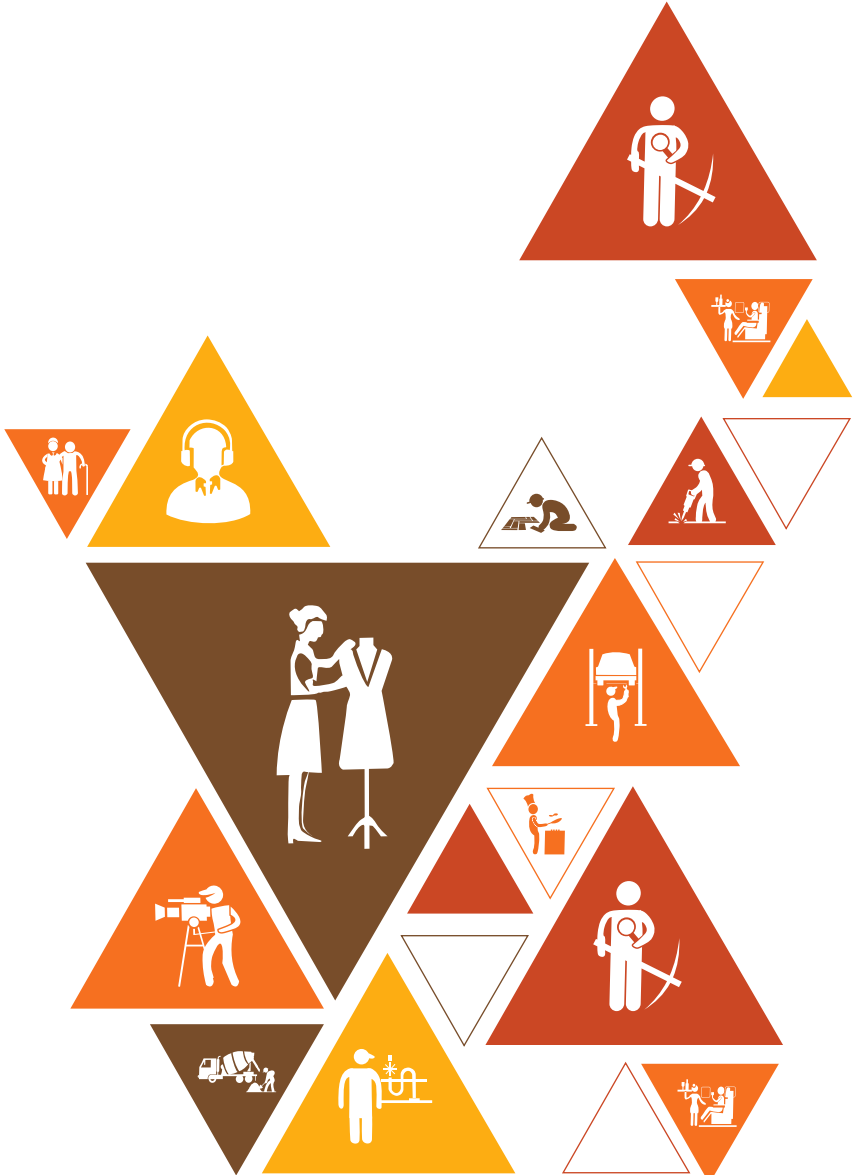
Answers to Exercises for PHB

Answer the following questions by choosing the correct option:

1. b. Port congestion and shipping delays
2. b. Quickest lead time due to local availability
3. b. Letter of Credit (LC)
4. b. to ensure timely deliveries, quality compliance, and strong supplier relationships
5. c. Factory layout plan

Answer the following questions briefly.

1. Refer Unit 5.1: Procurement materials from suppliers
Topic: 5.1.1 Logistics constraints related to procurements
2. Refer Unit 5.1: Procurement materials from suppliers
Topic: 5.1.2 Comparison of suppliers on various index in a matrix
3. Refer Unit 5.2: Preparation of a supplier contract
Topic: 5.2.1 Supplier contract with regards to returns and payment terms
4. Refer Unit 5.2: Preparation of a supplier contract
Topic: 5.2.2 Follow-up with the supplier
5. Refer Unit 5.2: Preparation of a supplier contract
Topic: 5.2.3 Quantity and Quality of materials in supplier contract





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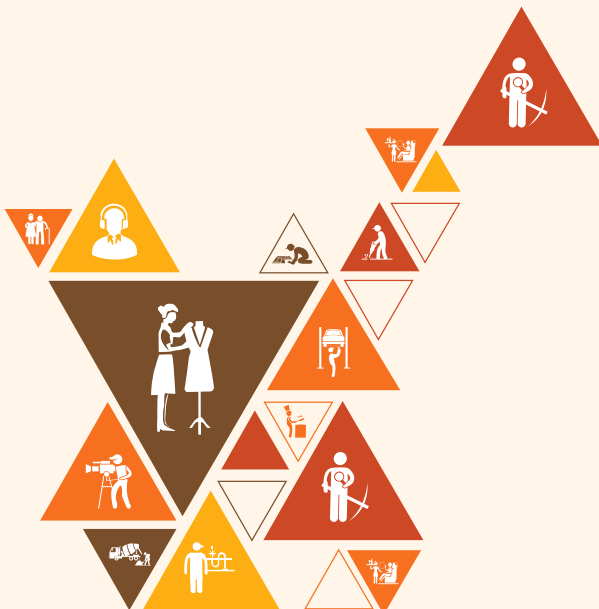


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6. Prepare to Supervise and Evaluate Performance of Subordinates

Unit 6.1 - Appraisal Systems



AMH/N0922

Key Learning Outcomes



By the end of this module, the participants will be able to:

1. Evaluate work targets for subordinates.
2. Analyse different appraisal systems like qualitative, quantitative, teamwork, problem-solving, etc.
3. Interpret the organisations laid down the procedure for performance appraisal system.
4. Interpret the organisation's laid down norms regarding the work distribution/classification amongst subordinates.

Unit 6.1: Appraisal Systems

Unit Objectives

By the end of this unit, the participants will be able to:

1. List of the types of appraisal systems
2. Identify the laid down process for performance appraisal system
3. Discuss the work targets as well as work distribution for and amongst the subordinates

Resources to be Used

Sample performance appraisal forms, organizational charts, printed work target templates, marker pens, whiteboard, performance evaluation rubrics, projector, and PowerPoint slides

Do

- Begin with a brief introduction to employee performance and its importance
- Explain different types of appraisal systems with examples
- Walk through the typical steps of a performance appraisal process
- Discuss the role of setting measurable work targets and how they align with performance reviews
- Show methods for distributing work logically and fairly among subordinates
- Engage learners in a discussion on the value of regular feedback and appraisals

Say

- Good day everyone! I'm excited to dive into a topic that shapes careers and improves team efficiency—appraisal systems.
- In this session, we'll understand how performance is evaluated, targets are set, and responsibilities are distributed within a team.
- This knowledge will help you become better managers and ensure teams stay motivated and accountable.

Ask

- Have you ever received feedback from a teacher or coach that helped you improve something?
- Why do you think companies need formal systems to review performance?
- How do you feel when your work is acknowledged and appreciated?

Elaborate

- Appraisal systems can be traditional (like rating scales and checklists) or modern (like 360-degree feedback and self-appraisals). Each system serves different organizational needs based on structure and work culture.
- This includes setting clear KPIs, mid-year and annual reviews, employee self-assessment, supervisor ratings, review discussions, and final performance documentation. It ensures consistency and fairness.
- Setting specific, measurable, achievable, relevant, and time-bound (SMART) goals helps subordinates stay focused. Targets must align with department and organizational objectives.
- Tasks should be assigned based on skills, strengths, and workload balance. Proper distribution helps avoid bottlenecks, prevents burnout, and ensures deadlines are met efficiently.

Explain

- Appraisal systems help assess employee performance and guide development.
- Different types of systems exist based on organizational culture and job roles.
- A laid-down appraisal process ensures consistency, transparency, and accountability.
- Setting realistic and measurable work targets increases team efficiency.
- Distributing work properly improves coordination and ensures timely delivery.
- Performance reviews also help identify training needs and reward high performers.

Demonstrate

Take a sample appraisal form and walk participants through the steps of filling it out, including entering targets, self-assessment inputs, and manager ratings. Discuss how to interpret and respond to evaluation comments.

Activity

1. **Activity Name:** Drafting Work Targets and Distributing Tasks
2. **Objective:** To help learners create SMART targets and practice fair work distribution
3. **Type of Activity:** Group
4. **Resources:** Printed blank target setting forms, role cards for team members, organizational chart template, pens
5. **Time Duration:** 30 minutes
6. **Instructions:**
7. **Divide participants into small teams**
8. **Assign each team a mock department scenario with a set of subordinates**
9. **Ask them to create SMART work targets for each subordinate**

- Distribute tasks based on skills, workload, and role expectations
- Present and justify their task allocation and performance goals to the class

10. **Outcome:** Learners will understand how to set appropriate targets and distribute work to optimize performance and fairness

Notes for Facilitation

- Keep examples practical and relatable to real workplace scenarios
- Encourage participation by asking questions based on personal experiences
- Use visual aids like charts or flow diagrams to explain appraisal steps
- Clarify the difference between task assignment and delegation of authority
- Emphasize the need for documentation and timely communication in appraisals
- Reinforce that objective feedback improves both individual and team outcomes

Notes for Facilitation

- Encourage participants to share examples of packaging and invoice errors they may have seen or experienced.
- Use clear real-world visual examples from stitched garment shipments to simplify complex document sections.
- Guide learners step-by-step through interpreting specifications and aligning them with buyer instructions.
- Monitor engagement during group tasks and offer help where participants struggle with formats or codes.
- Summarise each activity by highlighting key takeaways like barcode clarity invoice accuracy and packaging uniformity.

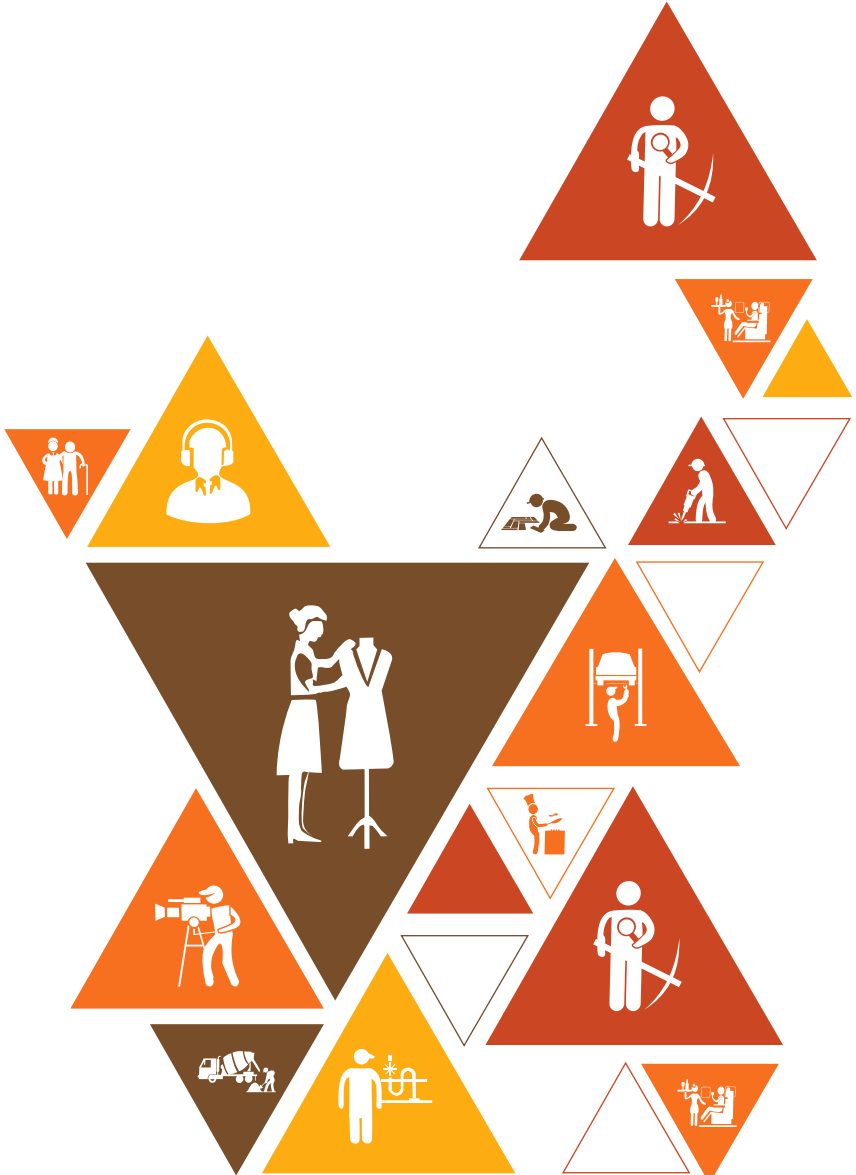
Answers to Exercises for PHB

Answer the following questions by choosing the correct option:

1. c. Cost Savings Achieved
2. b. It prioritizes cross-functional cooperation for supply chain efficiency.
3. c. Ignoring Supplier Performance Metrics
4. b. Tracking supplier lead times and confirming order acknowledgments
5. b. Achieving 98% on-time supplier deliveries with minimal delays

Answer the following questions briefly.

1. Refer Unit 6.1: Appraisal Systems
Topic: 6.1.1 Types of appraisal systems
2. Refer Unit 6.1: Appraisal Systems
Topic: 6.1.1 Types of appraisal systems
3. Refer Unit 6.1: Appraisal Systems
Topic: 6.1.2 laid down process for performance appraisal system
4. Refer Unit 6.1: Appraisal Systems
Topic: 6.1.3 Work targets for subordinates
5. Refer Unit 6.1: Appraisal Systems
Topic: 6.1.4 Work Distribution amongst Subordinates





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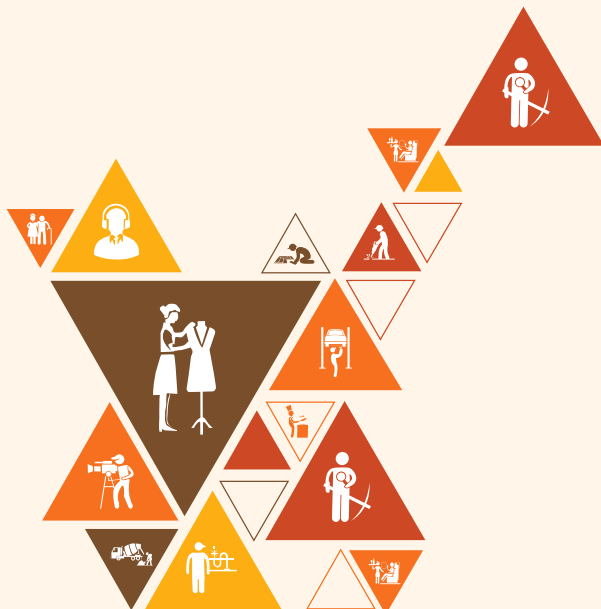
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7. Supervise and Evaluate the Performance of Subordinates

Unit 7.1 - Goals and Target for the Subordinates

Unit 7.2 - Quantified Measures and Metrics to Analyse the Performance



AMH/N0922

Key Learning Outcomes



By the end of this module, the participants will be able to:

1. Ensure and implement strict adherence of all activities performed by subordinates to organizational guidelines.
2. Conduct appraisal as per respective performance documents
3. Set goals and targets for the subordinates as per organizational directives.
4. Create quantified measures and metrics to analyse the performance delivered by subordinates.
5. Interpret different tools to measure performance like KRA, etc.

Unit 7.1: Goals and Target for the Subordinates

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the goals and target of the sourcing organisation directives
2. List of the organisational guidelines
3. Identify the strict adherence to performance activities by the subordinates

Resources to be Used

Sample goal-setting templates, printed copies of organizational policies, whiteboard, markers, projector, case examples of department goals, performance tracking sheets

Do

- Introduce the concept of organizational goals and how they cascade down to teams
- Explain the importance of aligning individual goals with organizational directives
- Share examples of goals from real apparel companies or simulated scenarios
- Guide learners through the use of goal-setting formats (e.g., SMART goals)
- Discuss how to translate broader business strategies into actionable team targets

Say

- Hello everyone! I hope you're ready to learn how we convert an organization's mission into measurable results at the ground level.
- Today, we'll learn how to set clear, aligned goals and targets for team members based on organizational guidelines.
- Understanding this will help you ensure that your team's efforts directly contribute to your company's success.

Ask

- Have you ever been part of a team where everyone knew exactly what their target was?
- Why do you think companies give departments and employees specific targets?
- Can you think of a situation where not having a clear goal made work more confusing?

Elaborate

- These are the policies, strategic directions, and key performance areas set by leadership. They act as a roadmap for departments and teams to ensure everyone is working toward common business goals.
- Derived from the organization's broader mission, these are broken down into department-wise and role-specific objectives. Managers must ensure that subordinate goals are specific, time-bound, measurable, and aligned with overall priorities.

Explain

- Organizational guidelines provide the foundation for all team-level planning.
- Goals should reflect the company's vision and mission through departmental actions.
- Managers are responsible for interpreting these directives into achievable team targets.
- Clear goal-setting improves employee clarity, accountability, and performance.
- Misaligned targets can lead to confusion and inefficiencies within teams.
- Documenting and reviewing targets regularly ensures consistency and improvement.

Demonstrate

Display an example of an organizational goal (e.g., increase production efficiency by 10%) and walk through how it can be translated into specific team targets and assigned to subordinates using a SMART goal framework.

Activity

1. **Activity Name:** Translating Guidelines into Team Goals
2. **Objective:** To help learners break down organizational directives into measurable team-level targets
3. **Type of Activity:** Group
4. **Resources:** Printed organizational directive sheets, goal-setting templates, pens, flipchart
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide learners into small teams and give each team a sample organizational directive
 - Ask them to analyse the directive and list 3–4 relevant team-level goals
 - Guide them to frame each goal in SMART format and allocate it to subordinate roles
 - Each group will present their output and reasoning behind goal setting
7. **Outcome:** Learners will develop the skill to interpret broad objectives and convert them into structured, role-specific targets for effective team management

Notes for Facilitation

- Start with a short real-world example of how strategic goals are cascaded in apparel organizations
- Encourage active participation by letting learners suggest their own role-based goals
- Keep the language simple and business-relevant, avoiding excessive jargon
- Emphasize clarity, feasibility, and alignment when defining team-level targets
- Reinforce that goals are not static—they need regular review and adjustment
- Link this unit to previous learning on appraisal systems and performance tracking

Unit 7.2: Quantified Measures and Metrics to Analyse the Performance

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the tools used for performance measurement such as KRA and

Resources to be Used

Sample performance appraisal forms, performance tracking sheets, KPI dashboards, pens, projector, case examples, printed SOPs on performance tracking, whiteboard, markers

Do

- Begin by introducing the concept of performance metrics and why they matter
- Show examples of tools like KPI trackers, productivity sheets, and performance review templates
- Discuss how documentation supports fair and structured appraisals
- Explain the importance of compliance and regular performance tracking
- Guide learners in evaluating a sample subordinate's performance using given tools

Say

- Good day everyone! I hope you're excited to dig into how we can measure and manage performance effectively.
- In this session, we're going to learn about performance metrics, documentation, and how to assess whether targets are being met.
- Knowing how to use the right tools and documentation helps you become a more objective and efficient team manager.

Ask

- Have you ever used any kind of tracker to measure your own or someone else's performance?
- Why do you think documentation is important in performance evaluations?
- Can you think of a time when lack of performance tracking led to unfair judgement or confusion?

Elaborate

- Common tools include Key Performance Indicator (KPI) dashboards, daily production reports, quality checklists, and attendance logs. These tools help managers monitor progress and set benchmarks.
- Documents like monthly review sheets, feedback forms, and scorecards are used to evaluate employee output over time and guide salary or promotion decisions.
- Following set targets, reporting schedules, and daily tasks is essential for transparency, accountability, and team consistency.
- Assessment includes comparing actual results against goals using data, identifying skill gaps, and planning feedback or improvement actions accordingly.

Explain

- Metrics help quantify how well a task or goal is being achieved.
- Using standardized tools ensures consistency across team evaluations.
- Documentation supports transparency and fairness in appraisal discussions.
- Regular tracking motivates subordinates to stay aligned with performance expectations.
- Evaluating performance helps identify high performers and those who need support.
- A structured assessment approach supports better team development and growth.

Demonstrate

Take a sample KPI sheet with weekly targets and show how to fill it in based on a subordinate's work data. Then, demonstrate how the data can be used in an appraisal document to give a fair performance score.

Activity

1. **Activity Name:** Performance Assessment Drill
2. **Objective:** To apply tools and documentation in assessing subordinate performance
3. **Type of Activity:** Group
4. **Resources:** Sample KPI sheets, mock subordinate performance data, scorecards, pens
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Distribute a set of sample performance data and KPI templates to each group
 - Ask them to calculate weekly performance against set targets
 - Instruct them to fill in a scorecard and prepare 3 lines of written feedback
 - Each group presents their assessment and feedback approach
7. **Outcome:** Learners gain practical experience in performance tracking, evaluation, and feedback generation using structured tools

Notes for Facilitation

- Ensure learners understand the difference between subjective and data-based evaluation
- Highlight the use of simple, measurable indicators that match job roles
- Encourage collaboration during the activity to simulate a real-world review team
- Use real examples from the garment industry when possible to maintain relevance
- Reinforce the importance of performance records in HR audits and conflict resolution
- Emphasize fairness, timeliness, and consistency in all assessment-related practices

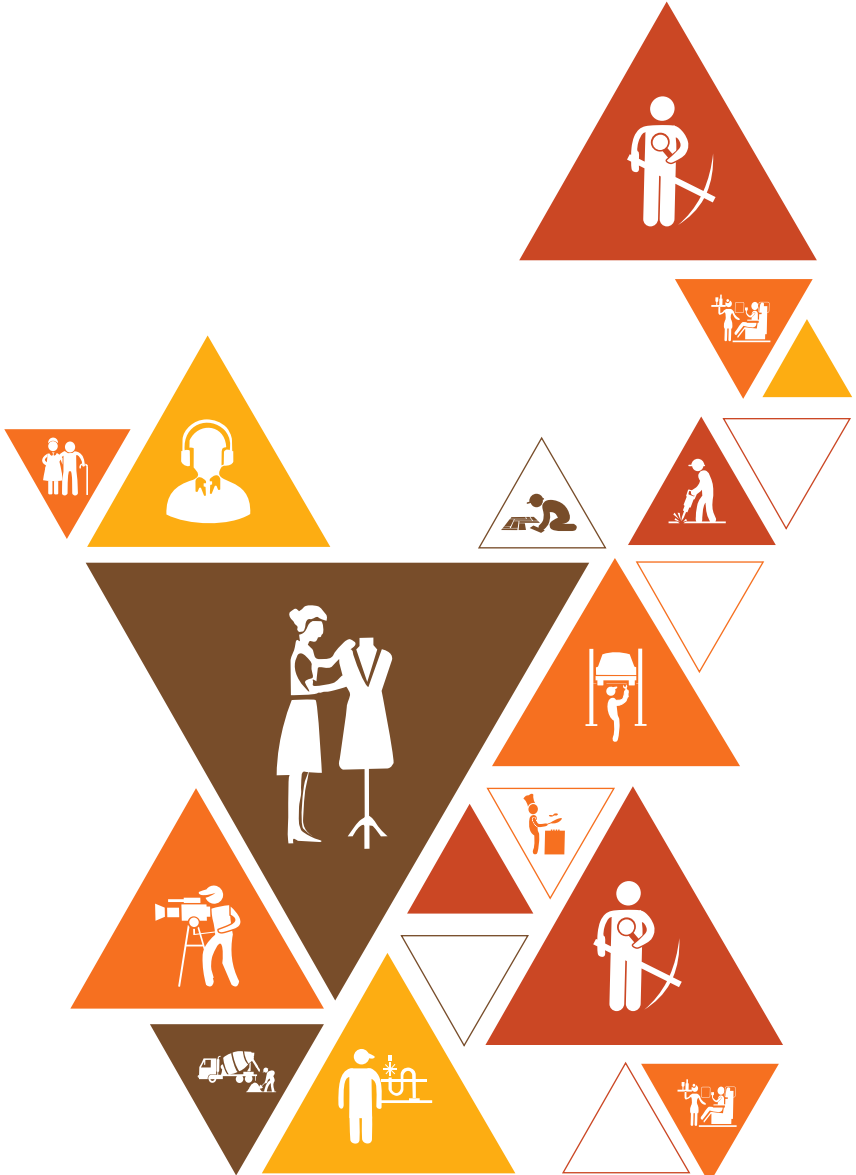
Answers to Exercises for PHB

Answer the following questions by choosing the correct option:

1. c. Implementing ERP systems for inventory management
2. c. Reducing carbon footprint and promoting eco-friendly materials
3. b. Coupa Procurement Software
4. c. To track performance, ensure compliance, and support decision-making
5. b. Ignoring procurement cost targets to prioritize quality

Answer the following questions briefly.

1. Refer Unit 7.1: Goals and Target for the Subordinates
Topic: 7.1.1 Organisational guidelines
2. Refer Unit 7.1: Goals and Target for the Subordinates
Topic: 7.1.2 Goals and target of the organisational directives
3. Refer Unit 7.2: Quantified Measures and Metrics to Analyse the Performance
Topic: 7.2.1 Tools used for performance measurement
4. Refer Unit 7.2: Quantified Measures and Metrics to Analyse the Performance
Topic: 7.2.2 Performance documents and its use during appraisal
5. Refer Unit 7.2: Quantified Measures and Metrics to Analyse the Performance
Topic: 7.2.4 Assessing performance delivered by the subordinates





AMH/N0923

Key Learning Outcomes



By the end of this module, the participants will be able to:

1. Explain the basics of Computer operation and its applications such as spread sheets etc.
2. Explain how to maintain old records
3. Interpret the organisation's procedures related to record keeping
4. Adhere to work instructions defined for maintaining records of internal and external communications

Unit 8.1: Organisation's Procedures Regarding Record Keeping

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the maintenance of record keeping
2. List of the computer operations and its required applications
3. Identify the work instructions in maintaining records for external and internal communications

Resources to be Used

Desktop or laptop, spreadsheet software like MS Excel or Google Sheets, sample record formats, printer, file folders, data entry forms, whiteboard, markers

Do

- Introduce the topic by explaining the role of digital and manual record keeping in sourcing and procurement
- Demonstrate common computer applications used in record management
- Show examples of how to maintain physical and digital records systematically
- Explain work instructions related to communication records and who is responsible for them
- Engage learners in filling mock formats of record entries

Say

- Hello everyone! Let's begin our session on something that keeps the entire organization running smoothly—record keeping.
- Today, we'll learn how to operate essential computer tools, maintain records, and follow work instructions related to communication logs.
- Understanding proper record keeping makes you more efficient, accountable, and prepared for audits or internal reviews.

Ask

- Have you ever used a spreadsheet or software to keep a record of anything?
- Why do you think it's important to keep communication records in a workplace?
- What can happen if you don't maintain accurate or updated records?

Elaborate



- Employees need to know basic functions of spreadsheets, email systems, and document storage tools like Google Drive or Microsoft Office. These help store and retrieve data efficiently.
- It involves organizing documents chronologically or by category, naming files correctly, using backup systems, and ensuring only authorized access to sensitive information.
- Work instructions may specify what needs to be recorded (e.g., purchase orders, supplier emails), in which format, and how long records should be stored. These ensure traceability and accountability.

Explain



- Digital tools like Excel, email, and shared drives streamline record management.
- Records should be well-organized, up-to-date, and easy to retrieve when needed.
- Communication records help clarify decisions, instructions, and agreements.
- Work instructions standardize how and what records should be maintained.
- Good record keeping supports audits, performance tracking, and legal compliance.
- Unauthorized access or poor documentation can lead to errors or losses.

Demonstrate



Show learners how to create a basic Excel record sheet for logging communication with suppliers, including fields like date, name, contact method, and summary of conversation.

Activity



1. **Activity Name:** Record Sheet Creation and Entry
2. **Objective:** To practice basic record keeping using spreadsheet software
3. **Type of Activity:** Individual
4. **Resources:** Sample communication data, laptops/desktops with MS Excel or Google Sheets, printed instructions
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Provide sample internal/external communication data
 - Ask each participant to open a blank spreadsheet
 - Instruct them to create a simple format with columns for Date, Type of Communication, Person Contacted, Summary, and Action Taken
 - Participants enter 5–7 sample entries and submit for review
7. **Outcome:** Learners demonstrate an understanding of basic digital record keeping using proper formats and logical organization

Notes for Facilitation

- Encourage learners to name files and folders using consistent, logical formats
- Explain the importance of access control and data backup for digital records
- Use workplace-specific examples such as sourcing logs or order follow-ups
- Emphasize clarity and completeness while making records
- Reinforce that both digital and physical record formats are equally important
- Check learners' familiarity with basic spreadsheet functions before the activity

Answers to Exercises for PHB

Answer the following questions by choosing the correct option:

1. b. to distinguish between allies and potential threats
2. c. Independent decision-making without consultation
3. b. Regulate the possession, use, and transportation of firearms
4. a. It helps security personnel respond effectively to emerging threats
5. b. to detect and respond to potential threats proactively

Answer the following questions briefly.

1. Refer Unit 8.1: Organisation's Procedures Regarding Record Keeping
Topic: 8.1.3 Work instructions in maintaining records of external and internal communications
2. Refer Unit 8.1: Organisation's Procedures Regarding Record Keeping
Topic: 8.1.2 Maintenance of record keeping
3. Refer Unit 8.1: Organisation's Procedures Regarding Record Keeping
Topic: 8.1.1 Computer operations and its applications required
4. Refer Unit 8.1: Organisation's Procedures Regarding Record Keeping
Topic: 8.1.2 Maintenance of record keeping
5. Refer Unit 8.1: Organisation's Procedures Regarding Record Keeping
Topic: 8.1.3 Work instructions in maintaining records of external and internal communications

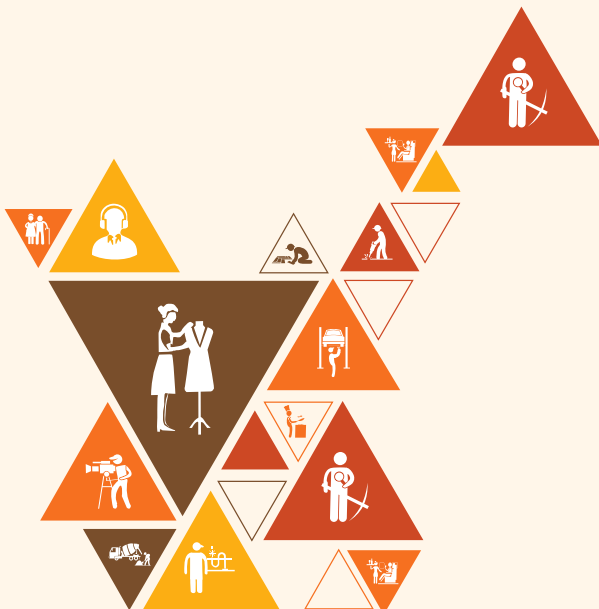


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9. Maintain Records about Procurement of Materials

Unit 9.1 - Organization's Procedures for Disposal of Old Records



AMH/N0923

Key Learning Outcomes



By the end of this module, the participants will be able to:

1. Describe the organization's procedures for disposal of old records.
2. Maintain updated records of approved vendors.
3. Maintain records related to communications with suppliers.
4. Maintain records related to interdepartmental communications for material requirements.
5. Maintain records related to complaints about purchased items and follow up for compensation/resolving issues.

Unit 9.1: Organization's Procedures for Disposal of Old Records

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the disposal of old records
2. Identify the maintenance of updated records for approved vendors
3. List of maintaining records for the communication with the suppliers, related to interdepartmental communications, and complaints related to purchase items and follow-ups

Resources to be Used

Sample record registers, shredded documents, laptops or desktops, record retention policy documents, vendor database printouts, email printouts, complaint tracking sheets, file folders, spreadsheet software

Do

- Begin with explaining the importance of record lifecycle and retention periods
- Describe the organization's process for secure and compliant disposal of old records
- Show how updated vendor records are maintained and used in daily operations
- Demonstrate record formats for communication logs and complaint tracking
- Engage learners in identifying outdated records and updating entries

Say

- Good day everyone! Let's explore how to manage and dispose of records professionally and responsibly.
- Today's session is about understanding record lifecycle—from maintaining updated logs to securely disposing of outdated ones.
- This is crucial to avoid clutter, improve decision-making, and stay compliant with organizational policies.

Ask

- Have you ever seen how old office records are disposed of or shredded?
- Why do you think keeping updated vendor lists is important in sourcing?
- What kind of issues can arise if complaints are not properly recorded and followed up?

Elaborate



- Old records that are no longer needed should be disposed of securely based on retention policies. This may include shredding, deleting files from systems, or archiving as per policy.
- Keeping current data on approved vendors helps in quick sourcing, better negotiation, and avoiding unverified suppliers. Regular updates are needed when new vendors are added or old ones removed.
- Every interaction, including emails, meeting notes, or phone calls, should be logged systematically to ensure traceability and accountability in procurement.
- Requests and updates shared with internal departments (like production or design) must be documented to align material planning with actual needs.
- Tracking complaints regarding quality, delays, or incorrect shipments helps in timely follow-ups and strengthens supplier accountability. It also supports dispute resolution.

Explain



- Outdated records should be reviewed and securely disposed of as per organizational guidelines.
- Approved vendor lists must be updated regularly to reflect valid sourcing options.
- Supplier and interdepartmental communication records support traceability and smooth coordination.
- Complaint records are essential for follow-up, quality monitoring, and supplier evaluation.
- Proper documentation ensures operational transparency and reduces risks.
- Digital records must be managed with secure access and backups.

Demonstrate



Show how to identify an outdated supplier record, mark it for archival or disposal, and update the approved vendor list using a spreadsheet.

Activity



1. **Activity Name:** Vendor and Complaint Record Maintenance Drill
2. **Objective:** To practice updating and managing procurement-related communication and complaint records
3. **Type of Activity:** Individual
4. **Resources:** Sample outdated vendor list, sample complaint forms, laptops/desktops with spreadsheet software, printed record templates
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Distribute a sample vendor list and complaint log with outdated/incorrect entries
 - Ask learners to identify outdated vendor records and update them with current data
 - Ask them to log 2–3 mock complaints and create a follow-up tracking column
 - Review completed entries for accuracy and completeness
7. **Outcome:** Learners will understand the importance of maintaining updated vendor lists and complaint logs and gain practical experience in documentation

Notes for Facilitation

- Allow participants to handle real or mock formats to enhance realism
- Emphasize confidentiality and compliance in record disposal
- Highlight the need for regular audits of supplier communication records
- Reinforce policies related to interdepartmental documentation
- Guide learners in identifying what qualifies as a record for disposal
- Clarify that complaint logs must be traceable and auditable

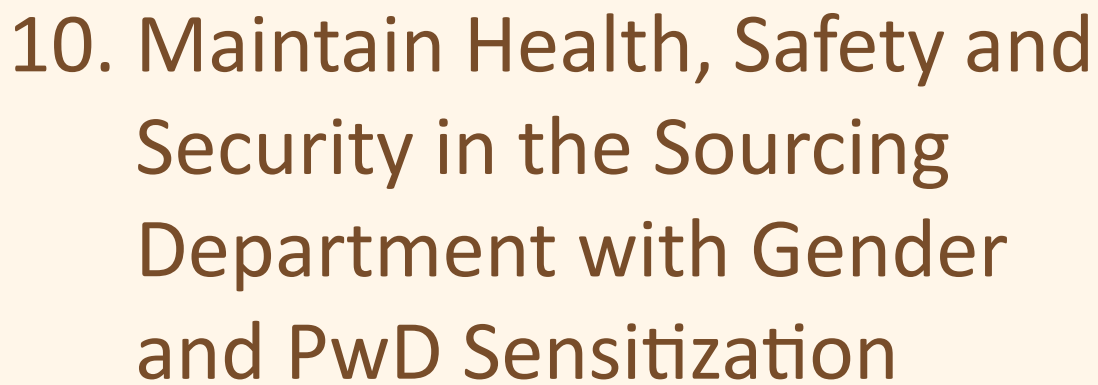
Answers to Exercises for PHB

Answer the following questions by choosing the correct option:

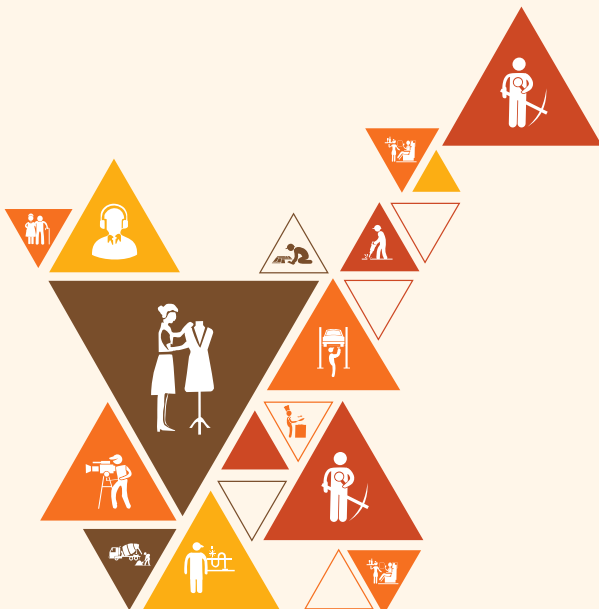
1. b. to ensure compliance with legal and industry regulations
2. b. Shredding
3. b. To track negotiations, pricing, and order confirmations
4. c. ERP systems like SAP, Oracle NetSuite, Tally
5. c. Purchase Order (PO) reference, issue description, and supporting documents

Answer the following questions briefly.

1. Refer Unit 9.1: Organization's Procedures for Disposal of Old Records
Topic: 9.1.2 Maintenance of Updated Records of Approved Vendors
2. Refer Unit 9.1: Organization's Procedures for Disposal of Old Records
Topic: 9.1.1 Disposal of Old Records
3. Refer Unit 9.1: Organization's Procedures for Disposal of Old Records
Topic: 9.1.3 Maintaining Records related to Communications with Suppliers
4. Refer Unit 9.1: Organization's Procedures for Disposal of Old Records
Topic: 9.1.4 Maintaining Records related to Interdepartmental Communications for Material Requirements
5. Refer Unit 9.1: Organization's Procedures for Disposal of Old Records
Topic: 9.1.5 Record Maintenance related to Complaints about Purchased Items and Follow Up for Compensation/Resolving Issues



Unit 10.3 - Health and Safety Signage Put in the Organization



AMH/N0924

Key Learning Outcomes



By the end of this module, the participants will be able to:

1. Describe various personal protective equipment to be used like nose mask, etc.
2. Ensure that the workers undertake first-aid, fire fighting and emergency response training.
3. Ensure self and workers' participation in mock drills/evacuation procedures organized at the workplace
4. Demonstrate basic first aid.
5. Demonstrate basic CPR.
6. Interpret hazards related to damage to organization's assets and records like fire, short circuit, etc. Interpret the health and safety signage put in the organization.
7. Interpret potential risks and threats associated with workplace equipment like cutters, shears, adhesives, etc.
8. Monitor the workplace and work processes for potential risks and threats like fire, physical injuries from sharp objects, etc.
9. Interpret how to avoid potential hazards at the work area like fire, etc. and handle tools and equipment safely and securely.

Unit 10.1: Hazards Related to Damage to Organization's Assets and Records

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the potential hazards and risks that are associated with records and assets during sourcing managers
2. Identify the monitoring workplace and work processes during threats and risks

Resources to be Used

Risk assessment forms, fire safety charts, dummy warning labels, incident reporting templates, workplace hazard posters, safety equipment samples, real or simulated asset and records logs, visual aids for types of hazards

Do

- Introduce the session by highlighting real-life examples of asset and record damage due to poor risk control
- Explain the different types of risks to physical and digital records and assets
- Walk the learners through hazard identification and reporting procedures
- Demonstrate basic workplace monitoring practices to handle threats effectively
- Engage learners in recognizing common workplace vulnerabilities

Say

- Hi everyone! I'm excited to get started on today's important session about protecting our organization's records and assets.
- We'll learn how to identify potential hazards and how to monitor risks in our workplace to avoid asset damage or data loss.
- This is crucial because even small oversights can lead to major losses or safety incidents if we're not careful.

Ask

- Have you ever seen a fire extinguisher or emergency exit blocked in a workplace?
- What happens if physical records are exposed to water or fire hazards?
- Do you know who to inform if you notice a security or safety risk at work?

Elaborate



- Hazards include fire, water leakage, cyber-attacks, theft, poor storage, and unauthorized access. Risks increase when records are not protected by proper security or storage measures. Asset loss could affect production, finances, or compliance.
- Active monitoring includes checking CCTV, inspecting access controls, ensuring fire and safety equipment is working, and routine walkthroughs to identify signs of risk. It also includes reviewing digital logs for system vulnerabilities.

Explain



- Records and assets are exposed to both environmental and human-made risks.
- Improper handling, storage, or lack of security systems can lead to damage or theft.
- Regular inspection and monitoring are essential to prevent such risks.
- Monitoring includes both physical safety checks and system audits.
- Everyone in the organization plays a role in hazard identification and reporting.
- Having a clear reporting and emergency response system helps mitigate risks quickly.

Demonstrate



Show how to inspect a record storage area for risks like exposed wiring, dampness, unlocked cabinets, or missing fire safety signage.

Activity



1. **Activity Name:** Hazard Spotting and Reporting Drill
2. **Objective:** To help learners identify workplace risks related to records and assets and report them properly
3. **Type of Activity:** Group
4. **Resources:** Sample floor plan of a record room or office, red/yellow/green stickers, risk report format, printed hazard checklist
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Provide each group a floor plan with marked areas and images of workplace setups
 - Ask them to identify potential hazards using the red/yellow/green sticker method (red = severe, yellow = moderate, green = safe)
 - Fill out the hazard report form for 3 major risks and suggest mitigation actions
 - Groups present their findings briefly
7. **Outcome:** Learners will develop awareness of risks and learn how to report them effectively for preventive action

Notes for Facilitation

- Maintain a supportive environment while discussing risk-related incidents
- Reinforce confidentiality and professionalism in incident reporting
- Emphasize that digital data must be protected with equal importance as physical assets
- Explain that proactive monitoring reduces the chance of accidents or loss
- Use relatable examples of damage due to minor oversights to keep learners engaged
- Ensure participants understand the reporting chain and documentation process

Unit 10.2: Personal Protective Equipment (PPE) to be Used during Potential Hazards

Unit Objectives

By the end of this unit, the participants will be able to:

1. List of the health factors during potential hazards in apparel sourcing
2. List of workers that undertake first aid, fire fighting and emergency response training
3. Discuss the importance of protective equipment

Resources to be Used

First-aid kits, CPR manikins, fire extinguishers (dummy or real), PPE samples like gloves, helmets, safety shoes, training videos on emergency response, printed evacuation charts, mock drill reporting forms, emergency contact posters

Do

- Begin the session by showing real examples of PPE used during emergencies
- Explain the need for first aid, CPR, and how to respond during health emergencies
- Describe emergency training programs and their role in building workplace safety
- Demonstrate basic PPE use and emergency response tools
- Conduct a short practical session on how to safely evacuate during a fire or hazard

Say

- Hi everyone! I'm excited to get started on today's important session about protecting our organization's records and assets.
- We'll learn how to identify potential hazards and how to monitor risks in our workplace to avoid asset damage or data loss.
- This is crucial because even small oversights can lead to major losses or safety incidents if we're not careful.

Ask

- Have you ever seen or used a fire extinguisher?
- Do you know where the first-aid kit is placed in your workplace?
- Have you ever participated in a fire drill or emergency evacuation?

Elaborate



- First aid helps stabilize injuries before professional help arrives. CPR is critical in case of cardiac emergencies. Training in these can reduce fatalities and prepare employees to react quickly.
- These trainings cover the use of basic first-aid tools, handling small fires, using extinguishers, and following company protocols during emergencies. Regular training builds confidence and capability.
- Mock drills simulate real emergencies like fire or gas leaks. Participation helps identify response gaps, builds speed and clarity in actions, and ensures workers know their roles during evacuations.

Explain



- PPE like helmets, gloves, masks, and boots protect workers from injuries and exposure.
- Knowing how to give CPR and use a first-aid kit is life-saving during emergencies.
- Fire fighting and emergency response training prepares workers to stay calm and act correctly.
- Evacuation drills improve speed, awareness, and safety during actual threats.
- Workers must regularly participate in drills and refresh safety skills.
- Safety is a shared responsibility and must be practiced continuously.

Demonstrate



Show how to wear and remove PPE safely, how to use a fire extinguisher, and perform chest compressions using a CPR manikin.

Activity



1. **Activity Name:** Mock Drill Planning and Execution (Topic: Self and workers participation in mock drills/evacuation procedures)
2. **Objective:** To enable learners to experience emergency response and improve coordination during hazards
3. **Type of Activity:** Group
4. **Resources:** Fire alarm sound or whistle, floor map, stopwatch, safety jackets or dummy PPE, reporting checklist
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide participants into 2 groups: responders and evacuees
 - Simulate a fire/emergency using an alarm
 - Ask evacuees to follow the evacuation route on the map
 - Responders will assist and guide them to the assembly point
 - After the drill, fill out the checklist to assess timing and errors
7. **Outcome:** Learners will understand the importance of coordination, PPE use, and evacuation during emergencies

Notes for Facilitation

- Ensure safety during mock drills and use safe methods for simulation
- Be patient and clear while demonstrating first-aid or fire safety steps
- Reinforce the importance of routine training and familiarization with PPE
- Clarify that delays in evacuation can lead to serious risks
- Emphasize team coordination and leadership during drills
- Encourage feedback after the activity to identify improvement areas

Unit 10.3: Health and Safety Signage Put in the Organization

Unit Objectives

By the end of this unit, the participants will be able to:

1. Discuss the importance of protective equipment.
2. Describe ways to handle tools and equipment safely and securel

Resources to be Used

Safety signage posters, PPE samples like gloves, helmets, goggles, demonstration tools like cutting scissors, sewing needles, packaging blades, display board for safety messages, short video clips on workplace safety, printed checklist for safe handling practices

Say

- Hi everyone! I'm excited to talk about one of the most practical and life-saving topics we use every day—workplace safety and the signs that guide us.
- Today, we're going to learn how to use protective equipment properly and handle tools in a way that keeps everyone safe.
- Knowing this keeps you protected from injuries and ensures your work environment stays secure and professional.

Do

- Start the session with a visual tour of common safety signage used in work environments
- Display and describe each PPE and its purpose using actual samples
- Explain how to use and store tools securely to avoid workplace hazards
- Encourage learners to observe signage around them during breaks and report unfamiliar signs
- Emphasize practical use and the reasons behind specific safety instructions

Ask

- Have you noticed safety signs at your workplace or school?
- Can you name any tool you think should be handled with extra care?
- Do you always wear safety gear when required—why or why not?

Elaborate



- Protective equipment like gloves, helmets, masks, and goggles are designed to reduce exposure to hazards. These act as a barrier against chemicals, sharp objects, and falling materials, and are essential for maintaining personal safety in any workplace.
- Safe tool handling prevents accidents and extends the life of equipment. Workers must learn proper gripping, usage, storage, and checking tools for damage before use. This includes never leaving sharp tools unattended and always cleaning and returning tools after use.

Explain



- Safety signage provides visual cues that prevent accidents and improve awareness.
- PPE acts as the first line of defense in hazardous work areas.
- Workers must wear PPE correctly and consistently.
- Unsafe handling of tools can lead to serious injuries.
- Tools must be maintained and used following safety protocols.
- Every worker must follow signage and promote a safety-first culture.

Demonstrate



Show the correct way to wear different PPE and safely handle a cutting tool or sharp object, emphasizing storage and disposal procedures.

Activity



1. **Activity Name:** Safety Signage Hunt and PPE Demo (Topics: Importance of Protective Equipment, Handling Tools and Equipment Safely and Securely)
2. **Objective:** To familiarize learners with real-world safety signage and reinforce the importance of PPE and safe tool handling
3. **Type of Activity:** Group
4. **Resources:** Safety signage printouts or pictures, real PPE items, 2-3 types of common tools, marker pens, whiteboard
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide participants into small groups
 - Place safety sign images around the classroom or training space
 - Ask each group to find, identify, and explain the meaning of each sign
 - Follow this with a PPE demo where each group explains the use of one PPE and safe handling of a selected tool
7. **Outcome:** Learners will confidently recognize safety signs, understand PPE use, and demonstrate safe practices when handling equipment

Notes for Facilitation

- Ensure all demonstrations are done under supervision to avoid injury
- Use simple language to explain safety instructions for beginners
- Reinforce the role of safety signs in guiding everyday workplace behavior
- Highlight consequences of ignoring protective equipment guidelines
- Make participants practice proper tool return and storage after the session
- Use the demo to emphasize how daily actions impact long-term safety

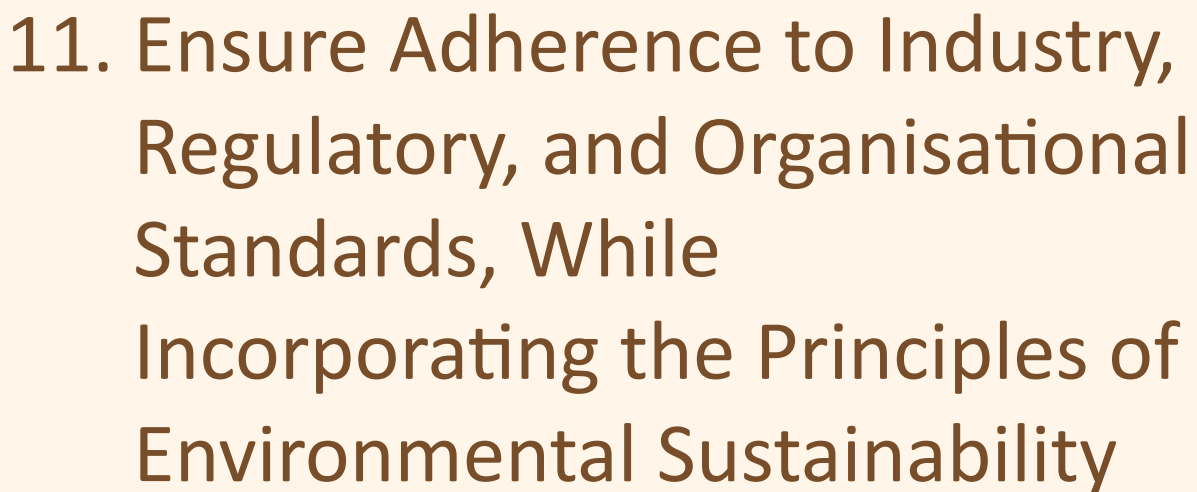
Answers to Exercises for PHB

Answer the following questions by choosing the correct option:

1. b. Increased financial losses due to counterfeit materials
2. b. Implementing and overseeing health and safety procedures
3. c. Cool the affected area under running water for at least 10 minutes
4. b. to ensure compliance with safety regulations and protect against workplace hazards
5. b. Enhanced supplier trust

Answer the following questions briefly.

1. Refer Unit 10.1: Hazards related to Damage to Organization's Assets and Records
Topic: 10.1.1 Potential hazards and risks in records and assets
2. Refer Unit 10.2: Personal Protective Equipment (PPE) to be used during Potential Hazards
Topic: 10.2.1 Health factors like First aid and CPR during potential hazards during sourcing
3. Refer Unit 10.2: Personal Protective Equipment (PPE) to be used during Potential Hazards
Topic: 10.2.3 Self and workers participation in mock drills/evacuation procedures
4. Refer Unit 10.3: Health and Safety Signage Put in the Organization
Topic: 10.3.2 Handling Tools and Equipment Safely and Securely
5. Refer Unit 10.1: Hazards related to Damage to Organization's Assets and Records
Topic: 10.1.2 Monitoring workplace and work processes during threats and risks



Unit 11.4 - Sustainability, Communication, and Problem-Solving



Key Learning Outcomes



By the end of this module, the participants will be able to:

1. Describe the effects of contamination on products and methods to minimize wastage.
2. Explain safe working practices for cleaning and maintaining equipment.
3. Identify the tools and equipment required for marking and their uses.
4. Maintain proper posture and demonstrate safe lifting and handling procedures.
5. Discuss the importance of effective communication with colleagues and supervisors.
6. Explain the significance of greening solutions, policies, and regulatory compliance in operations.
7. Identify common faults with equipment and describe methods for rectification.
8. List procedures for maintaining tools and equipment, ensuring safety and efficiency.
9. Evaluate ways to conserve energy and manage waste in the apparel sector.

Unit 11.1: Workplace Safety, Maintenance, and Procedures

Unit Objectives

By the end of this unit, the participants will be able to:

1. Explain the effects of contamination on products and methods to prevent it.
2. Describe safe working practices for cleaning and maintaining equipment.
3. Discuss the use of appropriate cleaning equipment, substances, and methods.
4. Illustrate the process for regular running maintenance of tools and machines.
5. Assess correct lifting and handling techniques.
6. Describe the safe storage of cleaning equipment after use.
7. Explain the procedures for the disposal of waste safely in designated locations.
8. Discuss the importance of switching off machines when not in use.
9. Outline the procedures for conducting maintenance of tools and equipment.
10. Analyse how to identify and rectify common faults with equipment.

Resources to be Used

Protective gloves, cleaning agents, colour-coded cleaning tools, maintenance checklist, sample faulty equipment, labels for equipment storage, safety posters, ergonomic lifting guide, waste bins, energy-saving posters, projector, whiteboard, markers

Do

- Greet participants and introduce the session
- Write session objectives on the board
- Explain importance of safety and maintenance in the workplace
- Demonstrate cleaning and safe equipment handling techniques
- Show how to identify common equipment faults
- Guide the practice of safe lifting techniques
- Conduct an activity on safe maintenance practices

Say

- Good morning everyone! Today we're going to learn how to maintain a safe and well-maintained work environment which is very important for both personal safety and workplace efficiency
- By the end of this session, you'll understand how to follow safety procedures, conduct proper equipment maintenance, and practice safe handling techniques
- These skills are important because a safe and clean workplace prevents accidents, extends the life of equipment, and improves overall productivity

Ask

- Have you seen equipment in your workplace that was not cleaned or maintained properly?
- Why do you think it is important to turn off machines when not in use?
- Have you ever noticed how much easier it is to work when the tools and space are properly organised?

Elaborate

- Preventing contamination ensures a hygienic and safe work environment, especially in processes that involve fabrics and materials sensitive to dirt and chemicals.
- Regular maintenance and correct handling reduce the risk of accidents and ensure that tools and machines perform effectively.
- Using the right cleaning agents and tools ensures effective cleaning without damaging equipment or risking worker safety.
- Following a routine maintenance schedule helps detect wear and tear early and keeps equipment running smoothly.
- Applying proper lifting techniques helps prevent workplace injuries and supports long-term physical health of workers.
- Storing cleaning tools properly after use prevents accidents and maintains hygiene.
- Responsible waste disposal supports environmental goals while energy conservation helps lower operational costs and improves sustainability.
- Turning off machines when idle conserves energy, reduces wear, and enhances workplace safety.
- Following proper maintenance procedures ensures equipment reliability and reduces downtime.
- Recognising early signs of faults and taking corrective action prevents accidents and costly repairs.

Explain

- Safe working practices reduce accidents and protect workers
- Regular equipment maintenance improves performance and reliability
- Using the correct cleaning methods prevents equipment damage
- Good lifting techniques reduce the risk of injury
- Storing tools and equipment correctly promotes safety and order
- Conserving energy and proper waste disposal contribute to workplace sustainability

Demonstrate

Show correct lifting techniques and demonstrate cleaning and safe storage of tools and equipment

Activity

1. **Activity Name:** Creating a Safe and Efficient Maintenance Routine
2. **Objective:** To practise planning and applying a regular maintenance routine for workplace tools and equipment (topics: Process for Regular Running Maintenance of Tools and Machines, Equipment Maintenance and Safe Handling Techniques, Safe Storage of Cleaning Equipment After Use, Identifying and Rectifying Common Equipment Faults)
3. **Type of activity:** Group
4. **Resources:** Sample maintenance checklist, cleaning tools, storage labels, sample equipment fault list, flipcharts, markers
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide participants into small groups
 - Provide each group with sample tools and a maintenance checklist
 - Instruct each group to prepare a maintenance and cleaning routine for the assigned tools
 - Groups present their routine and demonstrate the key steps to the class
7. **Outcome:** Participants will gain practical understanding of maintaining workplace equipment and applying safe work practices

Notes for Facilitation

- Encourage open sharing of experiences related to workplace safety
- Emphasise the role of routine in maintaining safety standards
- Provide practical tips for recognising equipment faults early
- Remind learners to always follow organisational guidelines
- Highlight how safe practices improve efficiency and reduce downtime
- Offer constructive feedback during group presentations

Unit 11.2: Tools, Machinery, and Processes

Unit Objectives

By the end of this unit, the participants will be able to:

1. Describe the various markers and tools required for marking.
2. Discuss the machines used for layering and spreading processes.
3. Identify and explain the different types of cutting machines (scissors, straight knife, band knife, laser cutting machine).
4. Evaluate testing working practices for equipment cleaning and maintenance.
5. Illustrate the appropriate handling of materials and tools.
6. Analyse methods for minimising wastage during operations.
7. Explain how to store waste materials such as paper, sketches, and electronic waste correctly.

Resources to be Used

Cutting tables, marking tools, measuring tape, layering machines, spreading machines, cutting machines, cleaning tools, maintenance checklist, sample waste storage containers, waste segregation posters, storage bins, whiteboard, markers

Do

- Greet participants and introduce the session
- Write session objectives on the board
- Explain types of tools and equipment used in the apparel sector
- Demonstrate cleaning and maintenance of key machines
- Show proper handling techniques for tools and materials
- Guide a discussion on waste reduction and storage practices
- Conduct an activity related to equipment maintenance and safe handling

Say

- Hello everyone! Today we'll be learning about the essential tools and machines we use in garment production and how to handle, maintain, and store them properly
- By the end of this session, you'll know how to use cutting and layering machines, handle tools correctly, and manage waste and storage efficiently
- These skills are very important because proper tool handling and maintenance improves product quality, ensures safety, and supports efficient operations

Ask



- Have you ever seen how many different machines are used in garment production?
- Why do you think it is important to keep machines and tools clean and well-maintained?
- How can proper waste storage help maintain a safe and organised workplace?

Elaborate



- Accurate marking tools such as chalk, pens, and templates are essential for precision in garment cutting and construction.
- Layering and spreading machines help organise multiple fabric layers for efficient cutting, saving time and ensuring consistency.
- Different types of cutting machines, such as straight knife and band knife, are used depending on fabric type and production volume.
- Regularly testing and improving cleaning and maintenance practices helps ensure that machines operate smoothly and safely.
- Proper handling prevents damage to materials and extends the lifespan of tools, ensuring quality output.
- Implementing waste reduction strategies and proper storage techniques helps maintain an organised workspace and supports sustainability goals.
- Storing waste materials in designated containers and segregating by type facilitates recycling and safe disposal.

Explain



- Using tools and machines correctly improves garment quality
- Proper cleaning and maintenance ensures safe equipment operation
- Regular testing of maintenance practices prevents breakdowns
- Correct handling of materials and tools prevents damage and waste
- Organised waste storage supports workplace efficiency and sustainability
- Awareness of proper machine usage reduces errors and hazards

Demonstrate



Show the proper cleaning and maintenance procedure for a cutting machine and demonstrate safe handling of marking equipment and fabric

Activity

1. **Activity Name:** Setting Up and Maintaining Cutting and Spreading Equipment
2. **Objective:** To practise setting up, cleaning, and maintaining cutting and spreading equipment (topics: Cutting Machines and Their Applications, Machines Used for Layering and Spreading Processes, Testing Working Practices for Equipment Cleaning and Maintenance)
3. **Type of activity:** Group
4. **Resources:** cutting machines, spreading machine, cleaning tools, maintenance checklist, fabric samples, marking tools
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide participants into small groups
 - Assign each group to a machine (cutting or spreading)
 - Ask them to inspect, clean, and prepare the machine following the checklist
 - Groups demonstrate correct handling and maintenance steps to the class
7. **Outcome:** Participants will gain hands-on experience in maintaining machines, handling materials correctly, and applying proper waste and storage practices

Notes for Facilitation

- Encourage active participation and hands-on practice
- Reinforce the importance of regular equipment checks
- Highlight common mistakes to avoid during machine operation
- Emphasise how proper waste storage contributes to safety and efficiency
- Provide real examples of workplace accidents caused by poor maintenance
- Give feedback on group demonstrations and encourage improvement

Unit 11.3: Quality Control and Record-Keeping

Unit Objectives

By the end of this unit, the participants will be able to:

1. Explain the company's quality standards and their importance.
2. List the types of records kept and methods for accurate completion.
3. Discuss the significance of keeping precise quality records.
4. Illustrate how to report quality issues to appropriate personnel.
5. Describe the importance of compliance with written instructions during operations.
6. Assess how to perform work functions according to organizational standards.
7. Explain organizational procedures for quality compliance and reporting.
8. Analyse communication lines, authority, and reporting protocols.

Resources to be Used

Sample quality checklists, record-keeping templates, compliance forms, organisational quality manuals, sample reports, flowcharts of communication lines, whiteboard, markers, projector, sample garments for quality checking

Do

- Greet participants and introduce the session
- Write the session objectives on the board
- Explain key concepts of quality control and record-keeping
- Demonstrate how to fill out quality records and compliance reports
- Guide participants through identifying reporting lines and procedures
- Conduct an activity related to quality checks and reporting

Say

- Good day everyone! Today we're going to explore how quality control and accurate record-keeping help us maintain high standards in boutique operations
- By the end of this session, you'll understand the importance of quality standards, how to document quality checks properly, and how to follow reporting procedures
- Mastering these skills is essential because quality products and good records protect our reputation, ensure customer satisfaction, and help us maintain compliance

Ask



- Have you ever noticed a product with a quality defect? What do you think caused it?
- Why do you think keeping quality records is important in boutique businesses?
- How do clear reporting lines and communication help manage quality issues?

Elaborate



- Quality standards help ensure consistency and customer satisfaction, supporting brand reputation and repeat business.
- Maintaining accurate records enables tracking of quality trends and helps in identifying and correcting issues promptly.
- Precise records help monitor compliance and provide an audit trail for improvements and accountability.
- Reporting systems ensure that any deviations from quality standards are documented and addressed appropriately.
- Following written procedures ensures that work meets established standards and reduces the chance of errors.
- Adhering to organisational standards guarantees uniformity and reflects the company's quality commitment.
- Organisations set formal procedures to guide staff in maintaining quality and resolving issues.
- Understanding communication and reporting protocols helps employees know whom to report to and how to escalate quality concerns.

Explain



- Quality standards guide consistent production
- Record-keeping documents quality checks and results
- Reporting issues allows for correction and process improvement
- Compliance with instructions reduces errors and defects
- Organisational standards create a unified approach to quality
- Clear communication ensures issues are addressed efficiently

Demonstrate



Demonstrate how to complete a quality checklist for a sample garment and how to fill a basic compliance report form

Activity

1. **Activity Name:** Quality Record-Keeping and Reporting Simulation
2. **Objective:** To practise maintaining quality check records and reporting issues correctly (topics: Accurate Record-Keeping for Quality Management, Reporting Quality Issues and Compliance Procedures, Organisational Procedures for Quality Compliance and Reporting)
3. **Type of activity:** Group
4. **Resources:** sample garments, quality checklist templates, compliance forms, sample organisational procedures, pens, markers, flipcharts
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide participants into small groups
 - Assign each group a sample garment to inspect using the quality checklist
 - Ask groups to complete the checklist and report any quality issues using the given forms
 - Groups present their findings and reporting process to the class
7. **Outcome:** Participants will gain hands-on experience in quality checking, accurate record-keeping, and following reporting protocols

Notes for Facilitation

- Encourage active discussion on the importance of quality
- Provide real examples of how poor quality affects customer satisfaction
- Remind learners to always follow organisational standards and written procedures
- Highlight the importance of timely and clear reporting
- Provide constructive feedback on record-keeping practices
- Reinforce the value of good communication in managing quality

Unit 11.4: Sustainability, Communication, and Problem-Solving

Unit Objectives

By the end of this unit, the participants will be able to:

1. Explain the importance of effective communication with colleagues and supervisors.
2. Discuss ways to resolve problems in the workplace.
3. Describe the importance of greening solutions, policies, and regulations.
4. Analyse the significance of resource optimisation in the workplace.
5. Assess methods for the conservation of energy in the apparel sector.
6. Illustrate the usage of eco-friendly solutions in operations.
7. Describe the importance of correct posture and maintaining a comfortable working position.
8. Explain the need for following organizational standards for sustainability.
9. Apply relevant legislation and environmental regulations in the workplace.
10. Discuss the importance of specified resource usage in work areas.
11. Analyse how to align operations with environmental policies and practices.
12. Describe how to carry out work functions in compliance with sustainability standards.

Resources to be Used

Sample environmental policy documents, eco-friendly product samples, posture correction charts, ergonomic furniture or props, problem-solving worksheets, energy conservation posters, organisational sustainability guidelines, flipcharts, markers, projector, sample workplace scenarios

Do

- Greet participants and introduce the session
- Write the session objectives on the board
- Explain how communication, problem-solving, and sustainability practices are interconnected
- Demonstrate correct posture and eco-friendly workplace practices
- Guide discussions on energy conservation and greening solutions
- Conduct an activity focused on sustainability and problem-solving

Say

- Hi everyone! Today we'll explore how effective communication, problem-solving, and sustainable practices can help us improve both our workplace and the environment
- By the end of this session, you'll know how to handle workplace challenges, apply eco-friendly practices, and align your work with sustainability standards
- These topics matter because when we communicate well, solve problems efficiently, and care for our environment, we create a better workplace for everyone and contribute to a more sustainable future

Ask

- Have you ever tried using eco-friendly products at home or at work?
- Why do you think it's important to maintain good posture while working?
- Can you think of a time when good communication helped resolve a problem at work?

Elaborate

- Clear communication and collaborative problem-solving create a positive work environment and help address challenges quickly and effectively.
- Problem-solving techniques include identifying the root cause, brainstorming solutions, and implementing corrective actions.
- Greening solutions help reduce environmental impact and comply with government and organisational regulations.
- Energy conservation methods include using energy-efficient equipment and turning off machines when not in use.
- Incorporating eco-friendly materials and processes reduces environmental harm and appeals to eco-conscious customers.
- Good posture supports worker health, prevents injury, and enhances productivity.
- Efficient resource use reduces waste and supports long-term environmental goals.
- Following established environmental standards ensures legal compliance and promotes sustainable practices.
- Using resources correctly prevents unnecessary waste and supports efficiency.
- Integrating sustainability into daily operations helps maintain consistency with organisational values.
- Performing tasks with sustainability in mind ensures that environmental goals are met at every level of work.

Explain

- Communication and problem-solving skills enhance team performance
- Greening solutions and eco-friendly practices protect the environment
- Energy conservation supports operational efficiency
- Good posture improves worker wellbeing
- Complying with environmental standards is essential for the organisation
- Resource optimisation benefits both the business and the environment

Demonstrate

Demonstrate correct ergonomic posture at a workstation and show examples of eco-friendly solutions used in the apparel sector

Activity

1. **Activity Name:** Sustainability Challenge and Problem-Solving Workshop
2. **Objective:** To practise identifying workplace sustainability improvements and resolving operational problems (topics: Sustainability and Resource Optimization, Ways to Resolve Problems in the Workplace, Aligning Operations with Environmental Policies and Practices)
3. **Type of activity:** Group
4. **Resources:** sustainability policy documents, sample workplace problem scenarios, eco-friendly product samples, flipcharts, markers
5. **Time Duration:** 30 minutes
6. **Instructions:**
 - Divide participants into small groups
 - Provide each group with a workplace scenario involving a sustainability or operational challenge
 - Ask groups to discuss the problem, identify solutions, and propose eco-friendly actions
 - Groups present their solutions to the class
7. **Outcome:** Participants will learn to apply problem-solving skills and sustainability practices to real workplace situations

Notes for Facilitation

- Encourage open discussion on workplace sustainability
- Reinforce the importance of posture and ergonomics
- Highlight how small actions can make a big impact on sustainability
- Provide positive feedback on creative problem-solving ideas
- Remind learners to align their actions with organisational environmental goals
- Emphasise that communication is key in promoting eco-friendly workplace culture

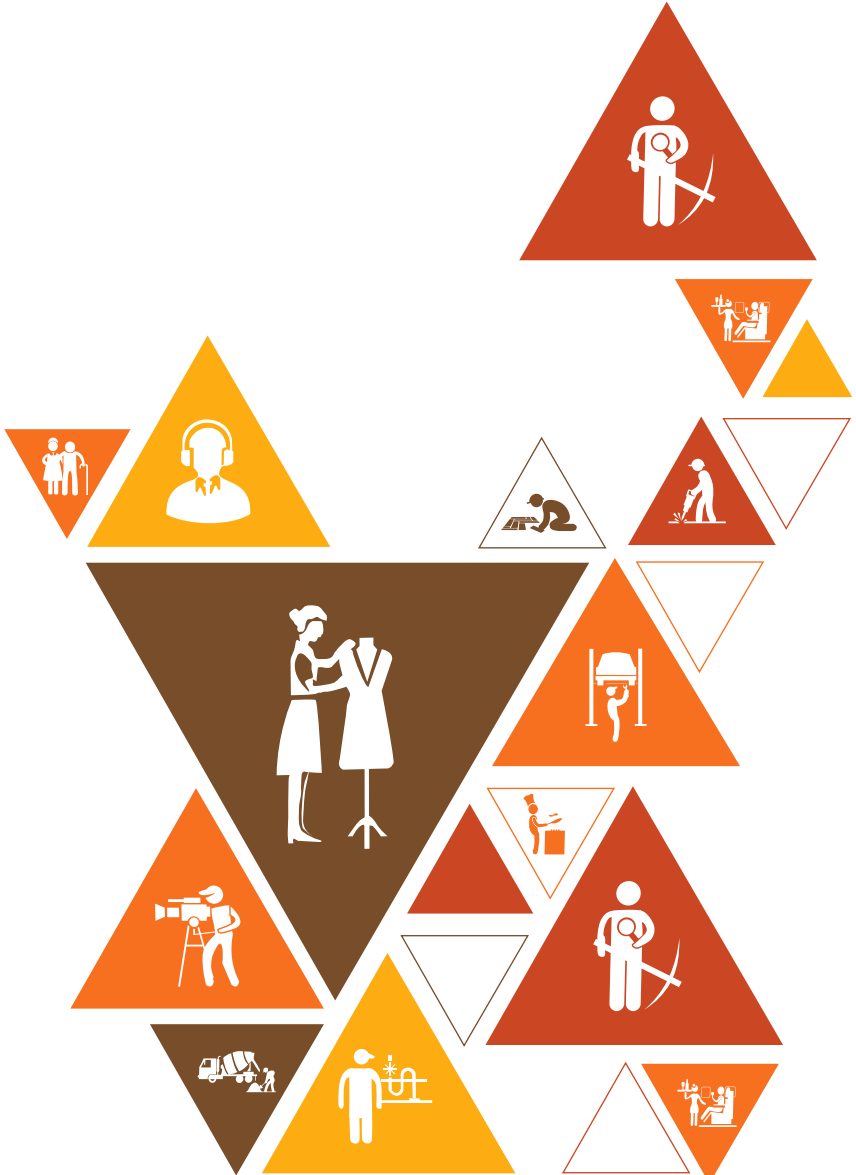
Answers to Exercises for PHB

Answer the following questions by choosing the correct option:

1. c. Regular cleaning of tools and machines
2. b. To save energy and ensure safety
3. d. Laser cutting machine
4. c. Recycling materials
5. c. To ensure standards are met

Answer the following questions briefly.

1. Refer Unit 11.1: Workplace Safety, Maintenance, and Procedures
Topic: 11.1.4 Process for Regular Running Maintenance of Tools and Machines
2. Refer Unit 11.4: Sustainability, Communication, and Problem-Solving
Topic: 11.4.1 Effective Communication and Workplace Problem-Solving
3. Refer Unit 11.4: Sustainability, Communication, and Problem-Solving
Topic: 11.4.5 Methods for Energy Conservation in the Apparel Sector
4. Refer Unit 11.2: Tools, Machinery, and Processes
Topic: 11.2.5 Appropriate Handling of Materials and Tools
5. Refer Unit 11.1: Workplace Safety, Maintenance, and Procedures
Topic: 11.1.6 Safe Storage of Cleaning Equipment after Use
Topic: 11.1.7 Safe Waste Disposal and Energy Conservation





12. Employability Skills



Scan the QR codes or click on the link for the e-books



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Employability Skills



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सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

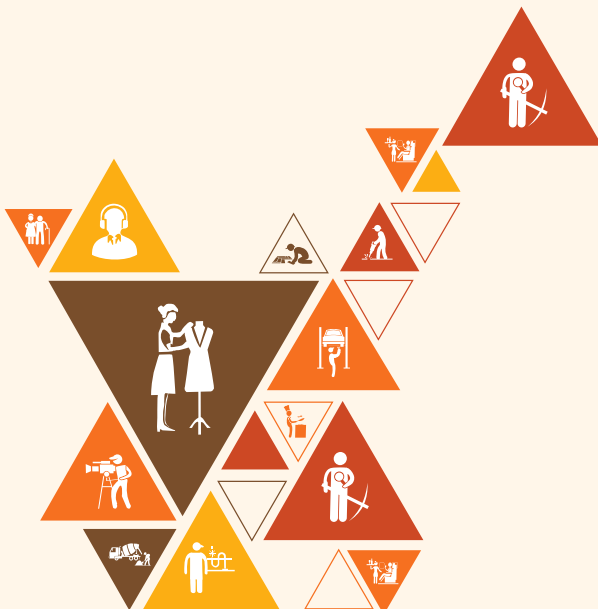


13. Annexures

Annexure I: Training Delivery Plan

Annexure II: Assessment Criteria

Annexure III: List of QR Codes Used in PHB



Annexure I

Training Delivery Plan

Training Delivery Plan			
Program Name:	Sourcing Manager - Stitched Items		
Qualification Pack Name & Ref. ID	Sourcing Manager - Stitched Items, AMH/Q0920		
Version No.	4.0	Version Update Date	22-10-2027
Pre-requisites to Training (if any)	Preferably Having Certificates/Diploma in Management/ Accounting/Science		
Training Outcomes	After completing this programme, participants will be able to: 1. Introduction to Sourcing Manager - Stitched Items 2. Plan for the procurement of materials as per garment design requirements. 3. Procure materials from national and international suppliers related to fabrics, trims and accessories. 4. Supervise and evaluate performance of subordinates. 5. Maintain records about procurement of materials. 6. Maintain health, safety and security in the sourcing department with Gender and PwD 7. Sensitization in the sourcing department. 8. Comply with industry, regulatory, organizational requirements and Greening of Job Roles 9. Employability Skills		

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
1	Introduction and Orientation to Sourcing Manager - Stitched Items	Introduction to the Apparel Industry and the Role of a Sourcing Manager – Stitched Items	- Describe the size and scope of the apparel industry. - Describe various employment opportunities for a 'Sourcing Manager - Stitched Items' in the apparel industry. - Explain roles and responsibilities of a 'Sourcing Manager - Stitched Items'. - Describe the apparel production process and the role - that the 'Sourcing Manager - Stitched Items' plays in the process	Bridge Module	Classroom lecture / Power-Point Presentation / Question & Answer / Group Discussion	Charts, Models, Flip Chart, White-Board/ Smart Board, Marker, Duster, Training kit (Trainer guide, Presentations)	3 Theory (3:00) Practical (0:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
2.	Plan for the procurement of materials as per garment design requirements	Under-standing Market Re-search and Sourcing Needs	- Identify various garment categories, made-ups, and home furnishing items through team-based market research. - Collect and organize material sourcing requirements such as fabrics, trims, and accessories by collaborating with the designing and merchandising departments. - Interpret the purpose and scope of general market research in the context of procurement planning. - Demonstrate the ability to extract relevant sourcing data for decision-making from multiple departments. - Differentiate between the types of sourcing needs based on garment and product category.	AMH/N0920 PC1,PC2	Classroom lecture / Power-Point Presentation / Question & Answer / Group Discussion	Charts, Models, Flip Chart, White-Board/ Smart Board, Marker, Duster, Computer And Computer Peripherals, Computer softwares (as per requirement), printer, Students notes/manuals, basic stationery, First aid box, fabrics/ trims and accessories swatch file, Dustbin, Calculator, Garments, Made ups and Home furnishing articles (The quantity and variety may vary), Books on Garments , Made ups and Home furnishing articles and there Manufacturing, Types of Books	8 Theory (3:00) Practical (5:00)
		Strategic Procurement Planning	- Develop a flexible and efficient procurement strategy based on organizational requirements. - Assess procurement risks and apply appropriate risk mitigation strategies in sourcing processes. - Analyze market trends and forecasting data to detect shifts in buyer-supplier power balance. - Monitor and forecast material demand levels to optimize inventory planning and sourcing decisions. - Perform cost analysis using benchmarking tools to support cost-effective procurement strategies	AMH/N0920 PC3,P-C8,PC9,P-C10,PC11			7 Theory (3:00) Practical (4:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Supplier Evaluation and Selection	- Identify credible and competent suppliers for sourcing fabrics, trims, and accessories. - Evaluate supplier performance based on quality, pricing, lead time, and order quantity capabilities. - Compare supplier capabilities using defined procurement metrics to select optimal vendors. - Use procurement evaluation tools to assess the reliability of supply chain partners. - Justify supplier selection based on a structured assessment of sourcing criteria.	AMH/N0920 PC4,PC5		(e.g.: Supply chain management,, business management and marketing, interaural property rights and compliance, different type of fabric/trims/accessories), Types Of Format (e.g.: Cost sheet format, Invoice format, Bill book, KRA and appraisal format, bill of material format, purchase order format), Inventory/stock register, Documents set (suppliers sheet, Ledger sheet, etc.), Pantone shade card, Fashion Forecast , magazines and journals, National and International manufacturers &	7 Theory (3:00) Practical (4:00)
		Lead Time and Quantity Estimation	- Estimate procurement lead time required for materials in line with production schedules. - Calculate material quantities accurately based on projected production requirements. - Apply planning techniques to forecast quantity and timing for procurement activities. - Illustrate the impact of inaccurate lead time estimation on production timelines. - Demonstrate methods for synchronizing procurement schedules with material availability.	AMH/N0920 PC6			7 Theory (3:00) Practical (4:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Negotiation and Deal Finalization	- Negotiate effectively with suppliers to secure competitive pricing for procurement. - Demonstrate communication techniques used during vendor negotiations. - Apply negotiation principles to achieve favorable procurement terms. - Develop a supplier negotiation plan aligned with sourcing objectives. - Reflect on negotiation outcomes to improve future supplier engagement strategies.	AMH/N0920 PC7		suppliers list, National & International trade documents & terminologies, Books on international payment terms & currencies, Student's Chair With Table Arm, Teacher's Table & Chair, Fire Safety Equipment	7 Theory (4:00) Practical (3:00)
		Procurement Risk Awareness and Mitigation	- Identify potential procurement risks in the sourcing process. - Formulate mitigation plans to manage sourcing-related uncertainties. - Evaluate the impact of risk factors on procurement efficiency. - Monitor procurement operations to detect early signs of supply chain risks. - Recommend preventive measures to reduce disruptions in the sourcing process.	AMH/N0920 PC8			6 Theory (5:00) Practical (1:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
3.	Procurement of materials as per garment design requirements	Market Understanding and Sourcing Needs	- Identify various garment, made-ups, and home furnishing categories through team-based market research. - Collect and summarize material sourcing needs such as fabrics, trims, and accessories from design and merchandising departments. - Differentiate between the sourcing needs of various product categories based on market research findings. - Collaborate with team members to gather updated information on evolving consumer trends. - Interpret information received from internal teams to support material requirement planning.	AMH/N0920 PC1,PC2	Classroom lecture / Power-Point Presentation / Question & Answer / Group Discussion	Charts, Models, Flip Chart, White-Board/ Smart Board, Marker, Duster, Training kit (Trainer guide, Presentations)	8 Theory (3:00) Practical (5:00)
		Procurement Planning and Supplier Identification	- Plan an efficient and adaptable procurement strategy to align with production timelines and supply needs. - Identify reliable and competent suppliers for required materials like fabrics, trims, and accessories. - Evaluate suppliers based on key parameters such as quality, pricing, delivery timelines, and production capacity. - Analyze supplier credentials and previous performance records to determine suitability for procurement needs. - Design a procurement roadmap considering organization goals and sourcing efficiency.	AMH/N0920 PC3,PC4,PC5			8 Theory (5:00) Practical (3:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Lead Time and Demand Forecasting	- Estimate accurate lead times and procurement quantities based on production and sourcing schedules. - Forecast demand levels using historical data, market trends, and planning tools. - Analyse seasonal variations and predict future sourcing needs to avoid stock outs or overstocking. - Apply quantitative techniques to enhance the accuracy of material requirement planning. - Integrate lead time estimations into the procurement cycle to improve workflow coordination.	AMH/N0920 PC6,PC10			8 Theory (4:00) Practical (4:00)
		Negotiation and Cost Management	- Negotiate with suppliers to finalize procurement at competitive rates while maintaining quality standards. - Conduct cost analysis and benchmarking to assess procurement efficiency and cost-saving opportunities. - Compare price trends and market rates to establish fair procurement pricing. - Justify negotiation outcomes with cost-benefit evaluations and sourcing priorities. - Select suppliers offering optimum value through analysis of total procurement costs.	AMH/N0920 PC7,PC11			7 Theory (4:00) Practical (3:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Risk and Relationship Management	- Identify procurement-related risks and assess their potential impact on sourcing operations. - Develop mitigation plans to manage supply disruptions and material shortages. - Analyse changes in buyer-supplier power dynamics through forecasting and market trends. - Recommend proactive actions to maintain balanced relationships with suppliers. - Interpret market signals to adjust sourcing strategies in response to supply chain risks.	AMH/N0920 PC8,PC9			7 Theory (4:00) Practical (3:00)
		Integrated Procurement Decision-Making	- Synthesize market research, sourcing needs, supplier evaluations, and lead time estimates into cohesive procurement decisions. - Develop comprehensive sourcing strategies that incorporate negotiation outcomes and risk assessments. - Evaluate procurement plans against organizational goals and adjust based on real-time insights. - Apply performance benchmarks to continuously improve procurement efficiency. - Communicate procurement strategies and decisions effectively with internal stakeholders.	AMH/N0920 All PCs			7 Theory (4:00) Practical (3:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
4.	Plan to procure materials from national and international suppliers related to fabrics, trims and accessories	Supplier Comparison and Evaluation	- Identify key supplier indexes such as capability, cost, and quality to establish evaluation benchmarks. - Analyze and compare multiple suppliers based on defined criteria including lead time, order minimums, and certifications. - Assess supplier credibility and alignment with organizational needs for long-term partnership. - Select reliable suppliers by interpreting evaluation matrices and scoring models. - Recommend suppliers with the potential to fulfill current and future procurement needs based on comparison outcomes. - Create a detailed supplier evaluation matrix for structured supplier decision-making. - Justify supplier selection using multi-criteria decision-making tools.	AMH/N0921 PC1	Classroom lecture / Power-Point Presentation / Question & Answer / Group Discussion	Charts, Models, Flip Chart, White-Board/ SmartBoard, Marker, Duster, Computer And Computer Peripherals, Computer softwares (as per requirement), printer, Students notes/manuals, basic stationery, First aid box, fabrics/ trims and accessories swatch file, Dustbin, Calculator, Garments, Made ups and Home furnishing articles (The quantity and variety may vary), Books on Garments , Made ups and Home furnishing articles and there Manufacturing, Types of Books (e.g.: Supply chain management,	8 Theory (3:00) Practical (5:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Logistics Constraints and Risk Evaluation	- Identify logistical constraints such as transportation delays, warehousing issues, and customs requirements. - Analyse the impact of logistic risks on timely procurement and production flow. - Evaluate possible supply chain bottlenecks in coordination with suppliers. - Prioritize procurement routes and suppliers with lower risk exposure. - Formulate contingency plans based on anticipated procurement constraints. - Apply risk assessment tools to reduce procurement-related disruptions. - Recommend strategies for mitigating high-risk logistics scenarios. - Monitor evolving logistic conditions to adapt sourcing plans.	AMH/N0921 PC2		business management and marketing, interaural property rights and compliance, different type of fabric/trims/accessories), Types Of Format (e.g.: Cost sheet format, Invoice format, Bill book, KRA and appraisal format, bill of material format, purchase order format), Inventory/stock register, Documents set (suppliers sheet, Ledger sheet, etc.), Pantone shade card, Fashion Forecast, magazines and journals, National and International manufacturers & suppliers list, National &	8 Theory (3:00) Practical (5:00)
		Effective Negotiation for Profitability	- Demonstrate negotiation skills to achieve cost-effective supplier agreements. - Prepare negotiation strategies based on supplier analysis and market rates. - Justify procurement terms based on profit margin requirements. - Evaluate negotiation outcomes by comparing projected vs. negotiated pricing. - Apply bargaining techniques to secure favorable prices without compromising quality.	AMH/N0921 PC3			8 Theory (3:00) Practical (5:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
			- Illustrate effective communication styles used during supplier negotiations. - Recommend terms of negotiation that align with both profitability and supply assurance. - Use cost-benefit analysis to support negotiation decisions.			International trade documents & terminologies, Books on international payment terms & currencies, Student's Chair With Table Arm, Teacher's Table & Chair, Fire Safety Equipment.	
		Supplier Contract Development	- Identify key elements of a supplier contract including payment terms, returns, and delivery conditions. - Draft a comprehensive supplier agreement that aligns with organizational sourcing policies. - Interpret clauses in a contract that impact procurement timelines and order flexibility. - Evaluate the importance of contractual terms in ensuring supplier accountability. - Justify the inclusion of specific contract terms such as minimum order quantities and quality benchmarks. - Create checklists for verifying essential contract clauses during review. - Apply knowledge of procurement regulations to structure compliant contracts. - Recommend contract structures suitable for recurring or large-volume orders.	AMH/N0921 PC4			8 Theory (3:00) Practical (5:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Supplier Follow-up and Monitoring	- Implement follow-up procedures to monitor supplier performance and delivery schedules. - Verify delivery compliance with agreed terms related to quantity and quality. - Use tracking tools to supervise ongoing supplier obligations. - Document and escalate deviations in delivery timelines or material standards. - Maintain communication logs to ensure accountability in supplier interactions. - Evaluate follow-up reports for assessing supplier reliability. - Design supplier performance review systems linked to contract terms. - Recommend improvements based on recurring supplier follow-up issues.	AMH/N0921 PC5			8 Theory (1:00) Practical (7:00)
		Risk-Informed Supplier Engagement –	- Integrate supplier evaluation and logistic risk data to inform sourcing decisions. - Prioritize suppliers with low risk profiles and high fulfillment capabilities. - Assess long-term viability of supplier relationships in the context of logistical uncertainty. - Recommend procurement strategies that minimize supplier and logistic risks.	AMH/N0921 PC1,PC2			7 Theory (3:00) Practical (4:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
			- Analyze sourcing data to refine supplier engagement models. - Select sourcing partners using combined risk and capability evaluation tools.				
		Contract Negotiation Integration	- Align negotiation objectives with contract terms for mutual benefit. - Assess how negotiation outcomes shape supplier obligations in contracts. - Evaluate risk exposure from incomplete or unclear contract clauses post-negotiation. - Apply learnings from negotiations to build comprehensive supplier agreements. - Identify supplier concerns during negotiation and address them in final contracts. - Create templates that integrate negotiated terms into contract documentation. - Recommend a negotiation-to-contract workflow model. - Justify negotiated terms based on sourcing strategy and operational requirements.	AMH/N0921 PC3,PC4			7 Theory (4:00) Practical (3:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Procurement Monitoring for Continuous Improvement	- Track supplier contract compliance through systematic monitoring. - Evaluate delivery performance and contract fulfilment regularly. - Identify gaps between agreed contract terms and actual supplier execution. - Recommend corrective actions to address supplier underperformance. - Document insights from supplier follow-up for contract revisions. - Enhance sourcing systems using feedback from procurement monitoring. - Apply continuous improvement tools to procurement processes. - Interpret supplier data to propose updates to contract clauses or sourcing strategies.	AMH/N0921 PC4,PC5			6 Theory (1:00) Practical (5:00)
5.	Procure materials from national and international suppliers related to fabrics, trims and accessories	Supplier Evaluation and Partnership Building	- Identify and list key parameters such as cost, lead time, and certifications to evaluate suppliers. - Compare suppliers using structured matrices and multi-criteria evaluation tools. - Analyze supplier credibility and their alignment with long-term business goals. - Justify supplier selection decisions based on evaluation index scores. - Create a supplier evaluation sheet with weighted scores for each criterion.	AMH/N0921 PC1	Classroom lecture / Power-Point Presentation / Question & Answer / Group Discussion	Charts, Models, Flip Chart, White-Board/ SmartBoard, Marker, Duster, Computer And Computer Peripherals, Computer softwares (as per requirement), printer, Students notes/manuals, basic stationery, First aid box,	8 Theory (3:00) Practical (5:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
			- Recommend improvements to the supplier evaluation framework for better procurement outcomes. - Design a scoring model to prioritize suppliers based on potential and reliability. - Interpret supplier data to support strategic sourcing partnerships.			fabrics/ trims and accessories swatch file, Dustbin, Calculator, Garments, Made ups and Home furnishing articles (The quantity and variety may vary), Books on Garments , Made ups and Home furnishing articles and there Manufacturing, Types of Books (e.g.: Supply chain management,, business management and marketing, interaural property rights and compliance, different type of fabric/trims/ accessories), Types Of Format (e.g.: Cost sheet format, Invoice format, Bill book, KRA and appraisal format,	
		Identifying and Overcoming Procurement Logistics Constraints	- Recognize potential logistics challenges in sourcing, including transport, storage, and customs delays. - Analyze procurement bottlenecks caused by logistics and their impact on timelines. - Evaluate risk levels related to each procurement stage and suggest mitigation strategies. - Propose solutions to overcome constraints like remote supplier locations or inconsistent delivery systems. - Use risk matrices to prioritize and manage logistics issues during procurement. - Apply decision-making techniques to select low-risk supply routes or partners. - Design alternative logistics plans for risk-prone sourcing environments. - Recommend policy-level changes to optimize logistics in procurement operations.	AMH/N0921 PC2			8 Theory (3:00) Practical (5:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Price Negotiation for Procurement Profitability	- Demonstrate negotiation techniques for securing favorable supplier pricing. - Compare supplier quotes and use cost benchmarks to drive negotiation. - Prepare negotiation plans aligned with sourcing goals and budget constraints. - Justify agreed pricing terms with supporting market data and financial analysis. - Role-play negotiation scenarios to practice strategic communication with suppliers. - Apply principles of win-win negotiation to reach mutually beneficial agreements. - Evaluate negotiation success based on price variance and total procurement savings. - Recommend practices to improve pricing strategies in future negotiations.	AMH/N0921 PC3		bill of material format, purchase order format), Inventory/stock register, Documents set (suppliers sheet, Ledger sheet, etc.), Pantone shade card, Fashion Forecast , magazines and journals, National and International manufacturers & suppliers list, National & International trade documents & terminologies, Books on international payment terms & currencies, Student's Chair With Table Arm, Teacher's Table & Chair , Fire Safety Equipment, Projector/ LCD.	8 Theory (3:00) Practical (5:00)
		Drafting Effective Supplier Contracts	- Identify the key components that must be included in supplier contracts. - Draft a contract outline covering quantity, quality, returns, delivery, and payment terms. - Analyze the impact of unclear or missing clauses on supplier accountability. - Use templates to prepare contracts aligned with industry standards. - Evaluate supplier obligations and ensure clarity in contract documentation.	AMH/N0921 PC4			8 Theory (3:00) Practical (5:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
			- Recommend additions to supplier contracts based on risk analysis and procurement experience. - Apply legal and compliance knowledge in reviewing supplier agreements. - Interpret contract terms in relation to procurement expectations.				
		Supplier Monitoring and Compliance Tracking	- Implement structured follow-up procedures with suppliers for timely delivery and quality checks. - Monitor contract fulfillment against agreed performance indicators. - Document discrepancies and escalate issues as per standard operating procedures. - Analyze supplier performance reports to identify improvement areas. - Maintain supplier communication logs for traceability and accountability. - Recommend corrective actions based on missed delivery timelines or quality failures. - Design checklists for ongoing supplier compliance reviews. - Apply reporting tools to enhance visibility in supplier contract performance.	AMH/N0921 PC5			8 Theory (1:00) Practical (7:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Procurement Risk Management	- Integrate supplier evaluation and logistics data to assess sourcing risks. - Evaluate the supplier's ability to deliver under constrained or unpredictable circumstances. - Propose strategies to minimize risk while maintaining sourcing flexibility. - Justify supplier selection using a combined risk-impact framework. - Apply risk management principles to sourcing activities and supplier agreements. - Recommend mitigation plans for identified high-risk procurement elements. - Analyze potential disruptions and prepare alternate sourcing arrangements. - Design proactive supplier engagement plans to reduce sourcing risk exposure.	AMH/N0921 PC1,PC2			7 Theory (3:00) Practical (4:00)
		Contract and Negotiation Alignment	- Align negotiation discussions with contract terms for effective implementation. - Identify negotiation outcomes that must be formalized in supplier contracts. - Ensure pricing, return, and payment clauses reflect negotiated terms. - Demonstrate how negotiation planning affects contract structuring.	AMH/N0921 PC3,PC4			7 Theory (4:00) Practical (3:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
			- Evaluate contracts for completeness and legal soundness post-negotiation. - Recommend integration of negotiation summaries into final contract documents. - Apply documentation protocols for transparent contract finalization. - Create a process map linking negotiation, review, and contract drafting phases.				
		Procurement Process Performance Monitoring	- Develop monitoring tools to track supplier adherence to contract terms. - Analyze gaps between expected and actual delivery timelines and quality. - Evaluate supplier performance data to improve sourcing strategy. - Recommend actions for recurring non-compliance or delivery issues. - Use visual dashboards to communicate procurement status to stakeholders. - Maintain compliance documentation for audit and review. - Interpret follow-up data to identify contract weaknesses. - Suggest procurement policy updates based on supplier performance trends.	AMH/N0921 v			6 Theory (1:00) Practical (5:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
6.	Prepare to supervise and evaluate performance of subordinates	Goal Setting and Role Alignment	- Define individual performance goals for subordinates in alignment with organizational directives. - Classify subordinate roles based on job responsibilities and assign targets accordingly. - Design work plans that reflect job-specific duties and measurable targets. - Apply organizational standards to establish realistic performance benchmarks. - Evaluate the alignment of subordinate tasks with company objectives. - Recommend adjustments to goals to meet evolving job roles and organizational strategies.	AMH/N0922 PC1	Classroom lecture / Power-Point Presentation / Question & Answer / Group Discussion	Charts, Models, Flip Chart, White-Board/ SmartBoard, Marker, Duster, Computer And Computer Peripherals, Computer software (as per requirement), printer, Students notes/manuals, basic stationery, First aid box, fabrics/ trims and accessories swatch file, Dustbin, Calculator, Garments, Made ups and Home furnishing articles (The quantity and variety may vary), Books on Garments , Made ups and Home furnishing articles and there Manufacturing, Types of Books (e.g.: Supply chain management,	8 Theory (1:00) Practical (7:00)
		Developing Performance Metrics	- Identify key performance indicators (KPIs) relevant to various subordinate roles. - Construct measurable metrics to assess individual and team productivity. - Apply quantitative analysis to interpret subordinate performance outcomes. - Evaluate the effectiveness of existing performance indicators. - Design dashboards or tools to track and report performance data. - Recommend improvements in performance tracking methods based on observed trends.	AMH/N0922 PC2			8 Theory (3:00) Practical (5:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Enforcing Organizational Guidelines	- Recognize the importance of standard operating procedures in subordinate activities. - Ensure compliance of team operations with organizational norms and quality standards. - Monitor subordinate behaviour and outcomes to enforce strict adherence. - Analyse deviations from guidelines and suggest corrective measures. - Apply disciplinary and corrective actions in line with HR policies when required. - Recommend process changes to improve adherence and efficiency.	AMH/N0922 PC3		, business management and marketing, interaural property rights and compliance, different type of fabric/trims/accessories), Types Of Format (e.g.: Cost sheet format, Invoice format, Bill book, KRA and appraisal format, bill of material format, purchase order format), Inventory/stock register, Documents set (suppliers sheet, Ledger sheet, etc.), Pantone shade card, Fashion Forecast, magazines and journals, National and International manufacturers & suppliers list, National &	8 Theory (3:00) Practical (5:00)
		Performance Appraisal Practices –	- Describe the importance of maintaining detailed performance records. - Use documented performance data to conduct fair and consistent appraisals. - Evaluate the performance of subordinates using organizational appraisal tools. - Prepare appraisal summaries based on documented achievements and gaps. - Apply appraisal results to support promotions, training needs, or role changes. - Recommend development plans based on appraisal outcomes.	AMH/N0922 PC4			7 Theory (1:00) Practical (6:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Monitoring and Supporting Performance	- Analyse subordinate performance data to identify strengths and improvement areas. - Implement regular review mechanisms to ensure consistent work quality. - Support subordinates in meeting organizational guidelines through timely feedback. - Use real-time metrics to guide subordinate performance and resolve issues. - Recommend targeted coaching based on ongoing performance evaluations. - Apply support strategies that align subordinate performance with business goals.	AMH/N0922 PC2,PC3		International trade documents & terminologies, Books on international payment terms & currencies, Student's Chair With Table Arm, Teacher's Table & Chair, Fire Safety Equipment, Projector/ LCD.	7 Theory (3:00) Practical (4:00)
		Strategic Goal-Based Appraisal	- Align appraisal processes with initial performance goals and targets. - Integrate individual goal achievement into the appraisal system. - Evaluate how clearly defined goals impact employee motivation and results. - Use goal-based appraisals to drive accountability and transparency. - Recommend goal-setting practices that enhance appraisal effectiveness. - Apply appraisal feedback to refine goal-setting strategies for future cycles.	AMH/N0922 PC1,PC4			7 Theory (4:00) Practical (3:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
7.	Supervise and evaluate the performance of subordinates	Goal Planning and Alignment	- Define goals and targets for subordinates based on organizational directives. - Classify subordinate roles and match them with specific job responsibilities. - Design goal-setting methods that align individual duties with organizational expectations. - Implement structured target-setting strategies to enhance performance output. - Evaluate the effectiveness of assigned targets in achieving team objectives. - Modify work goals based on periodic performance feedback and role evolution.	AMH/N0922 PC1	Classroom lecture / Power-Point Presentation / Question & Answer / Group Discussion	Charts, Models, Flip Chart, White-Board/ SmartBoard, Marker, Duster, Computer And Computer Peripherals, Computer software (as per requirement), printer, Students notes/manuals, basic stationery, First aid box, fabrics/ trims and accessories swatch file, Dustbin, Calculator, Garments, Made ups and Home furnishing articles (The quantity and variety may vary), Books on Garments , Made ups and Home furnishing articles and there Manufacturing, Types of Books (e.g.: Supply chain management,	8 Theory (1:00) Practical (7:00)
		Quantified Performance Measures	- Identify performance metrics suitable for evaluating team outcomes. - Construct performance measurement tools tailored to job functions. - Apply data-driven methods to track and analyze subordinate performance. - Differentiate between qualitative and quantitative indicators of productivity. - Modify performance metrics to reflect changes in organizational requirements. - Evaluate data insights to suggest actionable improvements in team performance	AMH/N0922 PC2			8 Theory (3:00) Practical (5:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Compliance and Organizational Discipline	- Interpret organizational policies relevant to subordinate operations. - Ensure that daily activities adhere to standardized procedures and regulations. - Monitor subordinate behavior for compliance with company protocols. - Assess the impact of adherence to guidelines on quality and consistency. - Address instances of non-compliance through appropriate corrective actions. - Recommend best practices to reinforce discipline within teams.	AMH/N0922 PC3		, business management and marketing, interaural property rights and compliance, different type of fabric/trims/accessories), Types Of Format (e.g.: Cost sheet format, Invoice format, Bill book, KRA and appraisal format, bill of material format, purchase order format), Inventory/stock register, Documents set (suppliers sheet, Ledger sheet, etc.), Pantone shade card, Fashion Forecast , magazines and journals, National and International manufacturers & suppliers list, National &	8 Theory (3:00) Practical (5:00)
		Conducting Effective Appraisals	- Define the purpose and process of performance appraisals in a structured system. - Apply performance documentation in evaluating subordinate achievements. - Use appraisal outcomes to support training, promotions, or corrective plans. - Maintain appraisal consistency through evidence-based feedback. - Analyze past performance documents to inform future expectations. - Develop fair and transparent appraisal frameworks.	AMH/N0922 PC4			7 Theory (1:00) Practical (6:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Integrated Monitoring and Metrics	• Use performance metrics to track real-time compliance among subordinates. • Integrate monitoring tools into daily workflow to ensure accuracy in operations. • Evaluate subordinate performance using benchmarks and compliance standards. • Apply quantitative tools to identify process gaps and recommend fixes. • Maintain oversight of subordinate adherence through routine audits. • Recommend upgrades in performance systems based on evaluation data.	AMH/N0922 PC2,PC3		International trade documents & terminologies, Books on international payment terms & currencies, Student's Chair With Table Arm, Teacher's Table & Chair, Fire Safety Equipment, Projector/ LCD.	7 Theory (3:00) Practical (4:00)
		Strategic Appraisal and Goal Review	• Align performance appraisals with individual goal achievement. • Evaluate how well subordinates meet assigned targets through documented evidence. • Analyse appraisal results to improve goal-setting processes. • Adjust future work targets based on insights from appraisal outcomes. • Promote accountability by connecting personal goals to team metrics. • Recommend strategic shifts in workload based on appraisal data	AMH/N0922 PC1,PC4			7 Theory (4:00) Practical (3:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
8.	Preparation for maintenance of records about procurement of materials	Managing Internal and External Communication Records	- Identify types of internal and external communication relevant to sourcing operations. - Maintain records of communication according to organizational protocols and templates. - Apply standard procedures to update and archive communication records securely. - Analyse the effectiveness of communication record-keeping in resolving sourcing-related issues. - Evaluate communication logs to support decision-making in procurement.	AMH/ N0923 PC1	Classroom lecture / Power-Point Presentation / Question & Answer / Group Discussion	Charts, Models, Flip Chart, White-Board/ SmartBoard, Marker, Duster, Maintenance and recording software	8 Theory (1:00) Practical (7:00)
		Vendor Records Management	- Classify vendors based on approval status and sourcing needs. - Maintain accurate and current records of approved vendors as per organizational formats. - Compare vendor profiles to update entries and remove outdated records. - Use vendor databases to support procurement planning and negotiations. - Evaluate vendor reliability through recorded performance history.	AMH/ N0923 PC2			8 Theory (3:00) Practical (5:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Documenting Interdepartmental Communication	- Record interdepartmental requests and approvals related to material sourcing. - Use structured formats to document requirements from designing, merchandising, and production units. - Apply communication protocols to streamline procurement coordination. - Review internal communication to resolve misalignment in sourcing. - Maintain transparency by recording decisions across departments in sourcing.	AMH/ N0923 PC3			8 Theory (3:00) Practical (5:00)
		Tracking Complaints and Compensation Records	- Document complaints related to defective or delayed purchased materials. - Maintain follow-up logs for claims, returns, and supplier responses. - Coordinate with suppliers to resolve sourcing issues and ensure documentation. - Evaluate complaint records to identify patterns and supplier reliability. - Use evidence-based documentation to support compensation claims.	AMH/ N0923 PC4			7 Theory (1:00) Practical (6:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Coordinating Financial Documentation	- Maintain accurate records of letters of credit in line with procurement policies. - Coordinate with the finance department to ensure timely release of payments. - Track financial obligations and align sourcing transactions with payment schedules. - Identify risks related to delays in financial compliance using recorded data. - Use documentation to ensure audit readiness and transparency in sourcing.	AMH/ N0923 PC5			7 Theory (3:00) Practical (4:00)
		Integrated Sourcing Documentation	- Develop a consolidated system for maintaining all procurement-related records. - Apply digital tools to manage, retrieve, and secure sourcing documents. - Ensure consistency in documentation across departments, vendors, and finance. - Monitor compliance with organizational standards in record maintenance. - Use comprehensive documentation to support audits, reviews, and continuous improvement in sourcing.	AMH/ N0923 PC1,P-C2,P-C3,P-C4,PC5			7 Theory (4:00) Practical (3:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
9.	Maintain records about procurement of materials	Communication Record Management	- Identify the standard procedures for recording internal and external communications in sourcing. - Apply organizational guidelines to maintain clear records of emails, memos, and calls. - Demonstrate the ability to document communication exchanges for traceability. - Analyse the relevance of maintaining formal records in supplier or departmental interactions. - Evaluate how communication records contribute to effective sourcing decisions.	AMH/ N0923 PC1	Classroom lecture / Power-Point Presentation / Question & Answer / Group Discussion	Charts, Models, Flip Chart, White-Board/ Smart Board, Marker, Duster, Maintenance and recording software	8 Theory (1:00) Practical (7:00)
		Vendor Database Maintenance	- Recognize the importance of maintaining up-to-date records of approved vendors. - Apply data entry standards to organize vendor information in digital systems. - Demonstrate updating vendor profiles based on periodic evaluations. - Use vendor data to support sourcing strategies and procurement planning. - Evaluate vendor credibility through continuous record monitoring.	AMH/N0923 PC2			8 Theory (3:00) Practical (5:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Inter-departmental Coordination Records	- Understand the role of interdepartmental communication in procurement efficiency. - Maintain systematic records of material requests from various departments. - Demonstrate cross-functional communication documentation practices. - Apply internal coordination protocols while tracking approvals and updates. - Analyse departmental communication patterns to anticipate procurement needs.	AMH/N0923 PC3			8 Theory (3:00) Practical (5:00)
		Complaint Resolution Documentation	- Recognize the importance of logging complaints related to purchased materials. - Maintain follow-up records regarding replacements, refunds, or quality concerns. - Coordinate documentation with suppliers to ensure accountability in resolving complaints. - Analyse historical complaint records to improve sourcing decisions. - Evaluate supplier responsiveness based on documented grievance resolution timelines.	AMH/N0923 PC4			7 Theory (1:00) Practical (6:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Financial Documentation and Coordination	- Understand the purpose of maintaining letters of credit for international sourcing. - Maintain records coordinating with finance to ensure timely payments. - Apply tracking mechanisms to monitor financial documentation. - Analyse risks associated with delays or inaccuracies in payment records. - Demonstrate record-keeping practices to ensure compliance with audit requirements.	AMH/N0923 PC5			7 Theory (3:00) Practical (4:00)
		Comprehensive Sourcing Documentation and Review	- Integrate various types of records into a cohesive sourcing documentation system. - Use digital tools and file management systems to store and retrieve sourcing data. - Apply record review processes to detect inconsistencies or missing information. - Ensure that all documentation supports transparency, traceability, and compliance. - Evaluate the effectiveness of sourcing operations through holistic record analysis.	AMH/N0923 PC1,PC2,P-C3,PC4,PC5			7 Theory (4:00) Practical (3:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
10.	Maintain health, safety and security in the sourcing department with Gender and PwD Sensitization	Risk Identification and Monitoring	- Identify potential workplace and equipment-related risks such as those from cutters, shears, and adhesives. - Observe and monitor work processes to detect possible threats like fire or physical injuries. - Demonstrate vigilance in spotting hazards before they escalate. - Evaluate workplace practices to ensure proactive risk identification.	AMH/N0924 PC1,PC3	Classroom lecture / Power-Point Presentation / Question & Answer / Group Discussion	Charts, Models, Flip Chart, White-Board/ Smart Board, Marker, Duster, Training kit (Trainer guide, Presentations), appropriate personal protective equipment (PPE), First aid box with all contents.	8 Theory (3:00) Practical (5:00)
		Safe Handling of Tools and Equipment	- Demonstrate the correct method of using tools and equipment safely. - Apply safe handling techniques to reduce the risk of injury during operation. - Follow standard safety protocols while operating cutting or adhesive tools. - Evaluate tool handling procedures to identify areas for safety improvement.	AMH/N0924 PC2		Charts, Models, Flip Chart, White-Board/ SmartBoard, Marker, Duster, Record Maintenance Sheet, Boxes/baskets For Storage, Teacher's Table & chair, Big Table, Display Board, Computer Peripherals with chairs, Printer, Photocopier, Black Board /White Board, Marker/ Chalk,	8 Theory (3:00) Practical (5:00)
		Emergency Preparedness and Participation	- Participate actively in mock drills and evacuation procedures at the workplace. - Demonstrate understanding of fire-fighting and first-aid techniques. - Encourage peer involvement in emergency response training. - Evaluate the effectiveness of preparedness activities through participation reviews.	AMH/N0924 PC4,PC5			7 Theory (3:00) Practical (4:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Organizational Response Protocols	- Follow defined organizational procedures for workplace shutdown during emergencies. - Execute evacuation steps promptly as per company safety policies. - Apply situational awareness to act efficiently during a threat or hazard. - Demonstrate leadership by guiding team members in emergency procedures.	AMH/N0924 PC6		File Cabinet, Dustbin, Basic Stationary Items, Calculator, Company Quality Standards Handbook, Students Manual/ notes, Defected fabric, trims , accessories Swatch File, Buyer Requirement, Comment Sheet , Measurement Sheet, spec sheet other , size chart, invoices, purchase order, BOM & documents required in store, Size Chart , Measuring Tape, Fabric ,Accessories &Trims file, Packaging materials related to fabric packaging, First Aid Box, Fire Safety Equipment, Students Chairs With Table Arms, trainees' stools, Fabrics (qnt may vary), Projector / LCD.	7 Theory (3:00) Practical (4:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
11.	Ensure adherence to industry, regulatory, and organizational standards, while incorporating the principles of environmental sustainability	Promoting Sustainable and Eco-Friendly Operations	- Explain how organizational procedures and eco-friendly standards guide sourcing and operational decisions. - Apply sustainable consumption practices in daily work processes. - Demonstrate initiative in promoting and implementing environmentally friendly practices across departments. - Evaluate the performance impact of integrating sustainable policies into workplace routines.	AMH/N0622 PC1,PC2,PC3	Classroom lecture / Power-Point Presentation / Question & Answer / Group Discussion		8 Theory (2:00) Practical (6:00)
		Safe Handling and Team Guidance	- Instruct team members on safe handling of tools, equipment, and digital tools to ensure workplace safety. - Guide the team in completing routine maintenance and cleaning tasks without disrupting workflow. - Encourage the reporting of unsafe equipment and demonstrate how such reports help prevent accidents. - Analyse team practices to identify gaps in safety compliance and maintenance routines.	AMH/N0622 PC4,PC5,PC6			8 Theory (4:00) Practical (4:00)

SL	Module Name	Session name	Session Objectives	NOS	Methodology	Training Tools/Aids	Duration (hours)
		Sustainable Workplace Maintenance	- Apply appropriate cleaning techniques that support environmental and operational efficiency. - Recommend and request system upgrades to improve digital work efficiency. - Maintain regular backups to ensure data security and operational continuity. - Evaluate cleaning and maintenance practices for alignment with sustainability goals.	AMH/N0622 PC7,PC8			7 Theory (5:00) Practical (2:00)
		Digital Design Management and Preservation	- Organize digital design work systematically for easy retrieval and long-term preservation. - Demonstrate effective digital filing practices to ensure future usability and team collaboration. - Justify the importance of structured data storage in supporting sustainable business operations. - Evaluate digital documentation systems for accessibility, efficiency, and record security.	AMH/N0622 PC9			7 Theory (3:00) Practical (4:00)
Total Duration							Theory: 174:00 Practical: 276:00
Employability Skills (DGT/VSQ/N0103) https://www.skillindiadigital.gov.in/content/list							90:00
OJT Duration (Mandatory)							60:00
Total							Theory + Practical + ES 600:00

Annexure II

Assessment Criteria

CRITERIA FOR ASSESSMENT OF TRAINEES

Assessment Criteria for Sourcing Manager - Stitched Items	
Job Role	Sourcing Manager - Stitched Items
Qualification Pack	AMH/Q0920, V4.0
Sector Skill Council	Apparel

S. No.	Guidelines for Assessment
1	Criteria for assessment for each Qualification Pack will be created by the Sector Skill Council. Each 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 PC.
2	The assessment for the theory part will be based on knowledge bank of questions created 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% in every NOS.
6	In case of successfully passing only certain number of NOSs, the trainee is eligible to take subsequent assessment on the balance NOS's to pass the Qualification Pack.
7	In case of unsuccessful completion, the trainee may seek reassessment on the Qualification Pack.

Assessment Outcomes	Assessment Criteria for Outcomes	Marks Allocation		
		Theory	Practical	Viva
AMH/N0622: Ensure adherence to industry, regulatory, and organizational standards, while incorporating the principles of environmental sustainability	PC1 Ensure adherence to organizational standards, emphasizing eco-friendly solutions, while strictly following procedures, policies, and regulations.	2	1	1
	PC2 Integrate sustainable consumption practices into daily operations in line with organizational policies.	2	1	1
	PC3 Drive the transition to environmentally friendly processes to enhance organizational performance actively.	2	1	1
	PC4 Guide team to safely handle materials, equipment, and software to maintain a hazard-free, eco-conscious workplace.	3	2	2
	PC5 Guide team to perform routine maintenance and cleaning tasks efficiently, managing workflow interruptions.	3	1	1
	PC6 Mentor to report unsafe equipment promptly to mitigate risks and ensure a safe environment.	2	1	1
	PC7 Ensure use suitable cleaning techniques for efficient and sustainable workplace upkeep.	2	1	1
	PC8 Request system upgrades for optimal efficiency and maintain backup files for data security.	2	1	1

	PC9 Organize digital design work for future reference, ensuring accessibility and preservation.	2	1	1
	NOS Total	20	10	10
AMH/N0920: Plan for the procurement of materials as per garment design requirements	PC1 Work with team members and conduct general market research in various categories of garments, made ups and home furnishing	1	2	1
	PC2 Collect information about sourcing needs for materials like fabrics, trims and accessories from designing and merchandising department	2	5	2
	PC3 Plan an efficient and flexible procurement strategy	5	10	2
	PC4 Identify trustworthy and competent suppliers for materials like fabrics, trims and accessories	1	5	1
	PC5 Evaluate suppliers for the capability of supplying materials with respect to price, quality, quantity, lead time etc.	2	10	2
	PC6 Estimate lead time and the quantity with respect to material procurement	5	15	2
	PC7 Negotiate with supplier to ensure the deal at a competitive price	1	3	1
	PC8 Assess, manage and mitigate risks associated with the procurement	1	5	1
	PC9 Identify the changes of balance in buyer supplier power by analyzing the forecasting and the trend	2	5	1
	PC10 Monitor and forecast upcoming levels of demand	2	5	1
	PC11 Perform cost analysis and its benchmark	3	15	1
	NOS TOTAL	25	80	15
AMH/N0921: Procure materials from national and international suppliers related to fabrics, trims and accessories	PC1 Compare suppliers on various index like supplier capability, credibility, lead time, cost, quality, order minimum, certification (if any), potential to future needs etc.to seek a reliable supplier buyer partnership	7	20	2
	PC2 Identify and evaluate the logistic constraints and possible risks related to procurement	7	15	2
	PC3 Negotiate with supplier for best price to secure profitable deal	5	5	2
	PC4 Ensuring a proper supplier contract is prepared covering important aspects such as order minimum, returns, delivery and payment terms etc.	3	15	2
	PC5 Follow-up with the supplier to supervise and ensure timely delivery as per the supplier contract in the right quantity, quality etc.	3	5	2
	NOS Total	25	60	10
AMH/N0922: Supervise and evaluate performance of subordinates	PC1 Set goals and targets for its subordinates as per organizational directive, job role and assigned duties	5	8	2
	PC2 Create quantified measures and metrics to analyze the performance delivered by subordinates	10	20	3
	PC3 Ensure and implement strict adherence of all activities performed by subordinates to organizational guidelines	4	7	2
	PC4 Conduct appraisal as per respective performance documents	6	15	3
	NOS Total	25	50	10
AMH/N0923: Maintain records about procurement of materials	PC1 Maintain records of internal and external communications as per organization standards	3	4	2
	PC2 Maintain updated records of approved vendors	5	13	2
	PC3 Maintain records related to interdepartmental communications for material requirements	5	13	2
	PC4 Maintain records related to complaints for purchased items and follow up for compensation/resolving issues	5	13	2

	PC5 Maintain letter of credit documents and coordinate with finance department to ensure timely financial obligations	7	7	2
	NOS Total	25	50	10
AMH/N0924: Maintain health, safety and security in the sourcing department with Gender and PwD Sensitization	PC1 Keep vigilance for potential risks and threats associated with workplace and equipment like cutters, shears, adhesives, etc.	1	2	0.5
	PC2 Handle tools and equipment safely and securely	1	5	1
	PC3 Monitor the workplace and work processes for potential risks and threats like fire, physical injuries from sharp objects, etc.	1	2	1
	PC4 Ensure self and workers participation in mock-drills/evacuation procedures organized at the workplace	0.5	2	1
	PC5 Ensure the workers undertake first-aid, fire-fighting and emergency response training	1	2	0.5
	PC6 Follow organization procedures for shutdown and evacuation when required	0.5	2	1
	NOS Total	5	15	5
DGT/VSQ/N0103 EMPLOYABILITY SKILLS(90 Hours)	Introduction to Employability Skills	1	1	0
	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	-	-	-
	PC 3. Research about the different industries, job market trends, latest skills required and the available opportunities.	-	-	-
	Constitutional values – Citizenship	1	1	0
	PC 4. 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.	-	-	-
	PC 5. Follow environmentally sustainable practices	-	-	-
	Becoming a Professional in the 21st Century	1	3	0
	PC 6. Recognize the significance of 21st Century Skills for employment	-	-	-
	PC 7. Practice the 21st Century Skills such as Self-Awareness, Behavior Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn etc. in personal and professional life	-	-	-
	PC 8. Adopt a continuous learning mind-set for personal and professional development	-	-	-
	Basic English Skills	3	4	0
	PC 9. Use basic English for everyday conversation in different contexts, in person and over the telephone	-	-	-
	PC 10. Read and understand routine information, notes, instructions, mails, letters etc. written in English	-	-	-
	PC 11. Write short messages, notes, letters, e-mails etc. in English	-	-	-
	Career Development & Goal Setting	1	2	0
	PC 12. Identify career goals based on the skills, interests, knowledge, and personal attributes	-	-	-
	PC 13. Prepare a career development plan with short- and long-term goals.	-	-	-
	Communication Skills	2	2	0

PC 14. Follow verbal and non-verbal communication etiquette while communicating in professional and public settings	-	-	-
PC 15. Use active listening techniques for effective communication	-	-	-
PC 16. Communicate in writing using appropriate style and format based on formal or informal requirements	-	-	-
PC 17. Work collaboratively with others in a team	-	-	-
Diversity & Inclusion	1	1	0
PC 18. Communicate and behave appropriately with all genders and PwD	-	-	-
PC 19. Escalate any issues related to sexual harassment at workplace according to POSH Act	-	-	-
Financial and Legal Literacy	2	3	0
PC 20. Identify and select reliable institutions for various financial products and services such as bank account, debit and credit cards, loans, insurance etc.	-	-	-
PC 21. Carry out offline and online financial transactions, safely and securely, using various methods and check the entries in the passbook	-	-	-
PC 22. Identify common components of salary and compute income, expenses, taxes, investments etc.	-	-	-
PC 23. Identify relevant rights and laws and use legal aids to fight against legal exploitation	-	-	-
Essential Digital Skills	3	5	0
PC 24. Operate digital devices and use their features and applications securely and safely	-	-	-
PC 25. 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.	-	-	-
PC 26. Display responsible online behaviour while using various social media platforms	-	-	-
PC 27. Create a personal email account, send and process received messages as per requirement	-	-	-
PC 28. Carry out basic procedures in documents, spread sheets and presentations using respective and appropriate applications	-	-	-
PC 29. Utilize virtual collaboration tools to work effectively	-	-	-
Entrepreneurship	2	3	0
PC 30. Identify different types of Entrepreneurship and Enterprises and assess opportunities for potential business through research	-	-	-
PC 31. Develop a business plan and a work model, considering the 4Ps of Marketing Product, Price, Place and Promotion	-	-	-
PC 32. Identify sources of funding, anticipate, and mitigate any financial/legal hurdles for the potential business opportunity	-	-	-
Customer Service	1	2	0
PC 33. Identify different types of customers and ways to communicate with them	-	-	-
PC 34. Identify and respond to customer requests and needs in a professional manner	-	-	-
PC 35. Use appropriate tools to collect customer feedback	-	-	-
PC 36. Follow appropriate hygiene and grooming standards	-	-	-

	Getting ready for apprenticeship & Jobs	2	3	0
	PC 37. Create a professional Curriculum vitae (Résumé)	-	-	-
	PC 38. Search for suitable jobs using reliable offline and online sources such as Employment exchange, recruitment agencies, newspapers etc. and job portals, respectively	-	-	-
	PC 39. Apply to identified job opening using offline /online methods as per requirement	-	-	-
	PC 40. Answer questions politely, with clarity and confidence, during recruitment and selection	-	-	-
	PC 41. Identify apprenticeship opportunities and register for it as per guidelines and requirements	-	-	-
	NOS Total	20	30	0

Annexure III

List of QR Codes Used in PHB

Module No.	Unit No.	Topic Name	Page No. in PHB	URL	QR Code (s)
Module 1: Introduction and Orientation to Sourcing Manager - Stitched Items	Unit 1.1: Roles and Responsibilities of a Sourcing Manager	1.1.1 Size and Scope of the Apparel Industry in India	11	https://youtu.be/dSn7iz-bF-N8?si=YLT-yo6gT8nMiYVI	 Introduction to Apparel Industry
		1.1.2 Apparel Production Process and the Role of Sourcing Manager in Stitched Items	11	https://youtu.be/QaS4sl0n-5Qg?si=-OmWmWbc0N-zdOx-hBF	 Garments Full Production Process
	Unit 1.2: Various employment opportunities of a 'Sourcing Manager - Stitched Items in the apparel industry	1.2.2 Growth Opportunities	11	https://youtu.be/VG3p5DpQY-8c?si=fLvVceEo5-Q49Mw4J	 The Textile and Apparel Sector in India
Module 2: Plan for the procurement of materials as per garment design requirements	Unit 2.1: Types of Fabrics used in Sourcing	2.1.1 Analysing the Different Types of Woven and Knit Fabrics and its Trade Name	56	https://youtu.be/_p5Uj-CLK0R0?si=EnJx_BXqyevLYe4R	 Types Of Knit Fabric With Name
		2.1.2 Different Types of Trims and Accessories	56	https://youtu.be/OHmjUCO-QXUQ?si=-d5mijLLOyZ-Up-B1W9	 Trims And Accessories

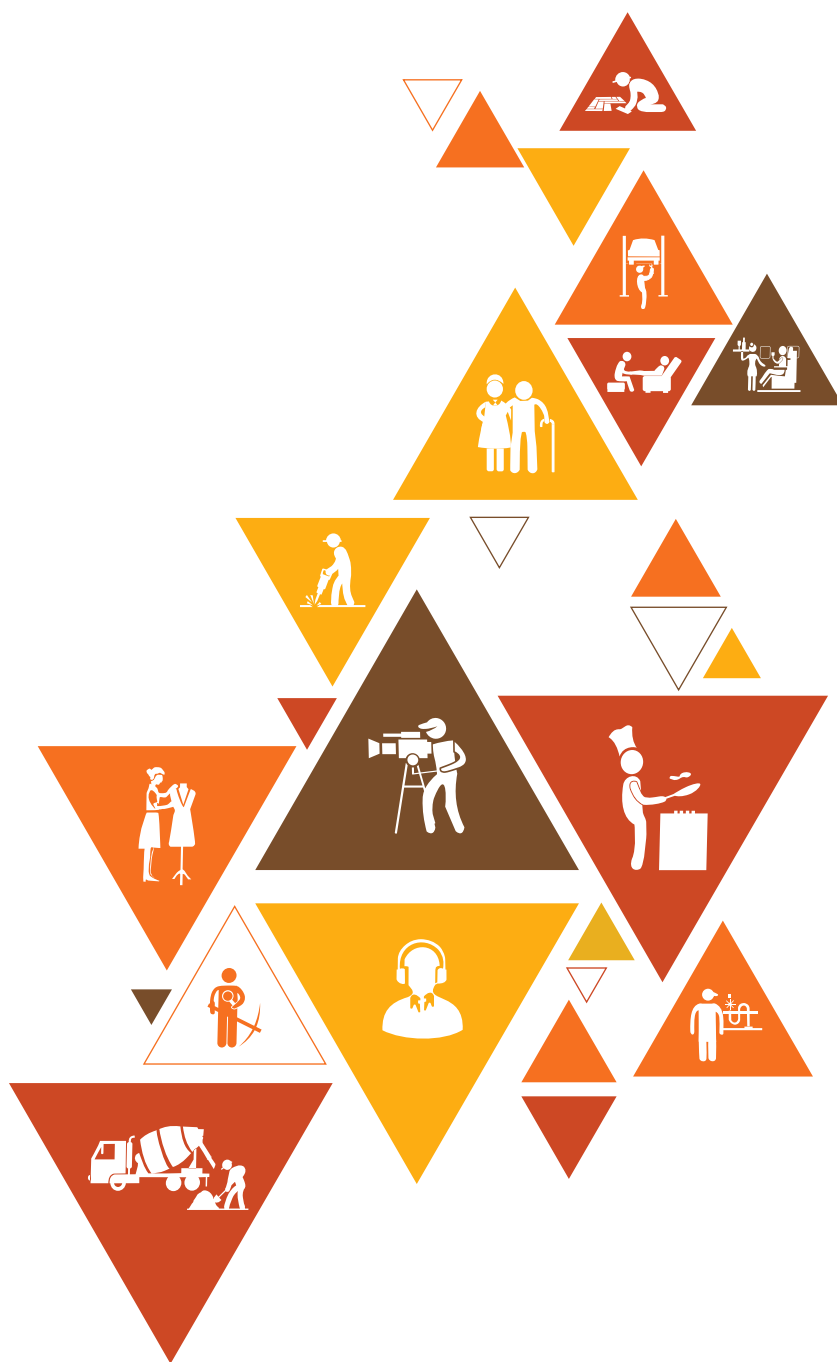
Module No.	Unit No.	Topic Name	Page No. in PHB	URL	QR Code (s)
	Unit 2.2: Garment Manufacturing Process	2.2.1 National and International Market Requirement and Trends	56	https://youtu.be/1PnGDmSrV7Q?si=JBNpVQfe8Gqmx9ig	 How Trend Research is Done in the Apparel Industry
Module 3: Procurement of materials as per garment design requirements	Unit 3.1: Negotiation with suppliers	3.1.1 Process of negotiation	84	https://youtu.be/DPxjSGK_A9E?si=ICL80ZD7IYOg6TFX	 Negotiation Skills
	Unit 3.2: Supply chain management	3.2.1 Process of supply chain management	84	https://youtu.be/R8rYsCmAEEY?si=d-VbQzxC75-1gsw6EY	 What is Supply chain Management (SCM)?
		3.2.4 Estimation of lead time and quantity related to material procurement	84	https://youtu.be/Nt4_oep-3kl4?si=OvgMyMup6kmd2Yvw	 What Is Lead Time In The Supply Chain?
Module 4: Plan to procure materials from national and international suppliers related to fabrics, trims and accessories	Unit 4.1: Types, Relative Value and Exchange Rate of International Currencies	4.1.1 Relative Value and Exchange Rate	115	https://youtu.be/Fn43fILI-JGs?si=ktNEi9_TaUtzEP1P	 Reducing Gender Discrimination

Module No.	Unit No.	Topic Name	Page No. in PHB	URL	QR Code (s)
		4.1.2 Factors affecting exchange rate and its impact on sourcing	115	https://youtu.be/suRw_3w-WTxg?si=B2f7bVHahpFIKEd3	 Why Currencies Rise & Fall
	Unit 4.2: Organisation's Preference to Market-related to procurement	4.2.2 Supply Chain Management, Logistics and Business Administration	115	https://youtu.be/4-QU7WiVx-h8?si=wKdExeV0UO1qk8Cl	 What is Logistics Management?
Module 5: Procure materials from national and international suppliers related to fabrics, trims and accessories	Unit 5.1: Procurement materials from suppliers	5.1.1 Logistics constraints related to procurements	136	https://youtu.be/AvDNX-GV0Lpl?si=-5rdzG9x94x7_Mq6W	 What is Procurement and Understanding the Steps in Procurement Process
	Unit 5.2: Preparation of a supplier contract	5.2.1 Supplier contract with regards to returns and payment terms	136	https://youtu.be/wDaltiUA-RU4?si=MKz5hi8OL24QPotW	 Contract Management
Module 6: Prepare to supervise and evaluate performance of subordinates	Unit 6.1: Appraisal systems	6.1.1 Types of appraisal systems	152	https://youtu.be/lGgOO2ZGp-f0?si=iM00_9F7BWvvtatT	 Performance Appraisal

Module No.	Unit No.	Topic Name	Page No. in PHB	URL	QR Code (s)
		6.1.2 Laid down process for performance appraisal system	152	https://youtu.be/A4GklhGISx-M?si=aisFh8OFcL-TmTMqS	 Performance appraisal method, Human Resource
Module 7: Supervise and evaluate the performance of subordinates	Unit 7.1: Goals and Target for the Subordinates	7.1.1 Organisational guide-lines	178	https://youtu.be/F6Tmqx-3V_s?si=pj82WmGXi-VzxQSZR	 Organizational set-up of a Garment Manufacturing unit
	Unit 7.2: Quantified Measures and Metrics to analyse the Performance	7.2.2 Performance documents and its use during appraisal	178	https://youtu.be/cEdR5p-OjR-U?si=ygpqZhnG-tIKU1Dh-	 Overview of Employee Performance Appraisal System
Module 8: Preparation for maintenance of records about procurement of materials	Unit 8.1: Organization's Procedures for Disposal of Old Records	8.1.1 Computer operations and its applications required	195	https://youtu.be/TPelPci2_gA?si=z0YFT2tL6oai_2Oh	 Basic Computer Operations
		8.1.4 Purpose and Importance of Standard Operating Procedures	195	https://youtu.be/Vhrerx-1r5_U?si=xkNqulyJ-Q5Q4c7a	 Document and Record Management

Module No.	Unit No.	Topic Name	Page No. in PHB	URL	QR Code (s)
Module 9: Maintain records about procurement of materials	Unit 9.1: Organization's Procedures for Disposal of Old Records	9.1.1 Disposal of Old Records	213	https://youtu.be/HWWlpyU-74HA?si=v0giOdeD-OT2bScCU	 What is Record Keeping?
		9.1.2 Maintenance of Updated Records of Approved Vendors	213	https://youtu.be/hXW8Eig-6mao?si=rrC39De44yfjil5U	 Vendor Management
Module 10: Maintain Health, Safety and Security in the Sourcing Department with Gender and PwD Sensitization	Unit 10.2: Personal Protective Equipment (PPE) to be used during potential hazards	10.2.1 Health factors like First aid and CPR during potential hazards during sourcing	240	https://youtu.be/DUax-t8OIT3o?si=v65TnwBA6-oWx-RNht	 CPR in Action
	Unit 10.3: Health and safety signage put in the organization	10.3.1 Importance of Protective equipment	240	https://youtu.be/28tV8zg-8CKE?si=iO1_jJ6J_oCjapTe	 "Personal Protective Equipment (PPE)"
Module 11: Ensure Adherence to Industry, Regulatory, and Organizational Standards, While Incorporating the Principles of Environmental Sustainability	Unit 11.1: Workplace Safety, Maintenance, and Procedures	11.1.7 Safe Waste Disposal and Energy Conservation	286	https://youtu.be/_F_uHGn-H7xQ?si=zsP9wUQGjo2WEnIQ	 Energy conservation

Module No.	Unit No.	Topic Name	Page No. in PHB	URL	QR Code (s)
	Unit 11.2: Tools, Machinery, and Processes	11.2.1 Tools and Marking Equipment	286	https://youtu.be/GOK-JAIQzhoc?si=JQpFiEQA-NL-9NGR3F	 Tools used in Garment Construction





Skill India
कौशल भारत - कुशल भारत



सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP



**APPAREL MADE-UPS HOME FURNISHING
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