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1. GPMS/IPMS

1.1 LEARNING OBJECTIVES

At the end of the session, the trainees will be able to learn

1 Understand concept of Group Performance System

2 Foundation of GPMS and BBSC

3 Groupings in GPMS of BSNL

4 Sample SSA GPMS

1.2 INTRODUCTION

Organizations exist for some purpose and objectives to achieve. Objectives can be achieved through various strategies. Strategies though are delineated at the top management level, are implemented by the employees of the organization. Therefore, responsibility of implementation of corporate strategies is promulgated among various functional units and departments of the Organizations. An appropriate system to measure performance of such units / departments / individuals is must for measuring and monitoring the outcome from these units for taking suitable corrective actions as well as rewarding outstanding performers. Therefore, the objective of performance management system (PMS), from the organization perspective is to deploy organizational goals and to help calibrate performance at various levels within the organization to deliver organizational results. From the employee's perspective PMS is required to understand and lay down clear objectives for employee performance, measure of performance and its linkages to rewards. Therefore, PMS is not merely a HR tool but it is a management tool for translating expectations of top management into tangible results. BSNL is facing a very tough competitive business environment, in such a scenario, it requires a huge mind-set change from top executives to all employees. BSNL needs to undergo massive transformational change in its existing performance level. .Introduction of a PMS system may help BSNL to move toward performance -oriented work culture. Considering the huge employee base and thus efforts involved in individual PMS, BSNL top management has consciously decided to introduce a Group Performance Management System (GPMS). This chapter in brief describes the GPMS system adopted by BSNL.

1.3 GPMS CONCEPT

The GPMS is an initiative under Project SHIKHAR of BSNL with the intent to have an objective and transparent system for assessing performance. It is a system for

- Identifying Key performance indicators (KPI) for individuals and various functional groups within the organization.
- Assigning objective KPIs to distinct groups aligned with organizational objectives
- Assessing targets and their relative weight age against such KPIs in objective & transparent manner

• Shall be used as yardstick for assessment of performance of various groups.

• Providing a basis for performance related HR policies

1.4 FOUNDATION OF GPMS

GPMS is the new performance measurement system with an implementation approach similar to that of Balanced Business Score card. The BBSC concept was adopted by BSNL in 2006. In 2009, an improved performance management version in the form of GPMS was introduced. The GPMS scorecards for all the group types have been designed to consist of Key Performance Indicators (KPIs) to measure the group's performance on financial, customer / market and operational parameters. In addition, overall performance assessment KPI in would evaluate the groups on parameters that are difficult to get captured quantitatively In overall performance assessment would be done by the person whom the group reports to. E.g. the evaluation for groups at the corporate office would be done by the CMD, evaluation of the Territorial Circles will be done by the Management Committee (MC), and evaluation of SSAs will be done by the respective Circle Heads and evaluation of non-territorial circles would be done by the respective corporate office Directors and Executive Directors. . Further, every scorecard has a parameter to measure customer satisfaction. Customer satisfaction will be assessed through a customer survey administered by an external third-party agency and will be based on parameters such as brand and advertising, product innovation, customer responsiveness of field sales and customer service staff, quality of service etc. For circles which do not have any external customers, the internal customers / stakeholders would be doing the evaluation.

Introduction of GPMS in place of BBSC was considered because existing BBSC set up adopted by BSNL, has following shortfalls:

• Job Descriptions at an individual level were not clearly defined thus creation of individual score cards was not very objective and systematic.

• The long list of activities for each division, without clear cut delineation of activities and responsibilities made it less conducive to effectively identify and communicate KRA (key responsibility area) of a specific post.

• Though Balanced Scorecards have been defined at various levels, the large number of KPIs within each Scorecard as well as absence of critical enablers such as an appropriate organization structure, well defined processes for tracking performance and IT systems support hamper their effective implementation.

GPMS is considered suitable for implementation in BSNL as:

• It is based on the new organization structure of BSNL.

• KRA/KPIs are identified and defined on the basis of New BU structure of BSNL, in consultation with top executives of the respective BU.

• Number of KPIs has kept less to have focus measurement of Key performance areas.

• It is an optimum combination of quantitative and qualitative measurement.

• KPIs are defined as per functional activities of an entity.

1.5 INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM (IPMS)

Achievement of GPMS rests on the success of individual executives in performing their assigned tasks. Therefore IPMS has been introduced with the intent to develop an objective and transparent system for assessing performance at the individual level. IPMS will be on the lines of GPMS and to start with only DGM & above rank officers are covered.

sequence of creating **a** GPMS scorecard

The correct approach of creating the GPMS is in a sequence that flows from top. The scorecards of Company and 18 parent units out of 19 distinct groups identified by BSNL HQ have to be created by the restructuring cell of Corporate Office in close coordination with GPMS nodal designates in 7 groups(CFA, CM, Enterprise, New Business, Corporate Affairs ,Finance and HR). A Core PMS team is designated for this purpose. Territorial Circle Office nodal designates will further design GPMS cards for SSAs in their circle.

There other important things that are to be kept in mind while preparing the GPMS Scorecard or finalizing the performance parameters of GPMS

While finalizing the GPMS scorecards it should be kept in mind that the performance parameters chosen are :-

- Linked with strategic objectives and vision of organization
- Measurable and are not subjective
- Actionable, result-oriented and controllable
- The number of KPIs should be kept at a minimum.
- Oriented towards driving desired behaviour / performance
- Capable of being benchmarked
- Unambiguous and easy to understand
- Have the largest impact on achieving strategic objectives/ Company's Scorecard (At any instance the officer should be able to identify the direct or indirect link between his performance parameters and one or more of the performance parameters in company's scorecard)
- It should be possible to set targets against them
- While finalizing the performance indicators it should also be kept in mind how the achievements will be reported. During the course one should ensure that such processes and methods are put in place that helps in true and timely reporting of achievements. Information Technology use in the company should aim in getting accurate reports on achievement of key performance parameters.

Question: Can we change the targets once fixed after the quarterly review.

Ans. The course correction is an integral part of GPMS implementation. On review the targets can be changed but this should be more of exception than a practice. Professional management capabilities demand precise understanding of business and it's accurate forecast.

Question 4: What is meant by fair, good and excellent marking against the target.

Ans: Targets would be set against each parameter of the scorecard. Achieving the target would result in a score of '100' for that parameter. If the achievement is less than 100, the score would be based on the performance level for which a score of 60 and 80 can be obtained.

For example, if the revenue target is 100 Cr. and performance levels are set as follows:

Target	**Performance Levels**		
	Fair	Good	Excellent
100 Cr.	50Cr.	75 Cr.	100Cr.

The achievement level of excellent, good and fair will result in a score of 100, 80 and 60 respectively. Therefore, achievement of 50 Cr revenue, in the above cited example would result in a score of 60. Similarly, 75 Cr. revenue would result in a score of 80. Any revenue achieved between 50 and 75 Cr. would result in a score between 60 and 80 after linear scaling. Similarly, any revenue achieved between 75 and 100 Cr. would result in a score between 80 and 100 after linear scaling. Revenue less than 50 Cr. would result in a 0 score for that performance KPI.

The total score against a KPI would be calculated after multiplying the weightage of a parameter with its performance score and final score will be the sum total of scores for all parameters.

1.6 BBSC AS A CONCEPT

BBSC a concept: Implementation of BBSC was the first step of BSNL to introduce a balanced approach of measurement of performance of individuals and group. The balanced scorecard is a management system (not only a measurement system) that enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. The traditional system of financial measures tells the story of past events, an adequate story for industrial age companies for which investments in long-term capabilities and customer relationships were not critical for success. These financial measures are inadequate, however, for guiding and evaluating the journey that information age companies must make to create future value through investment in customers, suppliers, employees, processes, technology, and innovation.

The balanced scorecard suggests that we view the organization from four perspectives, and to develop metrics, collect data and analyse it relative to each of these perspectives:-

- The Learning and Growth Perspective
- The Business Process Perspective
- The Customer Perspective
- The Financial Perspective

1. The Learning and Growth Perspective

This perspective includes employee training and corporate cultural attitudes related to both individual and corporate self-improvement. In a knowledge-worker organization, people – the only repository of knowledge -- are the main resource. In the current climate of rapid technological change, it is becoming necessary for knowledge workers to be in a continuous learning mode. Government agencies often find themselves unable to hire new technical workers, and at the same time there is a decline in training of existing employees. This is a leading indicator of 'brain drain' that must be reversed. Metrics can be put into place to guide managers in focusing training funds where they can help the most. In any case, learning and growth constitute the essential foundation for success of any knowledge-worker organization.

2. The Business Process Perspective

This perspective refers to internal business processes. Metrics based on this perspective allow the managers to know how well their business is running, and whether its products and services conform to customer requirements. These metrics have to be carefully designed by those who know these processes most intimately; these are not something that can be developed by outside consultants.

3. The Customer Perspective

These are leading indicators: if customers are not satisfied, they will eventually find other suppliers that will meet their needs. Poor performance from this perspective is thus a leading indicator of future decline, even though the current financial picture may look good. In developing metrics for satisfaction, customers should be analysed in terms of kinds of customers and the kinds of processes for which we are providing a product or service to those customer groups.

4. The Financial Perspective

Since the ultimate objective of any organization is to make profits, Timely and accurate financial data is always a priority, and managers will do whatever is necessary to provide it. There is a need to include additional financial-related data, such as risk assessment and cost benefit data, in this category.

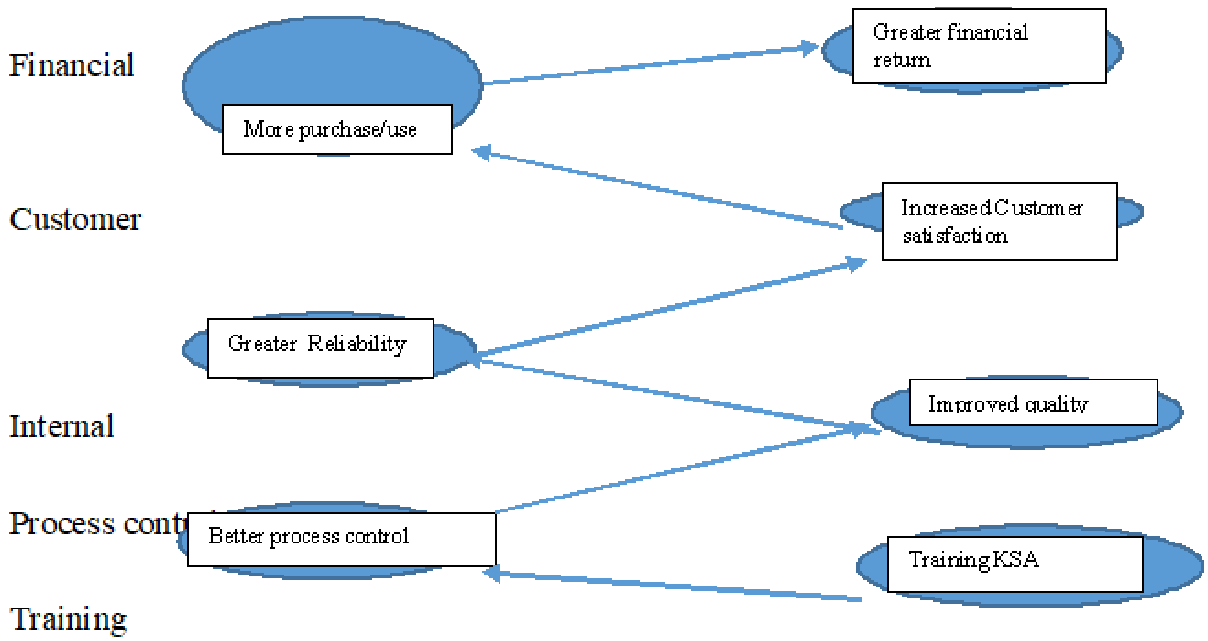


Figure 1: Linkage among four Perspectives

Question: Is PMS powerful enough to make expected change in the organization?

Answer: A PMS introduced with an intention of imposing performance-oriented culture with emphasis on new behaviours and Core competencies, customer focus and personal accountability is powerful to bring change in organization. It can be long journey of transformation but surely significant change may happen in organization, by adoption of integrated people strategy aligned with business goals.

Table1. Groupings in GPMS of BSNL

Category of groups	Group Type	Number of group types	Number of groups
Corporate Office	1.Consumer Access Fixed	1	1
	2.Consumer Mobility	1	1
	3. Enterprise	1	1
	4. New businesses	1	1
	5. Corporate Affairs	1	1
	6. HR (Incl. and Vigilance) Legal	1	1
	7. Finance	1	1
Territorial Circle	Territorial Circle	1	26
Non Territorial Circle	1. Project Circle	1	5
	2.Maintenance Region	1	4
	3.Inspections (earlier T&D)	1	1
	4. QA	1	1
	5. Telecom Stores	1	1
	6. Telecom Factory	1	3
	7. ITPC	1	1
	8. NCES	1	1
	9. Data N/W	1	1
	10. Training Circle	1	1
SSA	SSAs	1	330

Table2. SSA/BA Scorecard

Group	Group level g	Dimension	KPI	Weightage %	Target	Performance Levels			Target Achieve Marks	Marks Ach.	Weighed .Score
						Fair	*Good*	*Excel*			
C F A	***25%***	***Fin***	CFA revenue (Rs. Cr.)	*40*							
		C/M	Net adds - (by number	*5*							
		C/M	Net adds - (by number	*10*							
		Opn	CCR rate for Landline – 50% weightage each for local and STD	*10*							
		Opn	Fault rate (LL, BB)	*5*							
		Opn	% of faults cleared by next working day (LL, BB)	*10*							
		Opn	% of new services (LL, BB) provisioned within the norm (7days for LL, 15 days for BB)	*10*							
		Opn	Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	*10*							
C M	***30%***	***Fin***	CM revenue (Rs. Cr.)	*40*							
		C/M	CM Net adds (by number of subs in 000's)	*20*							
		Opn	BTS availability (%)	*10*							
		Opn	Call drop rate (%)	*10*							
		Opn	Blocked call rate –TCH congestion (%)	*10*							
		Opn	Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	*10*							

E& W S	***15%***	***Fin***	Enterprise BU revenue (Rs. Cr.)	*40*								
		C/M	Number of new Enterprise Gold + Silver accounts penetrated	*20*								
		Opn	MLLN circuit uptime (%)	*15*								
		Opn	Average provisioning time (no.of days)	*15*								
		Opn	Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	*10*								
Others	***10%***	***Fin***	New Businesses revenue (Rs.Cr.)	*20*								
		Fin	Budget adherence on opex (% actual spend vs. budgeted) (on items excluding those in schedule P)	*20*								
		Fin	Overall assessment on Finance related issues, including budget adherence, financial planning, accounting, revenue assurance etc. (on scale of 1 to 5 - to be assessed by Circle Head)	*20*								
		C/M	Customer satisfaction level (including QoS) (Scale of 1 to 5)	*20*								
		HR	Overall assessment on HR related issues, including training, recruiting, promotion, transfers etc. (on scale of 1 to 5 - to be assessed by Circle Head)	*20*								
Over al l	***10%***		Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	*10*								

1.7 CONCLUSION

The GPMS system is a very important and effective tool for measuring performance of different groups against the targets set by the management on various operational fronts. GPMS also provides an opportunity to assess the performance from time to time and initiate timely corrective measures in cases of deviations.

2. EFFECTIVE LEADERSHIP & TEAM BUILDING

2.1 LEARNING OBJECTIVES

At the end of the session, the trainees will be able to learn

1. Analysing Your Leadership Style
2. Developing Leader
3. Role of A Leader
4. Leadership Traits
5. Are You a Leader or A Manager?
6. Leadership Styles
7. Theories of Leadership
8. Team Work, Leadership and Team Building
9. Creating a Team Identity

2.2 INTRODUCTION

In the present competitive era, it is required to drive BSNL most efficiently and result-oriented. There is a need of the hour that everyone must possess the right attitude and skills- leadership and team building being very important ones to continuously motivate self and subordinate/employees to create positive enthusiasm, attitude for the esteemed customer. It is BSNL's vision to have the largest subscriber base and become the number one telecom service provider in the country. Someone has rightly said that "Any nation/organization/family is of the people; drives its strength from the people; its interest lies in the people that served by the people; it grows with the people and sustains through the people, for the people for ultimate goal – harmony and happiness to the people".

2.3 ANALYZING LEADERSHIP STYLES

By analysing leadership style executives are able to see its impact on the team and how the team may react to you in different situations. Learning how to adapt their style and actions to become more 'situational' will enable executives to focus their leadership more effectively. Most large organizations these days take a competency-based approach to leadership. They look at what good leaders' actions do, and distil this behaviour to a list of competencies - a fancy name for skills and practices. Posner, identify five key leadership behaviours, which they call:

1. Challenge the process
2. Inspire shared vision
3. Enable others to act

4. Model the way

5. Encourage the heart

Challenge the Process means always wanting to find a better way. It's about having a deep commitment to the idea of continuous improvement. Inspiring a shared vision means having a very clear view of where you want to go. Enabling others to act means not only creating the kind of intense loyalty, which Richard Branson can inspire in his staff, but also making sure that people have the skills to act in pursuit of the vision. Kevin Newman set up the very successful telephone bank first Direct. He avoids taking decisions as much as possible he said 'as chief executive, my job is to teach other people how to make the decisions'. Modelling the Way is perhaps the most interesting leadership behaviour. Essentially it means practicing what you preach. True leaders make a company successful over the long term. Their comments on leadership make interesting reading. According to their research, leaders do not have to be charismatic, leading from the front, sparkling with quick wit and ready repartee: but they do have to have a set of values they really believe in and which they demonstrate by their actions dozens of times every day. Building trust and credibility is the ultimate leadership challenge. Encouraging the Heart means giving the praise and encouragement people need to keep going. William James, often described as the father of modern psychology, once said. 'The deepest human craving is the need to be appreciated'. When Rotary Watches won an industry award for one of its products, MD Robert Dreyfus sent every member of staff a personal thank you letter with a $50 note in it. People still talk about it in Rotary and the interesting thing is this - what they talk about most is not the money, but the personal letter, which went with it. Most in house leadership competency frameworks are elaborations on these five themes. The whole point of having leadership competencies is so that people live them, and since the human brain cannot handle more than six or seven chunks of information in one go, less is better than more.

2.3.1 Developing leaders

Leadership Framework – Be, Know, & Do

If you are a leader that can be trusted, then the people around you will learn to respect you. To be a good leader, there are things that you must be, know, and do. These fall under the Leadership Framework. Knowing what you expect of leaders is one thing, getting them to do it is quite another. How do organizations go about developing leaders? Will sending them off for a couple of days leadership skills training do the trick/ probably not. Most decent leadership development programmers have four main elements.

a. The first is the same kind of 360 -degree feedback exercise.

b. The second element is some kind of event-based training, aimed at developing these leadership competencies.

c. The third element is coaching, which can be provided either internally or externally. Internally it may come under the guise of mentoring; externally it may be provided by a consultant.

d. The fourth element, which is gaining popularity as part of a leadership development program, is projects. As a result of taking part in some kind of leadership development program, participants are expected to deliver on some project - individually or in groups - which has a measurable benefit to the business. The projects, together with a rerun of the 360-degree feedback exercise, provide tangible evidence that the person has enhanced their leadership capabilities.

2.3.2 Leader Who?

One who inspires confidence and support among the people who are needed to achieve organizational Goals - Exercises influential increment over and above mechanical compliance with directions and orders - Inspires, persuades, coordinates and leads. - Leadership is the exercise in a given situation. It is a function of the leader, follower and situational variables. L= F (l, f, s),where L is leadership, l-leader, f-follower and s-situation.

2.3.3 Roles of a Leader

Guiding peoples: he acts as a friend, philosopher and guides to his followers. Leader provides advice and counsel and uses his power in guiding and directing in the interest of the group. Team Builder: Leader acts as a captain of his team. He convinces people of the goals and plans of the group and wins the confidence and cooperation of his followers. He is always in touch with the people to nurture teamwork. Maintaining discipline: Discipline is the force that prompts individuals to observe rules regulations and procedures which are necessary for the attainment of objectives. He makes less use of penalties and focuses more on self-discipline or voluntary restraint. Beside these the leader acts as a Spokesperson, Negotiator, Coach, Team Player, Technical problem Solver, Entrepreneur, morale builder, etc.

2.3.4 Leadership Traits – A few

Charisma, Enthusiasm, self-confidence extroversion, Outward ness, Assertiveness (Type of +ve ness), Emotional stability, sense of humour, warmth, high tolerance for frustration, Self-awareness & objectivity, Initiative, Empathy (Fellow feeling), internal locus of control, courage & SO ON

2.3.5 Satisfactions For Leader

Power & prestige, Chance to help others, Higher Income, Respect & status, Control over resources, Opportunities for Advancement, More well-informed

2.3.6 Dissatisfactions For Leader

Uncompensated overtime work, Less Authority, More responsibility, less time for own affairs, Loneliness, Too many headaches, too many people’s Problems, Pursuit of Conflicting Goals, Organizational Politics.

Table3. Leadership and Bossism Compared

	Boss		Leader
	The Boss depend on authority		The leader depends on goodwill
	The Boss drives the employee		The leader inspires the employee
	The Boss says “I”		The Leader says “We”
	The Boss shows who is wrong		The Leader shows what is wrong
	The Boss evokes fear		The Leader radiates love
	The Boss fixes the blame for the breakdown		The leader fixes the breakdown
	The Boss knows how it is done		The leader knows how to do it

	The Boss demands respect		The Leader commands respect
	The Boss orders “GO”		The Leader says “Let’s Go”
	The boss uses negative approach ‘never mind what you think, do it my way’.		The leader uses positive approach ‘we will work it out together, what you will suggest’
	Accomplishes work at the expense of employee		Accomplishes work and develop employee.
So ,BE A LEADER -NOT A BOSS			

Are You A Leader Or A Manager?

Quite often leading and managing are considered as the synonymous terms but in reality, there are several differences between leadership and management. A leader need not be a manager but a manager must have many of the good qualities of a leader. The leadership differs from management in terms of relationship, source of influence, sanctions used, basis of following, accountability and functions. The manager Do things right, direct operations, Enforce policies and rules, Design procedures and tasks, Control results and Foster stability. As per Woods & King (1996), the manager Do the right things, Monitor guest expectations, Communicate vision and values, Manage systems and processes, Support people, engage in continuous improvement Managers respond with a variation of “If they do not know what the goals of this outfit are by now, they do not belong in their jobs.” Managers are Sincere in their belief that their subordinates are doing their best, managers frequently look for substandard performance elsewhere. The manager considering people in relation to the group has to secure the motivation and integration of the group as a whole. Manager can obtain only average and ordinary performance from employees. With leadership he can arouse cooperation and compliance beyond normal call of duty. The managerial behaviour contains an element of leadership. It is therefore very difficult to segregate precisely management. A manager is evaluated for formal goal accomplishment as well as for informal and personal satisfaction of the employee. The concept of managerial leadership suggests the need for bringing together the managerial and leadership role for organizational effectiveness and human satisfaction.

Middle managers must attempt to define the following:

1. The scope of their multiple relationships within the organizational structure as well as the specific people to whom they must relate.

2. The “playing coach” role.

3. The “bilingual” task of translating goals to action and action to measurement.

4. The implications of having full responsibility while holding limited authority.

5. The “Political” environment in which they have to survive from a position of limited power and great vulnerability.

Table 4. Distinction between leader and a manager

Subject	Leader	Manager
Essence	Change	Stability

Focus	Leading People	Managing Work
Have	Followers	Subordinates
Horizon	Long-term	Short-terms
Appeal to	Heart	Head
Approach	Sets direction	Plan Details
Seeks	Vision	Objectives
Power	Personal charisma	Formal authority
Style	Transformational	Transactional
Persuasion	Sell	Tell
Decision	Facilitates	Makes
Exchange	Excitement for work	Money for work
Rules	Breaks	Makes
Wants	Achievement	Results
Risk	Takes	Minimizes
Conflict	Uses	Avoids
Concern	What is right	Being right
Credit	Gives	Takes
Blame	Takes	Blames
Direction	New roads	Existing roads

2.4 LEADERSHIP STYLES

The behaviour pattern exhibited by a leader while influencing the follower is known as leadership styles. Leadership styles can be broadly classified in to three categories.

1.Autocratic Leadership:

An autocratic leader exercises complete control over the subordinates. It permits quick decision making. It provides strong motivation and satisfaction to the leader who dictates terms. This style yields positive results when great speed is required. It leads to frustration, low morale and conflict among subordinates.

2. Participative (Consultative) Leadership

It decentralizes authority and allows the subordinates to share his power. Workers feel ownership of the firm. The sharing of ideas and experiences within the business greatly motivational and develops a positive attitude. It Can delay decision making.

3. Free-Rein (Leissez-Faire) Leadership.

Let it be' – the leadership responsibilities are shared by all i.e complete delegation of authority to take decisions. This can be very useful in businesses where creative ideas are important. It is highly motivational as people have control over their working life. It relies on good team work and good interpersonal relations Rensis Likert of university of Michigan USA has developed continuum of four system of management which is known as Likert's four management system.

System 1:-Exploitative Autocratic-All work related decisions are taken by the manager and order their subordinates to carry out the decision. Such managers believe in threats and punishments to get the things done. They exercise strict supervision and control over the subordinates.

System 2:- Benevolent autocratic- They adopt a paternalistic approach. Paternalistic leader makes decision but may consult with subordinates. They allow some freedom to subordinates to carry out their tasks within prescribed limit but the subordinates who do not carry out their tasks are treated harshly. Thus, 'carrot and Stick' approach of motivation is adopted under this system

System 3: Consultative: process of consultation before decisions are taken.

System 4: Democratic- Encourages decision making from different perspectives – leadership may be emphasized throughout the organisation

2.5 THEORIES OF LEADERSHIP

1. Trait Theory: According to trait theory leadership is the function of personal qualities of a leader. The qualities include physical, intellectual, moral and social traits. This theory is called 'Great Man Theory' because it is based on the set of traits which are common to great man.

2. Behavioural Theory: behavioural theory suggests that success in leadership depends upon suitable leadership behaviour. The Michigan studies, Ohio studies, the managerial grid, are the main behavioural model of leadership. Imply that leaders can be trained – focus on the way of doing things Structure based behavioural theories - focus on the leader instituting structures and are task orientated Relationship based behavioural theories – focus on the development and maintenance of relationships – process orientated

3. Contingency Theory: Leadership as being more flexible – different leadership styles used at different times depending on the circumstance. As per this theory leader's effectiveness depends upon the situational variables. These variables are

(a) leader's position power

(b) leader-member relationship

(c) Task structure.

Leadership may depend on: Type of staff, History of the business, Culture of the business, Quality of the relationships, Nature of the changes needed, accepted norms within the institution etc

Invitational Leadership:

Improving the atmosphere and message sent out by the organisation. It Focus on reducing negative messages sent out through the everyday actions of the business both externally and, crucially, internally And review internal processes to reduce these. It builds sense of belonging and identity with the organisation which gets communicated to customers, etc.

4. Transactional Theories: Leadership & Team Building BSNL, India for Internal Circulation of BSNL only 8 it Focus on the management of the organisation, focus on procedures and efficiency and working to rules and contracts. It helps in Managing current issues and problems

Charismatic Leadership Traits

"Leadership consists not in degrees of technique but in traits of character; it requires moral rather than athletic or intellectual effort, and it imposes on both leader and follower alike the burdens of self-restraint.

" Lewis H. Lapham. Charismatic leaders are Master of communication skills with high energy & action Orientation. There is minimum internal conflict Developing Charismatic Leadership

1. Create Vision for others

2.Be Enthusiastic, optimistic and energetic

3. Be candid (Blunt)

4.Be dramatic and Unique

5. Be sensibly persistent

6.Be warm, Humanistic & Positive

A true leader is successful when he is able to formulate goals and objectives for himself and his team. If you are certain about the goal you wish to achieve, you will also have the vision to plan contingencies for the problems you may face on your quest. Successful leaders believe in augmenting their skills with that of the others. By himself, he may not have the skills or knowledge to do something. However, by working in tandem with other people, he not only gets new work done, but also ends up supplementing his own knowledge and information.

2.6 TEAM BUILDING

Teamwork is the ability to work together towards a common vision. The ability to direct individuals does accomplishment toward organizational objectives. It is team-work that allows common people to attain uncommon results. In any organization to ensure that the required tasks are continuously achieved employees of the organization are required to work in different groups. The people in the groups are required to work as a team. This way many groups and teams are formed in a large organization. Ideally speaking together all the employees are required to work as a team to achieve the goals and objectives of the organization. Responsibilities are shared individually and as a team to achieve the goals and objectives of the organization. We need team working for individual and organizational success.

2.7 DEFINITION OF TEAM

A team is a group that shares, and says that it shares a common purpose and recognizes that it needs the efforts of every one of its members to achieve this. Need for teamwork In BSNL many teams work simultaneously e.g., Team of External Plant, Team of Switch Room, installation, route maintenance etc. If the entire team performs in an excellent manner, the goals are easily achieved. A team is developed whenever people have to work together to produce good results. A team is capable of accomplishing much more than the sum total of individuals together to produce results. Teamwork is stimulating; it encourages members to put in greater efforts and helps them to give their best. Pieces fit together without distortion and together produce some overall pattern.

Team building

1. TEAM works everywhere.
2. TEAM shows the customer that you care
3. TEAM builds confidence in you.
4. TEAM instill confidence in your customer
5. TEAM brings up SYNERGY EVERY TEAM NEEDS A GOOD LEADER

2.8 QUALITIES OF A SUCCESSFUL TEAM LEADER:

- Know your subordinates and treat them as human.
- Make no favours, don’t bear grudges.
- Be approachable, you listen and when you tell they listen.
- You keep your words and you are honest .
- Be fair to your subordinates and organization.
- You work hard so your subordinates do not mind you expecting the best from them .
- One has to improvise his style to suit his work and the type of team he has to work With.
- Do I make a positive impression on my team members with my style of functioning to get positive comments from them?

2.9 CHARACTERISTICS OF A GOOD TEAM:

- Clear objectives
- Roles for all members clearly understood
- Appreciation of each other's qualities
- Openness of thoughts, beliefs and actions
- Trust among members
- Cooperation in team members
- Effective leadership
- Ability to deal with conflict
- Good communication
- Purpose of unity
- Shared goals and objective

2.10 FUNDAMENTAL FEATURES OF A TEAM

• Strong and effective leadership,

• The establishment of precise objectives,

• Taking informed decisions,

• The ability to act quickly so as to carry forward this decision communicating freely, developing the necessary skills and

• Techniques to fulfil the assigned tasks.

A team is a small group of people with complementary skills, who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable. Repetitive tasks which require the members to assume a different fixed role. These tasks are usually familiar work performance and can be fulfilled independently. The tasks that are to be performed by teams are basically categorized into three types.

1. Projects: which require creative input from members, though working in different roles. The major attribute is to work in unison and generate new products.

2. Partners: that demands constant and creative input and establishment of new work milestones. This style of working is more popular with senior levels of management.

3. The performance of a team depends upon the type of binding that exists between the group members. There are no significant incremental performance needs. In such groups, the members interact only to share information, discuss practices and to make decisions to help each individual perform effectively in his or her area of responsibility. There exists a significant incremental performance need and opportunity; there is no focus on collective performance. There is no interest in a common purpose or set of performance goals, though they work in a group. Pseudo-teams are the weakest of all groups in terms of performance impact. Their contribution towards the company performance is less. There is a considerable incremental performance need and the members really try to improve their performance impact. However, there is more need for clarity of purpose, goals and working approach. It has not yet established collective accountability. The most worthwhile performance gain comes in between the potential teams and real teams; these are the teams with small numbers of people having complementary skills that are equally committed to a common purpose, goals and work approach for which they hold themselves mutually accountable. Real teams are basic unit of performance. This group meets all the conditions of real teams and also has members deeply committed to one another's personal growth and success. Unlike teams, working groups rely on the sum of "individual bests" for their performance. Pseudo-teams do not take any risks and hence, remain where they are potential teams take the risk to climb the curve and face obstacles and they turn into 'Real teams' and 'High performing teams.

To build up high performance, the following guidelines are required: -

Establishing urgency and a sense of direction

- The selection of members should be on the basis of skills and not personality.

- Teams need complementary skills to perform the job.

For effective performance, a mix of three different categories is helpful.

a. Technical and functional skills

b. Problem solving skills

c. Interpersonal skills

While selection the job profile of the individual is not the only basis but the necessary skill for job performance.

More attention needs to be paid to first meetings and actions. Initials impression goes a long way.

Too many potential teams fail to understand the importance of "first meetings" and instead allow existing habits and operating styles to dominate, including an overemphasis on individual instead of mutual accountability. The rules regarding the clarity of behaviour set a code of conduct. All real teams develop rules of conduct to help them achieve their purpose and performance goals. Rules are necessary for focus, openness, commitment and trust.

Spending time together: team must spend a lot of time together, especially at the beginning. This time spend together can be scheduled and unscheduled creative insights develop when personal bonding takes place.

2.11 PRINCIPLES

• In order to strengthen an organization, it might be necessary to weaken a part of it.

• Assign tasks that will allow the subordinates to grow and take on additional responsibilities. • Let your team know you appreciate them

• Each member has something to add to the team

• Fix measurable goals to keep the team focused

• Everyone in a team thinks in a different way

• Have an open -door policy if you want to be accessible

• Do not bring problems, bring solutions

• Be tough on problems not people.

2.12 INTERNAL CONFLICTS

When a large group of people works together then internal conflicts are likely to happen because of different individual temperaments, mental setups, attitudes and behaviours. The internal conflicts lead to problems of internal coordination. The causes of internal conflicts are summarized as follows: -

• Communication gap

• Group & individual rivalry

• Lack of communication skills

• Violation of communication channels

• Vested interests of few people controlling the masses, such as union leaders

• Organizational climate – Unfair system of reward and punishment may be responsible for internal conflicts.

• Poorly defined responsibilities – when the responsibilities of the individuals in a group are not clearly defined.

• Role based conflict

Depending on the importance of the role in the organization, one may have a more important position among his colleagues.

• Aggressive nature of some of the individual

• Favouritism shown by the superiors & leaders of the team, etc.

2.12.1 Effects of internal conflicts.

The internal conflicts in the group or team may result into: –

• Reduction in the efficiency

• Affecting the work progress

• Affecting the revenue earned by the organization

• Mars the image of the department

• Creating poor IMAGE of organization for customers

– Customers feels less confidence and realistic towards the organization and as such lose faith in organization's reliability, credibility and goodwill.

2.13 WHY TEAMWORK IS REQUIRED

A team is therefore created out of necessity, the necessity to perform a variety of tasks of a job by a group of people. If the entire team performs in an excellent manner, the goals are easily achieved. Goals of the team are to achieve the organization's objectives A team is developed wherever people have to work together to produce results. A team is capable of accomplishing much more than the sum total of what the members are capable of accomplishing individually. Teamwork is stimulating; it encourages members to put in greater effort and helps them to give their best. Pieces fit together without distortion and together produce some overall pattern. If work of everyone is interdependent and if we want to keep costs low and quality high, then we need to implement actions that will: Facilitate people working together (in other words instil a sense of teamwork in everyone) Minimize waste and rework In other words, manage your processes so outputs always meet or exceed specifications with little waste from making mistakes. For this we need to develop team spirit and team values in every employee.

2.13.1 Team spirit values

Values are beliefs people hold about what is right, moral, just, and so on. They serve as guideposts for how to behave in different situations. In an organization where teamwork is not practiced well, you might find managers and workers blaming individuals when outputs don't meet specifications. This would indicate values such as:

• If I do a good job that's all I have to worry about.

• Problems are the result of somebody else's creation

• Individuals who make mistakes will only have to suffer the consequences. Therefore, we need to understand some of the Team Values and believe in them to be a successful & effective organization.

Teamwork value 1 :

We're all in this boat together – organisation, employee and customers.

• This is the foundation value for teams and teamwork. If we are all in this together, then our individual success depends on our mutual success and vice versa.

• If you really believe the value "we're all in this together," when something goes wrong, your first inclination won't be to find the culprit. And when the organization is successful, you will take actions to share the rewards of that success and to recognize that everyone played a part.

Teamwork value 2 :

Equal importance for all members, no subordinates or superior's distinction in work

• Organizationally, this may sound controversial as it suggests that everyone is equal in rank and authority, but this is not exactly what it means. Remember we are talking about the teamwork attitude here, so this value has to do with how people view and interact with one another.

Different levels of responsibility, but one level of attitude

This value does not mean that some people may not have more responsibility than others. This value suggests to everyone "we are going to focus on the reason we are all here: To better serve our customers and generate the profit we need to stay in business and grow". When a company's managers eliminate the superior- subordinate attitude and replace it with the idea that we are all teammates, everyone feels more open to express what's on their minds. Everyone will come to appreciate that all employees have something to contribute. They will come to see that it makes sense to create an environment that :

• Maximizes rather than restricts an employee's contribution

• Facilitates cooperation in executing processes

Teamwork value 3:

Open, honest communication is vital

For teams to prosper, teammates need to be able to speak candidly, honestly with one another. For this they need following characteristics. Empathy: Empathy has to do with proactively seeing the world from the viewpoint of others. These others can be your teammates, supplier, customers, or members of other departments. Listening: Along with empathy comes listening. Listening requires patience and concern to hear the other party without any prejudice or presumptions.

Teamwork value 4:

Everyone has open access to information

Part of effective decision making at any level of an organization has to do with the information a person has or needs. Today, information technology makes it possible for all employees to push a few buttons and have access to any information they need to do their jobs.

Focus on processes

The work in an organization is a big process. Teamwork is the collection of many individuals' work. Still many managers tend to forget this and focus on the behaviour of individuals separate from the system and its processes as the key to success. We need to focus on the process as a whole and not as an individual's success or failures but that of the team.

Every team needs a good leader.

The performance of any team depends on the quality of its collective thinking. How good are its decisions? This reflects the quality of the decision-making processes. The leader should strive to achieve a positive atmosphere, free from rigidity and envy, in which people compete with ideas not egos. Team-work does not function if the leader consistently puts forward ideas before others have had the chance to speak. In the classic Japanese method, the leader listens silently until every team member has expressed an opinion before making the decision for the whole team. A true team leader will facilitate, inspire, and implement rather than control.

The qualities which a leader should have in order to successfully lead a team. Five of them are inner strengths namely:-

1. Vision.

2. Self-belief.

3 Result-focused.

4 Courage.

5 Integrity

2.14 FIVE OUTER SIGNS OF GREAT TEAM-LEADERSHIP ARE:-

1. Communication
2. Commitment
3. Teamwork
4. Visibility
5. Attentiveness

2.15 CONCLUSION

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Team Building refers to the process of establishing and developing a greater sense of collaboration and trust between team members. Interactive exercises, team assessments, and group discussions enable groups to cultivate this greater sense of teamwork.

3. EFFECTIVE COMMUNICATION SKILLS & OFFICIAL LANGUAGE POLICY

(A) EFFECTIVE COMMUNICATION SKILLS

3.1 LEARNING OBJECTIVES

At the end of the session, the trainees will be able to understand

1. Type and Essentials of Communication Skill
2. Information of Official Language Law 1976 and things to be done to promote official language.

3.2 INTRODUCTION

From time immemorial, the whole human existence relied on communication with each other to develop, change, and to improve human society. From the early civilization up to the modern era, all the social, economic, cultural and scientific developments have been possible only with more and more communicative skill. Compared to other species on earth, the human being is blessed with more brain power and communicative capabilities. Compared to other species, humans are more dependent on each other as a social being. The very basis of society is communication with each other for mutual benefit.

3.3 COMMUNICATION

Communication is the method by which people share their ideas, information, opinions and feelings. People sharing ideas, information, opinions and feelings may contribute to the operations of teams and the work of individuals. Communication is a two-way activity between two or more people. There are various modes of communication, some of which are used more commonly in some workplaces than others.

3.3.1 Methods of Communication (Modes of communication)

Generally, there are three modes of communications

a) Speaking <----> Listening (Meeting & Presentation)

b) Visualization <----> Observing (Posters, TV, Magazines)

c) Writing <----> Reading (Letters, Reports, Memo)

The modes clearly reveal that communication is interactive i.e., both ways from the communicator to the communicated and vice-versa. The feedback is a necessity. It is a way to discover whether the communication has produced the intended effect. In an organization there are various methods of communication. The following is a list of some methods of communication:

1. Person-to-person - face to face, reading a letter, making a phone call

2. In a small group - planning, problem solving, decision making, written reports, memos, notice boards

3. In a meeting - presenting, bargaining, negotiating agreements

4. Using mass media - speaking in public, on radio or television, writing for print media such as newspapers and journals, books, advertising

5. Others - training, teaching, entertaining.

3.3.2 Essentials Of Communication

For communication to take place, the four essential things needed are

a) Source to initiate a message

b) Message The information, which the source wants to communicate.

c) Medium The means to carry the message to the receiver

d) Receiver

Who interprets the message

3.3.3 Conditions For Communication To Take Place

• Source, the medium and the receiver must be energized

• Source must transmit a distortion-less message in a language, code, frequency that can be comprehended by the receiver, i.e., the message should be so designed as to be within the capacity of the receiver to grasp it.

• Medium should not add any distortion i.e., the environment should not create distortion/distraction.

• Receiver should be tuned to the source

3.4 VERBAL COMMUNICATION

Verbal communication is when a person puts across a message by speaking. The message can be sent to an individual, a team or a group. The message can be sent in person, via an intercom, over the phone, email etc. The person sending the message should express the message clearly so that the receiver is able to understand and act, if required, on the message. The receiver of the message should be able to understand what was said. Many times, the message may not be received as the sender intended, due to a range of factors including lack of attention or interest.

3.4.1 Verbal communication breakdown

Communication breakdown occurs when the sender's message does not get through to the receiver or the receiver misunderstands the sender's message.

The following are examples of communication breakdown.

- **Inattention:**

  The receiver is not concentrating or is not interested in the sender's message.

- **Physical barriers:**

  The message is not received due to noise, poor eyesight / hearing etc.

- **Poor expression:**

  The sender has expressed himself / herself poorly therefore the message has not been interpreted as intended

- **Premature evaluation:**

The receiver only hears part of the message, and then jumps to a conclusion about the remainder of the message rather than listening to it.

- **Emotions:**

When the message is expressed with strong emotions, whether it is angry, fearful etc., the meaning of the message may be misinterpreted.

- **Gatekeeper:**

The sender/receiver's message is communicated through a third party, which may result in breakdown or misinterpretation of the message.

- **Communication chain:**

The message is sent via a number of parties and relies on the message being unchanged by these parties, e.g. A sends message to B, which sends it to C, which sends it to D.

- **Denial:**

The receiver does not want to hear the message; therefore, there could be a barrier to the sender's message. The receiver may be fearful of change, they may not want to do a task etc.

- **Lack of questioning:**

The receiver does not understand the message and does not ask the sender for clarification etc.

3.5 NON-VERBAL COMMUNICATION

There are numerous ideas, thoughts and feelings that are communicated without words. Only one third of a message is sent in a person-to-person exchange in words alone. People have the ability to read non-verbal cues. These cues are learnt from the environment and through culture and can therefore be misinterpreted.

The following are examples of non-verbal communication;

- Yawn
- Tears
- Frown
- Crossing arms
- Averting eyes

Non-verbal communication is divided into six types. They are:

• Body language

• Physical characteristics and appearance

• Voice

• Space

• Environment

• Time

Silence can be a type of non-verbal communication.

Body language:

Body language is the way that we communicate by the use of the body. The parts of the body associated with body language are the face and part of the face, the whole head (with face expressions), hands/fingers/arms/ touching, legs, feet and sitting position. The face is the most commonly used channel of communication. A raised eyebrow means surprise, lips pursed means anger. The face is used to encourage or discourage feedback. The whole head can be used to communicate. A nod means agreement, moving the head up and down communicates interest to the speaker. Legs are often crossed to communicate discomfort; feet may act as pointers to the person we are communicating with. Body language, as it is now familiarly called, is something we both use and observe. Everyone for example can interpret a smile or a threatening gesture. And the voice conveys more through its tone or volume than simply the spoken words.

• We can distinguish at least nine ingredients in this language of Non-Verbal communication. They are:

1. Facial Expression
2. Body Posture
3. Eye contact
4. Proximity (nearness)
5. Tone of voice
6. Head Position
7. Physical touch
8. Physical gestures e.g., hand and foot movement
9. Appearance and getup e.g., clothes, hair style

• Experts in the field of human communications have found that, in a typical message only about 7% of the meaning or content is carried by the actual words being used. Another 38% of the message is carried by the tone of voice (which includes pacing, timing, pauses, accent).

• The major part of 55% of the content of the message is in non-verbal form, in other words in the form of our physical attitude going along with our verbal message.

Physical appearance:

Body shape and size have influence on the way people are perceived by others and can be inaccurate. Hair, clothing and personal style also send a message about who we are and what we are.

Voice:

The ways words are said contribute to the message being sent. There are four vocal cues

Qualifiers - tone, rate, pitch and volume of speech

Fillers - words used to fill conversations i.e., 'Okay’, 'well', 'um', 'ah'

Differentiators - vocal sounds that help us communicate i.e., giggles, yawn, sighs

Qualities - the way the voice is used i.e., Husky, firm, questioning etc.

Space:

The way people control space around them, sends messages to others. There are 4distances within which communication can take place.

- Public - distance in a public meeting
- Social - distance when speaking to strangers including work colleagues
- Personal - distance when speaking to someone of equal status
- Intimate - distance when allowing personal contact and closeness.

Environment:

The environment affects the way communication is undertaken. The way the room is organized, the color, temperature, ventilation and smells affect communication both positively and negatively.

Time:

The use of time affects the way communication is undertaken. In business 'time is money'. People are not expected to waste time and are expected to meet deadlines. An individual’s treatment of time communicates attitudes. If a worker is constantly late for work, they may communicate lack of commitment to the organization.

Writing

Written communication provides a record for the future. Written communication can be studied, reflected on and absorbed at the receiver's own pace. Written communication is permanent and makes a lasting impression. The written word can sometimes have more authority. Words can be written, rewritten, edited until the communication is seen as clear and accurate and is ready to be sent to the receiver. Written communication includes letters, memos, email, minutes of meetings, reports, instructions, diagrams, maps, other pictorial aids etc. Written communication can overcome distance and can be cheaper than face-to-face meetings. It can be useful when information has to be sent to large numbers of people and can reinforce verbal communication.

Modes of communication – writing

Whatever the reason for writing, the message will be more effectively sent if the text is clear, readable and business like. The following are six steps to help when writing workplace documents:

The purpose

- Why is the text being written?
- What does the reader need to know/do?
- How does the reader need to feel?
- The plan
- Jot down key points to be made in logical sequence.
- Gather facts that will be included

Draft

- Write the documents with particular people in mind
- Natural language should be used
- The text should be readable and flow naturally

Edit

- Read through the document to make sure it is clear

Words should be familiar and sentences should be short

Final draft

- Arrange final draft on computer

Check

Check the document carefully and give it to others to read for errors and readability

Make changes

Make sure the documents look professional so that it is appealing to read.

Reading

In most workplaces there is a lot of reading required of personnel. The reading material may include minutes of meetings, Occupational, Health and Safety procedures and practices, work procedures, reports etc. Due to the amount of reading required for many workers, reading skills need to be developed so that time spent reading is efficient and effective. When reading a workplace document, questions to ask beforehand are:

- Why am I reading this?
- What is the purpose of the document?

• What do I expect to be able to know / do as a result?

• It may be helpful to think in terms of the outcomes of the reading.

The outcomes may be:

- Memorizing the information
- Getting a broad overview
- Getting evidence
- Finding out what has happened
- Answering a question /topic
- Revising
- Getting a range of opinions
- Getting concrete facts

When reading a text, the following procedure may be followed:

Skim the material to get a good idea of what it is about and / or the main ideas – areas to look at include the table of contents, chapter summaries, graphs / tables, illustrations and captions

• Read to find answers to specific questions – this makes the reading process an active process as there is a purpose

• Read the material normally, taking notes about the material in your own words –also mark the document to aid with revision and relocating the material / points.

• Recall what you have read with the material out of sight – have you picked up the main facts and ideas.

• Review all the headings / notes afterwards to avoid forgetting.

Listening

Expressing our wants, feelings, thoughts and opinions clearly and effectively is only half of the communication process needed for interpersonal effectiveness. The other half is listening and understanding what others communicate to us. "We were given two ears but only one mouth, because listening is twice as hard as talking." Some of the reasons for poor listening are:

• Being preoccupied and not listening.

• Being so interested in what you have to say that you listen mainly to find an opening to get the floor.

• Formulating and listening to your own rebuttal to what the speaker is saying.

• Listening to your own personal beliefs about what is being said.

• Evaluating and making judgments about the speaker or the message.

• Not asking for clarification when you know that you do not understand

3.6 MODES OF LISTENING:

There are three modes:

Competitive or Combative Listening happens when we are more interested in promoting our own point of view than in understanding or exploring someone else's view. We either listen for openings to take the floor, or for flaws or weak points we can attack. As we pretend to pay attention we are impatiently waiting for an opening, or internally formulating our rebuttal and planning our devastating comeback that will destroy their argument and make us the victor.

Passive or Attentive Listening

We are genuinely interested in hearing and understanding the other person's point of view. We are attentive and passively listen. We assume that we heard and understand correctly.

Active or Reflective Listening

It is the single most useful and important listening skill. In active listening we are also genuinely interested in understanding what the other person is thinking, feeling, wanting or what the message means, and we are active in checking out our understanding before we respond with our own new message. We restate or paraphrase our understanding of their message and reflect it back to the sender for verification. This verification or feedback process is what distinguishes active listening and makes it effective. Few tips for active listening are:

Ask good questions:

Examples of Active-listening questions & intended purpose:

a. **Clarify meanings:** "I hear you saying you are frustrated with Suresh, is that right?"
b. **Learn about others thoughts, feelings, and wants:** "Tell me more about your ideas for the project."
c. **Encourage elaboration:** "What happened next?" or "How did that make you feel?"
d. **Encourage discovery:** "What do you feel your options are at this point?"
e. **Gather more facts and details:** "What happened before this happened?"

Communication barriers

Personnel in a workplace communicate with peers, managers, and supervisors, members of the public, suppliers and others. Barriers to communication can cause problems and misunderstanding with effective communication. Some barriers to communication are:

- Jargon
- Disabilities
- Age
- Status

• Lack of empathy

. Stereotyping

• Unclear or incomplete messages

• Distance

• Lack of time

• Poor spelling - inaccurate sentence structure.

• Semantic Barriers or Barriers of words/language.

In these kind of barriers, difficulties in communication arise because the same word or symbols have different meanings to different individuals.

• The mis-interpretation of the meanings causes failures.

• Age, education and cultural background are some of the obvious variables that attack the language of a person and the definition they give to words.

• In an organization, employees usually come from diverse backgrounds. The employees work under different divisions, sub-divisions, cells or sections and they create their own specialized words or jargon of day-to-day technical and non-technical language. In large organizations, the individuals use terms and phrases of the local language.

• The non-awareness of the proper meaning of the language or words to the other parties causes difficulties in communication

Example:

The telephone linemen use the terms like DP, Pair, UG cable, drop-wire, jumper etc. which may or may not be understandable by the ordinary subscribers. While we all speak a common language, i.e. English or Hindi but our usage of that language is far from uniform. If we know how our customer interprets or if we make our language understandable by our customers, then the language difficulties would be minimized.

Psychological or emotional barriers.

• Psychological or Emotional Barriers are the prime barriers in interpersonal communication.

• The meaning of a message received by a person depends upon the emotional or psychological status or mood of both the parties concerned.

• As such, the receiver or the sender of the message or both may set up psychological barriers; the same message when you are angry is likely to have different meaning than when you are in a normal mood.

• Extreme emotion such as happiness or anger or sadness or frustration etc. causes difficulties in communication. In such situations, we disregard our rational and objective thinking processes and instead, we take emotional judgments.

Selective perception

• People adopt to see or hear selectively based on their needs, motivations, experience, background and other personal characteristics.

• This is because we tend to hear or see only those messages that conform to our beliefs, attitudes, and judgments.

• Communications that conflict with our own view point, are ignored normally.

• If not ignored, the other point of view might be regarded as unfriendly or hostile. As a consequence, much of the unfavorable information does not get properly received or recognized.

Filtering

• Filtering is the barrier caused by the sender of a message who tries to manipulate the information so that the receiver will see it more favorably.

• This effect is produced when the communication passes through a large number of people.

• Each individual through whom the information is passed interprets facts differently, judges from his own point of view what is important or relevant and passes it on with his own interpretation with a result that the end receiver gets the totally distorted message.

• This type of filtering is most common in organizations with multiple levels of hierarchy and when a report is sent to the superiors from the field units

Overcoming communication barriers

All personnel should be interested in overcoming barriers to effective work practices in an organization. The following list outlines points to consider in relation to overcoming communication barriers.

• Feedback - enables communication to become a two -way process with both the sender and the receiver trying to achieve mutual understanding

Consider the words used - long complicated sentences and unfamiliar words confuse people. Communication should be clear, complete, concise, concrete, correct and courteous.

• Use repetition - repeating messages several time using different examples can help others to understand the messages being sent

• Use empathy - seeing a situation from another person's viewpoint and trying to understand others opinions, concerns and attitudes makes better communication.

• Timing - poor timing can result in messages not being received effectively

• Being positive rather than negative helps make communication more effective - what is wanted not what isn't wanted

• Select the best location - talk somewhere that will encourage open communication not a noisy shop floor or a busy office

• Check written communication for spelling errors and ensure the sentences are clear, concise and not ambiguous.

Active Listening

• When someone talks, we hear. But too often we don’t listen. Listening is an active search for meaning, whereas hearing is passive.

• When the receiver listens, both parties – sender and receiver - starts thinking. Many of us are poor listeners because listening is difficult and because it's usually more satisfying to be on the offensive by talking.

• Listening often is more tiring than talking. It demands intellectual effort.

• Unlike hearing, listening demands total concentration.

• The average person speaks at a rate of about 150 words per minute, whereas we have the capacity to listen at the rate of 1000 words per minute

Control Emotions

• We know that emotions can severely affect or distort the conveying of the meanings.

• If we are emotionally upset over an issue, we are likely to misconstrue incoming messages and we may fail to express our outgoing messages clearly and accurately.

• The best approach is to refrain from any further communications until your composure is regained.

Role Plays No. 1

Allocate one of the roles below to each of six participants. Do not reveal the role to anyone but that individual

• Angry customer

• Unhappy customer

• Hesitant customer

• Confident staff members

• Bored staff members

• Interested staff members

Ask each participant to play the role using only body language. Ask other participants to interpret body language to guess the type of customer and staff members.

Are You a Good Listener?

To determine if you are a good listener, answer each question honestly and objectively based on what you do - not on what you would like to do or believe you ought to do. Place a checkmark next to the answer of your choice after every question.

When taking part in a discussion do you:

1 Face the speaker and make sure you can hear?
( ) Usually ( ) Sometimes ( ) Seldom

2 Ensure that you have fully listened to the speaker before you respond?
( ) Usually ( ) Sometimes ( ) Seldom

3 Recognize you own biases or judgments and make allowances for them?
( ) Usually ( ) Sometimes ( ) Seldom

4 Use your eyes as well as your ears to listen?
( ) Usually ( ) Sometimes ( ) Seldom

5 Not allow the speaker to finish if you feel what he/she is saying is wrong?
( ) Usually ( ) Sometimes ( ) Seldom

6 Identify any feelings or emotions underlying what is being said?
( ) Usually ( ) Sometimes ( ) Seldom

7 Make sure you have the last word?
( ) Usually ( ) Sometimes ( ) Seldom

8 Concentrate on what the speaker is saying?
( ) Usually ( ) Sometimes ( ) Seldom

9 Make a conscious effort to show the speaker you are listening?
( ) Usually ( ) Sometimes ( ) Seldom

10 Make a judgment of the person and what he/she is going to say based on the person's appearance?

( ) Usually ( ) Sometimes ( ) Seldom

Your Listening Profile:

When you have completed Exercise, determine your score for each question. Total these to arrive at a final score.

Table 5. Listening Profile

question	usually	sometimes	seldom
1	10	5	0
2	10	5	0
3	0	5	10
4	10	5	0
5	10	5	0
6	0	5	10
7	10	5	0
8	0	5	10
9	10	5	0
10	10	5	0

Interpret Your Score

90 points or above:	You are an excellent listener
70 to 85 points:	You listen well - but there is room for improvement.
Below 70 points:	You have some bad listening habits, but with extra practice these can be improved.

3.7 CONCLUSION

We learned the important point for good communication skills like physiological barrier overcoming, emotional barrier, active listening, writing etc. Communication skills are important if we are to build meaningful relationships with services users, customers and others. It is especially important that we are able to build these relationships as social practice moves towards more market-based and managerialist policies and practices and more importantly if you are communicating in official language

(B) OFFICIAL LANGUAGE

3.8 LEARNING OBJECTIVE

- Information of Official Language Law 1976 and thing to be done to promote official language.

3.9 राजभाषा-हिंदी-संवैधानिक व्यवस्था

भारत वर्ष में विभिन्न भाषाएं बोली जाती है । भारतीय भाषाओं का इतिहास लगभग साढ़े तीन हजार वर्ष पुराना है, यहाँ की प्रमुख भाषाएं हिंदी, मराठी, गुजराती, बंगाली, तमिल, तेलुगु, कन्नड़, असमी, पंजाबी आदि हैं । हिंदी यहाँ के अधिकांश भु–भाग में बोली व समझी जाने के कारण संघ की राजभाषा के रूप में स्वीकार की गई । हिंदी संघ की राजभाषा है अतः सरकारी कामकाज में हिंदी के सुचारु प्रयोग के लिए प्रत्येक सरकारी कर्मचारी /अधिकारी को कार्यसाधक ज्ञान अथवा हिंदी में प्रवीण होना आवश्यक है ।

3.10 शिक्षण उद्देश्य

1. राजभाषा से संबंधित नियम एवं पत्राचार
2. हिंदी प्रयोग के संबंध में राष्ट्रपति के आदेश
3. राजभाषा नियम 1976
4. वार्षिक कार्यक्रम
5. प्रशासनिक शब्दावली

संघ के राजभाषा- अनुच्छेद-343

(क) संघ की राजभाषा हिंदी होगी और लिपि देवनागरी होगी ।
(ख) अंको का स्वरुप अन्तराष्ट्रीय होगा ।
(ग) संविधान के प्रारम्भ से 15 वर्ष तक हिंदी के साथ अंग्रेजी का प्रयोग जारी रहेगा ।
(घ) संसद विधि द्वारा 15 वर्ष पश्चात भी अंग्रेजी का प्रयोग जारी रख सकती है ।

राजभाषा के लिए आयोग और संसद समिति

<u>अनुच्छेद 344</u>- राष्ट्रपति संविधान के लागु होने से पांच वर्ष की समाप्ति पर तथा तत्पश्चात ऐसे प्रारंभ से दस वर्ष की समाप्ति पर एक आयोग गठित करेंगे, जिसमें एक अध्यक्ष और अष्टम अनुसूची की विभिन्न भाषाओं के प्रतिनिधि सदस्य होंगे।

<u>अनुच्छेद 345</u>- राज्य की राजभाषा- राज्य विधान सभा विधि द्वारा राज्य में प्रयोग होने वाली किसी भाषा या हिंदी को राज्य के कामकाज की भाषा बना सकती है। राज्यों के बीच पत्राचार इसी भाषा में किया जा सकता है।

<u>अनुच्छेद 346</u>- दो या अधिक राज्य आपसी पत्राचार के लिए एक भाषा अधिकृत कर सकते हैं, यदि वह करार करते हैं कि वह हिंदी होगी तब उनकी पत्राचार की भाषा राजभाषा हिंदी होगी।
हिंदी प्रयोग के संबंध में राष्ट्रपति के आदेश II आदेश-1955 II
अंग्रेजी भाषा के अतिरिक्त हिंदी भाषा का प्रयोग :

1. जनता के साथ पत्र व्यवहार।
2. प्रशासनिक रिपोर्ट आदि
3. सरकारी संकल्प और विधायी अधिनियमितियां
4. हिंदी अपनाने वाले राज्यों के साथ पत्र व्यवहार
5. संविदा और करार
6. अन्य देशों के साथ पत्र व्यवहार

संघ के राजकीय प्रयोजनों के लिए संसद में प्रयोग के लिए अंग्रेजी का बना रहना-
धारा 3(3)केन्द्र सरकार के कार्यालयों आदि में निम्न द्विभाषी ही होंगे-

(क) संकल्पों,सामान्य, आदेशों, नियमों, अधिसूचनाओं, प्रशासनिक व अन्य प्रतिवेदनों या प्रेस विज्ञप्तियों के लिए हिंदी व अंग्रेजी दोनो प्रयोग होगी।
(ख) संसद के किसी सदन या सदनों में रखे गए प्रशासनिक व प्रतिवेदन और राजकीय कागज पत्र।
(ग) केंद्र सरकार के किसी कार्यालय या उसके अधीन नियम या बैंक द्वारा निष्पादित संविदा, करार सूचना, निविदा प्रारूप आदि।

3.11 राजभाषा नियम-1976

(1) नियम तमिलनाडु राज्य को छोड़कर पूरे देश में लागू।
(2) पूरे देश को 3 (तीन) भाग में बांटना- क, ख व ग क्षेत्र।

क क्षेत्र- इसमें हिंदी भाषी क्षेत्र बिहार , हरियाणा ,हिमाचल प्रदेश ,मध्य प्रदेश ,उत्तर प्रदेश, राजस्थान तथा दिल्ली आते हैं।
ख क्षेत्र- इसमें गुजरात ,महाराष्ट्र और पंजाब राज्य तथा अंडमान और निकोवार द्वीप एवं चंडीगढ़ संघ क्षेत्र आते हैं।
ग क्षेत्र - 'क' व 'ख' में नामित क्षेत्रों को छोड़कर अन्य सभी क्षेत्र' ग' में नामित हैं।
हिंदी में प्रवीणता एवं कार्यसाधक ज्ञान-
मैट्रिक या उसकी समकक्ष या उससे उच्चतर कोई परीक्षा हिंदी माध्यम से उत्तीर्ण की है। यदि किसी कर्मचारी /अधिकारी को हिंदी का कार्यसाधक ज्ञान / प्रवीणता प्राप्त नहीं है तो उसे कार्यालय की ओर से प्रबोध, प्रवीण एवं प्राज्ञ त्रीस्तरीय हिंदी प्रशिक्षण करवाया जाता है।
राजभाषा संबंधी बैठकें

1) हिंदी सलाहकार समिति- वर्ष में कम से कम 2 बैठक
2) नगर राजभाषा कार्यान्वयन समिति- वर्ष में 2 बैठक (छमाही)
3) राजभाषा कार्यान्वयन समिति- वर्ष में 4 बैठक (तिमाही)

Table 6. मंत्रालयों/विभागों और संबंध/ अधीनस्थ कार्यालयों तथा केंद्र सरकार के निगमों, उपक्रमों, बैंकों आदि में राजभाषा नीति के कार्यान्वयन हेतु 2009-2010 के लिए निर्धारित साक्ष्य

क्र.सं	कार्य विवरण	क क्षेत्र	ख क्षेत्र	ग क्षेत्र
1	हिंदी में मूल पत्राचार (तार, बेतार, टेलेक्स, फैक्स, आरेख, ई-मेल आदि सहित			
	'क' से 'क' क्षेत्र को	100 %	90 %	55 %
	'क' से 'ख' क्षेत्र को	100 %	90 %	55 %
	'क' से 'ग' क्षेत्र को	65 %	55 %	55 %
	'क' से 'क' व 'ख' से 'क' क्षेत्र राज्य /संघ राज्य क्षेत्र के कार्यालय /व्यक्ति 100%	'ख' से 'क' व 'ख' क्षेत्र के राज्य / संघ राज्य क्षेत्र के कार्यालय /व्यक्ति 100%	'ग' से 'क' व 'ख' क्षेत्र के राज्य / संघ राज्य क्षेत्र के कार्यालय /व्यक्ति 85%	
2	हिंदी में प्राप्त पत्रों का उत्तर हिंदी में दिया जाना	100%	100%	100%
3	हिंदी में टिप्पणी	75 %	50 %	30 %
4	हिंदी टंकण, आशुलिपिक	100%	100%	100%
5	हिंदी में डिटेकसन	20 %	20 %	20 %
6	हिंदी प्रशिक्षण (भाषा, टंकण, आशुलिपि)	100%	100%	100%
7	द्विभाषी प्रशिक्षण सामग्री तैयार करना	100%	100%	100%
8	हिंदी ई-बुक सहित हिंदी पुस्तकों, जर्नल और मानक संदर्भ ग्रंथों को छोडकर आदि की खरीद पर पुस्तकालय के लिए उपलव्ध कुल अनुदान में से खर्च का प्रतिशत	50 %	50 %	50 %
9	कंप्यूटर सहित सभी प्रकार के इलेक्ट्रोनिक उपकरणों की द्विभाषी रुप में खरीद	100%	100%	100%
10	वेब साइट	100% (द्विभाषी)	100% (द्विभाषी)	100% (द्विभाषी)
11	नागरिक चार्टर तथा जन सूचना बोर्ड आदि का प्रदर्शन	100% (द्विभाषी)	100% (द्विभाषी)	100% (द्विभाषी)

12	(i)मंत्रालयों/विभागों और कार्यालयों द्वारा अपने मुख्यालय से बाहर स्थित कार्यालयों का निरीक्षण (कार्यालयों का प्रतिशत)	25% (न्युनतम)	25% (न्युनतम)	25% (न्युनतम)
	(ii) मुख्यालयों में स्थित कार्यालयों का निरीक्षण	25% (न्युनतम)	25% (न्युनतम)	25% (न्युनतम)

Table 7. Administrative Terminology Hindi-English

क्रम सं. Sl No	हिंदी Hindi	अंग्रेजी English
1	स्वीकृत	Accepted
2	यथा प्रस्तावित कार्रवाई की जाए	Action may be taken as proposed
3	सहमती है	Agreed
4	अनुमोदित	Approved
5	इसे सभी अनुभागों के बीच परिचालित की जाए	This may be circulated to all sections concerned
6	मामले को अनिर्णित रखा जाए	Case may be kept pending
7	वौरा प्रेषित करें	Details may be sent
8	विसंगतियों का समाधान किया जाए	Discrepancies may be reconciled
9	विवरण प्रस्तुत करें	Give details
10	स्पष्टीकरण प्राप्त किया जाए	Explanation may be called for
11	मै असहमत हूँ	I do not agree
12	मै कार्यालय टिप्पणी से पुर्णतया सहमत हूँ	I fully agree with the office note
13	अनुदेशों, आदेशों, अपेक्षाओं का अनुपालन करें	Comply with the instructions/orders/ requirements
14	आगे की रिपोर्ट की प्रतीक्षा करें	Await further report
15	हाशिए की टिप्पणी के अनुसार अनुमोदित	Approved as per marked in the margin
16	ऊपर 'क' के अनुसार कार्रवाई की जाए	Action as at 'A' above may be taken
17	स्थिति को स्पष्ट करें	Clarify the position
18	हमें कोई टिप्पणी नहीं करनी है	We have no remarks to offer
19	इसकी मंजूरी देने के लिए हम सक्षम हैं	We are competent to sanction this vide..
20	रद्द किया जाए	May be cancelled
21	आवश्यक कार्रवाई के लिए प्रस्तुत	Put up for necessary action

22	अवलोकनार्थ प्रस्तुत	Put up for information and orders
23	शीघ्र कार्रवाई करें	Please expedite
24	कृपया बात करें / चर्चा करें	Please speak/ please discuss
25	आगे भेजने के लिए	For onward transmission

3.12 निष्कर्ष

राजभाषा हिंदी भारत की राष्ट्रभाषा, राजभाषा एवं संपर्क भाषा है। साथ ही साथ यह अंतर्राष्ट्रीय स्तर पर भारत की सांस्कृतिक अस्मिता का संवाहक है। "अनेकता में एकता" की परिकल्पना सुसाध्य बनाने के लिए भारतीयों को एकता के सूत्र में बाँधने और उन्हें एक कतार में लाने को इस जन-मन की भाषा की अहम भूमिका है।जबकि अंग्रेजी एक विश्व स्तर पर इस्तेमाल की जाने वाली भाषा है और उसी के महत्व को अनदेखा नहीं किया जा सकता है, हमें यह नहीं भूलना चाहिए कि हम पहले भारतीय हैं और अपनी राष्ट्रीय भाषा का सम्मान करना चाहिए। राजभाषा के रूप में हिंदी को अपनाने से सिद्ध होता है कि सत्ता में बैठे लोग अपनी जड़ों को महत्व देते हैं और चाहते हैं कि उनके देश के लोग भी उन्हें महत्व दें।

4. CONTRACT MANAGEMENT

4.1 LEARNING OBJECTIVES

Business owners know from experience that managing relationships with vendors, customers and employees can be a challenging process. The applied theories of contract management can help you gauge the effectiveness and worth of these relationships, keeping your business mindful of the law and helping you create value for your organization's stakeholders.

At the end of the session, the trainees will be able to

1. Indian contract act-1872
2. Communication, acceptance and revocation of proposals
3. Of contracts, voidable contracts, and void agreements
4. Of performance of contracts, contracts which must be performed

4.2 INDIAN CONTRACT ACT-1872

4.2.1 Sec-1 Short Title

- Applicable to India
- Applicable from 1.09.1872.

Sec-2 Interpretation-Clauses

Proposal

When one person signifies to another his willingness to do something, with a view to obtain the assent of another person, he is said to make a proposal.

Promise

A proposal when accepted becomes a promise.

Promisor

The person making the proposal is called PROMISOR (Contractor).

Promisee

The person accepting the proposal is called PROMISEE (Deptt./BSNL).

Consideration

When, at the desire of Promisor, the Promisee has done something or promises to do something, such an act of promise is called consideration.

Agreement

Every promise forming the consideration for each other is an AGREEMENT.

Reciprocal Promises

Promises which form the consideration for each other, are called RECIPROCAL PROMISES.

Contract

An Agreement enforceable by Law is a CONTRACT.

Void

An agreement not enforceable by Law is said to be void.

4.3 CHAPTER – I

Communication, Acceptance and Revocation of Proposals

Sec-4 Communication When Complete

The Communication of a Proposal is Complete: -

The communication of a proposal is complete when it becomes to the knowledge of the person to whom it is made.

The Communication of an Acceptance is Complete: –

As against the proposer, when it is put in a course of transmission to him so at to be out of the power of the acceptor; The Communication of a Revocation is Complete: –

- As against the person who makes it, when it is put into a course of transmission to the person to whom it is made, so as to be out of the power of the person who makes it;
- As against the person to whom it is made, when it comes to his knowledge.

Sec-5 Revocation of Proposal and Acceptance

A proposal may be revoked at any time before the communication of its acceptance is complete as against the proposer, but not afterwards. An acceptance may be revoked at any time before the communication of the acceptance is complete as against the acceptor, but not afterwards.

4.4 CHAPTER – II

Contracts, Voidable Contracts, and Void Agreements

Sec-10 – What agreements are contracts (Ingredients of Contract)

All the agreements are contracts:

- If they are made by free consent.
- Parties competent to contract (Sec-11).
- For a Lawful consideration.

- With Lawful object.
- Lawful objects are not expressly declared to be void.

Sec-11 who are competent to contract

Every person is competent to contract who is:

- major
- of sound mind (Sec-12)
- not disqualified from contracting by any law

Sec-14 Free consent defined Free consent if:

- No coercion (Sec-15)
- No undue influence (Sec-16) o No Fraud (Sec-17)
- No misrepresentation of facts (Sec-18)
- No mistake (Sec-20, 21, & 22)

Sec-24 Agreement void, if consideration and objects are unlawful.

Sec-25 Agreements without consideration, void An agreement without consideration is void, unless:

(i) It is expressed in writing and registered and is made due to natural love and affection between the parties standing in near relation to each other.

(ii) It is a promise to compensate a person who has done something for the promisor.

(iii) If a person promises to pay a debt which is time barred by Limitation Law.

Sec-29 Agreements Void for uncertainty

Agreements, the meaning of which is not certain are void.

4.5 CHAPTER – III

Performance of Contracts, Contracts Which Must Be Performed

Sec-51 – Promisor not bound to perform, unless reciprocal promise ready and willing to perform

When a contract consists of reciprocal promises to be simultaneously performed, no promisor need perform his promise unless the promisee is ready and willing to perform his reciprocal promise.

Sec-52 – Order of performance of reciprocal promises

Where the order in which reciprocal promises are to be performed is expressly fixed by the contract, they shall be performed in the order, and where the orders is not expressly fixed by the contract, they shall be performed in that order which the nature of transaction requires.

Sec-53 – Liability of party preventing event on which contract is to take effect

When a contract contains reciprocal promises, and one party to the contract prevents the other from performing his promise, the contract becomes voidable at the option of the party so prevented; and he is entitled to compensation from the other party for any loss which he may sustain in consequence of the non-performance of the contract.

Sec-54 – Effect of default as to the promise which should be performed, in contract consisting of reciprocal promises

When a contract consists of reciprocal promises, such that one of them cannot be performed, or that its performance cannot be claimed till the other has been performed, and the promisor of the promise last mentioned fails to perform it, such promisor cannot claim the performance of the reciprocal promise, and must make compensation to the other party to the contract for any loss.

Sec-55 Effect of failure to perform at fixed time, in contract in which time is essential

When a party to a contract promises to do a certain thing at or before a specified time, or certain things at or before specified times, and fails to do any such thing at or before the specified time, the contract, or so much of it as has not been performed, becomes voidable at the option of the promisee, if the intention of the parties was that time should be of the essence of the contract.

Effect of such failure when time is not essential: -

If it was not the intention of the parties that time should be of the essence of the contract, the contract does not become voidable by the failure to do such thing at or before the specified time; but the promisee is entitled to compensation from the promisor for any loss occasioned to him by such failure.

Effect of acceptance of performance at time other than that agreed upon: -

If, in case of a contract voidable on account of the promisor's failure to perform his promise at the time agreed, the promisee accepts performance of such promise at any time other than that agreed**, the promisee cannot claim compensation for any loss occasioned by the non-performance of the promise at the time agreed, unless, at the time of such acceptance he gives notice to the promisor of his intention to do so.** Notice under section 55 before expiry of stipulated period is must before granting any provisional Extension of Time at the request of contractor. Even if contractor does not apply and promisee intends to continue the contract, su-moto provisional extension of time with notice under section 55 should be given to the contractor. If contractor continues to work, receiving instructions & accepting measurement & bills, it is implied acceptance of contractor.

4.6 CHAPTER IV

Of Certain Relations Resembling Those Created by Contract

Sec-70 –Obligation of person enjoying benefit of non-gratuitous act

Where a person lawfully does anything for another person, or delivers anything to him, not intending to do so gratuitously, and such other person enjoys the benefit thereof, the latter is bound to make compensation to the former in respect of, or to restore, the thing so done or delivered.

4.7 CHAPTER V

The Consequences of Breach of Contract

Sec-73 Compensation for loss or damage caused by breach of contract

When a contract has been broken, the party who suffers by such breach is entitled to receive, from the party who has broken the contract, compensation for any loss or damage caused to him thereby, which naturally arose in the usual course of things from such breach, or which the parties knew, when they made the contract, to be likely to result from the breach of it. Such compensation is not to be given for any remote and indirect loss or damage sustained by reason of the breach. Explanation. -In estimating the loss or damage arising from a breach of contract, the means which existed of remedying the inconvenience caused-by the non-performance of the contract must be taken into account.

Sec-74 Compensation for breach of contract where penalty stipulated for.

When a contract has been broken, if a sum is named in the contract as the amount to be paid in case of such breach, or if the contract contains any other stipulation by way of penalty, the party complaining of the breach is entitled, whether or not actual damage or loss is proved to have been caused thereby, to receive from the party who has broken the contract reasonable compensation not exceeding the amount so named or, as the case may be, the penalty stipulated for.

Sec-75 Party rightfully rescinding contract, entitled to compensation

A person who rightfully rescinds a contract is entitled to consideration for any damage which he has sustained through the non-fulfilment of the contract.

4.8 CONCLUSION

An important aspect of contract management is the categorisation of contracts for effective internal and centralized control and every robust contract management system should address the key elements for central and decentralized controls for contract execution. A robust contract management system which includes contract strategizing, vetting, versioning, storage and effective retrieval system, aided by prompting tools that highlight critical dates and events go a long way in managing a contractual relationship.

5. RIGHT TO INFORMATION ACT 2005

5.1 LEARNING OBJECTIVES

At the end of this session, participants will be able to:

1. Understand objectives of RTI Act
2. Understand Implementation machinery
3. Learn the Process to get information
4. Understand Salient provisions of the Act

5.2 INTRODUCTION:

Since independence, India has grown, economy has boomed and people have benefited. At the same time, the government functioning also needed change to keep pace with changing times and fulfil the aspirations of people, empowering them to drive the government machinery in their best interest. It is a well-accepted fact that how strong is the red tapism in our country, officials exploiting ignorance of citizens often taking shield of provisions of various acts, regulations such as official secret act, Indian Evidence Act etc. In June 2005, India enacted the RTI Act to overcome such issues. This write up gives an overview of the salient aspects of this act.

5.3 OBJECTIVES OF RTI ACT:

1. Make government machinery Accountable
2. Contain Corruption
3. Promote Transparency

Objective of this act is to give a simple tool to Indian citizens to obtain information from government machinery in a time bound manner. This act overrides all previous acts wherever conflict is found. Any citizen of India (applicant) can seek information of public interest from all covered central and state government units.

5.4 IMPLEMENTATION MACHINERY:

Public Authority: Under this act a concept of Public Authority has been introduced. All government owned departments, organizations, PSUs and NGOs substantially financed are called Public Authorities under this act and have to comply with its provisions. Each Public Authority has to designate following in its organization for implementing the Act: Central units are called CPAs and state units as SPAs. Public Authorities are required to disclose certain information to public sue motto at regular intervals. This directive covers budget, expenditure, salary of employees, subsidies, acts/rules/norms followed by PA for discharge of its duties etc.

PIO: Public Information Officer is the most important functionary under this act. The job entrusted is to receive RTI applications, process them and dispose such applications by supplying or denying information as per provisions of this Act. Central PIO are called CPIO and state as SPIO. PIOs decision which is based on application of provisions of this Act may lead to supply of full, partial or no information.

APIO: Assistant Public Information Officer has the task of receiving RTI requests/appeals and forwarding such cases to appropriate authority. Central and state APIOs are called CAPIO and SAPIO respectively.

Appellate Authority: PIO is the first level of decision -making authority to supply/deny information. An aggrieved applicant can file appeal to an officer senior in rank to PIO designated as Appellate authority. Appellate authority has to decide the case in 30-45 days' time.

Information Commission (IC): Besides above functionaries, for monitoring implementation and ensuring compliance to the provisions of Act besides acting as second level of grievance handling, Information Commission has been created at centre and all state levels. Applicants aggrieved at the decisions of Appellate authority are allowed to approach respective information commission for resolution of appeals/complaints.

Information : means any material in any form including records, documents, memos, emails, opinions, advices, press releases, circulars, orders, logbooks, contracts, reports, papers, samples, models, data material held in any electronic form and information relating to any private body which can be accessed by a public authority.

Applicant has been given the right to

(i) inspect works, documents, records.
(ii) take notes, extracts or certified copies of documents or records.
(iii) take certified samples of material.
(iv) obtain information in form of printouts, diskettes, floppies, tapes, video cassettes or in any other electronic mode or through printouts.

Process to get information:

Any applicant can submit application on plain paper to PIO or APIO. No reason for seeking information needs to be specified in the application. The name and contact details of applicant, addressed Public Authority and detail of information sought in the application are sufficient to seek information. Applicant is required to pay the fee as prescribed. For Central Government Departments, it is Rs 10. However, different states have prescribed different fee. Cost of information is also charged. For getting information, one has to pay Rs 2 per page of information provided for Central Government Departments. It is different for different states. Similarly, there is a fee for inspection of documents. There is no fee for first hour of inspection, but after that, one has to pay Rs. 5 for every subsequent hour or fraction thereof. Applicant can deposit fee either in cash or through a DD or bankers' cheque or postal order drawn in favour of that public authority. Applicants can seek review of the decision on fees charged by the PIO by applying to the appropriate Appellate Authority. No fees are charged from people living below the poverty line Applicant must be provided information free of cost if the PIO fails to comply with the prescribed time limit.

APIO has to forward all requests/appeals within five days to appropriate authority. PIO is given 30 days to process and dispose the application. PIO collects sought information from concerned sections (called as custodians of information) and disposes the application by applying various provisions of the act. The act specifies category of information which is exempted from disclosure.

5.5 SALIENT ASPECTS:

Exempted information: It includes pertaining to National security, parliament privileges, fiduciary nature, cabinet papers, commercial confidence, trade secrets, any information, the disclosure of which would endanger the life or physical safety of any person or identify the source of information or assistance given in confidence for law enforcement or security purposes; information which would impede the process of investigation or apprehension or prosecution of offenders; etc. Even exempted information can be disclosed if public interest over weighs the secrecy benefits. Certain organizations dealing with intelligence and security are also broadly exempted. However, corruption and human right violation cases of such agencies are not exempted from information disclosure. Such information is disclosed with the consent of concerned IC.

Time lines to get the information

1. 30 days from the date of application

2. 48 hours for information concerning the life and liberty of a person

3. 5 days shall be added to the above response time, in case the application for information is given to Assistant Public Information Officer.

4. If the interests of a third party are involved then time limit will be 40 days (maximum period + time given to the party to make representation).

Failure to provide information within the specified period is a deemed refusal.

Penalty: Every PIO will be liable for fine of Rs. 250 per day, up to a maximum of Rs. 25,000/- for:

i. not accepting an application;
ii. delaying information release without reasonable cause;
iii. malafidely denying information;
iv. knowingly giving incomplete, incorrect, misleading information;
v. destroying information that has been requested and
vi. obstructing furnishing of information in any manner.

The Information Commission (IC) at the Centre and the State levels has the power to impose this penalty. The Information Commission can also recommend disciplinary action for violation of the law against an erring PIO. For the purpose of penalty, concept of deemed PIO is used. Deemed PIO is the person responsible for delay or with holding of information and the onus of proving it lies on PIO.

Status in BSNL:

Initially BSNL designated Appellate, PIO and APIO at corporate offices and all Circles with all SSAs designating APIOs. Progressively PIO and Appellate officers are being designated in SSAs also. BSNL has also put mandatory information on its website www.bsnl.co.in The list of BSNL PIOs/APIOs is also available on the website.

5.6 THE RIGHT TO INFORMATION (AMENDMENT) ACT, 2019

BE it enacted by Parliament in the Seventieth Year of the Republic of India as follows:—

1. (1) This Act may be called the Right to Information (Amendment) Act, 2019.

(2) It shall come into force on such date as the Central Government may, by notification in the Official Gazette, appoint.

2. In the Right to Information Act, 2005 (hereinafter referred to as the principal Act), in section 13.

(a) in sub-section (1), for the words "for a term of five years from the date on which he enters upon his office", the words "for such term as may be prescribed by the Central Government" shall be substituted;

(b) in sub-section (2), for the words "for a term of five years from the date on which he enters upon his office", the words "for such term as may be prescribed by the Central Government" shall be substituted.

(c) for sub-section (5), the following sub-section shall be substituted, namely:—

"(5) The salaries and allowances payable to and other terms and conditions of service of the Chief Information Commissioner and the Information Commissioners shall be such as may be prescribed by the Central Government:

Provided that the salaries, allowances and other conditions of service of the Chief Information Commissioner or the Information Commissioners shall not be varied to their disadvantage after their appointment:

Provided further that the Chief Information Commissioner and the Information Commissioners appointed before the commencement of the Right to Information (Amendment) Act, 2019 shall continue to be governed by the provisions of this Act and the rules made thereunder as if the Right to Information (Amendment) Act, 2019 had not come into force.".

3. In section 16 of the principal Act,

(a) in sub-section (1), for the words "for a term of five years from the date on which he enters upon his office", the words "for such term as may be prescribed by the Central Government" shall be substituted;

(b) in sub-section (2), for the words "for a term of five years from the date on which he enters upon his office", the words "for such term as may be prescribed by the Central Government" shall be substituted;

(c) for sub-section (5), the following sub-section shall be substituted, namely:—

"(5) The salaries and allowances payable to and other terms and conditions of service of the State Chief Information Commissioner and the State Information Commissioners shall be such as may be prescribed by the Central Government:

Provided that the salaries, allowances and other conditions of service of the State Chief Information Commissioner and the State Information Commissioners shall not be varied to their disadvantage after their appointment:

Provided further that the State Chief Information Commissioner and the State Information Commissioners appointed before the commencement of the Right to Information (Amendment) Act, 2019 shall continue to be governed by the provisions of this Act and the rules made thereunder as if the Right to Information (Amendment) Act, 2019 had not come into force.".

4. In section 27 of the principal Act, in sub-section (2), after clause (c), the following clauses shall be inserted, namely:

"(ca) the term of office of the Chief Information Commissioner and Information Commissioners under sub-sections (1) and (2) of section 13 and the State Chief Information Commissioner and State Information Commissioners under sub-sections (1) and (2) of section 16;

(cb) the salaries, allowances and other terms and conditions of service of the Chief Information Commissioner and the Information Commissioners under sub-section (5) of section 13 and the State Chief Information Commissioner and the State Information Commissioners under sub-section (5) of section 16;".

5.7 CONCLUSION

Right to Information Act 2005 is a tool that checks corruption, and holds the various bodies, agencies and departments of the government accountable to the public. This prevents arbitrary state action, which is the hallmark of a responsible democracy.

6. ENERGY CONSERVATION AND FIRE SAFETY

6.1 LEARNING OBJECTIVES :

- Energy management and its objectives
- Energy management
- Energy conservation
- Benefits of energy efficiency
- Fire Safety

6.2 INTRODUCTION TO ENERGY CONSERVATION

The ever-increasing cost of energy (i.e. Electrical power & diesel) has contributed immensely to the operating expenses of BSNL. The solution for controlling this operating expense lies in conserving energy by effective Energy Management. This chapter deals with Energy management objectives, system, benefits of energy conservation and duties and responsibilities of Energy Manager.

After undergoing this chapter, the participants will be able to :

- Understand Energy Conservation, Energy Management System & objective
- Significance of Energy conservation

6.3 ENERGY MANAGEMENT & ITS OBJECTIVES:

"Energy Management is the judicious and effective use of energy to maximize profits (minimizing costs) and enhance competitive positions". The objective of energy management is to achieve and maintain optimum energy procurement and utilization throughout the organization and

To minimize energy cost/waste without affecting production and quality.

To minimize environmental effect.

Energy management can be incorporated in to safety, quality (ISO 9000) or environmental management system. (ISO 14001)

There are four vital requirements for a successful energy management. Any successful energy management programme within an organization needs the total support of top management. Hence, top management support is the key requirement for success. Top management should give energy efficiency equal importance in their corporate objectives as manpower, raw materials, production and sales. The other important requirements are a well charted strategy plan, an effective monitoring system and adequate technical ability for analyzing and implementing energy saving options.

6.4 ENERGY MANAGEMENT SYSTEM

Organizations seeking financial returns from superior energy management continuously strive to improve their energy performance. Their success is based on regularly assessing energy performance, planning and implementing action plans to improve energy efficiency. Hence a sound energy management system is a prerequisite for identifying and implementing energy conservation measures, sustaining the momentum and for effecting improvements on a continuous basis. The various steps for energy action planning are shown in figure

Figure 2: Steps in Energy Action Planning

6.5 ENERGY CONSERVATION AND ITS IMPORTANCE:

Coal and other fossil fuels, which have taken three million years to form, are likely to deplete soon. In the last two hundred years, we have consumed 60% of all resources. For sustainable development, we need to adopt energy efficiency measures. Today, 85% of primary energy comes from non-renewable, and fossil sources (coal, oil, etc.). These reserves are continually diminishing with increasing consumption and will not exist for future generations

6.6 WHAT IS ENERGY CONSERVATION?

Energy Conservation and Energy Efficiency are separate, but related concepts. Energy conservation is achieved when growth of energy consumption is reduced, measured in physical terms. Energy Conservation can, therefore, be the result of several processes or developments, such as productivity increase or technological progress. On the other hand Energy efficiency is achieved when energy intensity in a specific product, process or area of production or consumption is reduced without affecting output, consumption or comfort levels. Promotion of energy efficiency will contribute to energy conservation and is therefore an integral part of energy conservation promotional policies.

Energy efficiency is often viewed as a resource option like coal, oil or natural gas. It provides additional economic value by preserving the resource base and reducing pollution. For example, replacing traditional light bulbs with Compact Fluorescent Lamps (CFLs) means you will use only 1/4th of the energy to light a room. Pollution levels also reduce by the same amount .

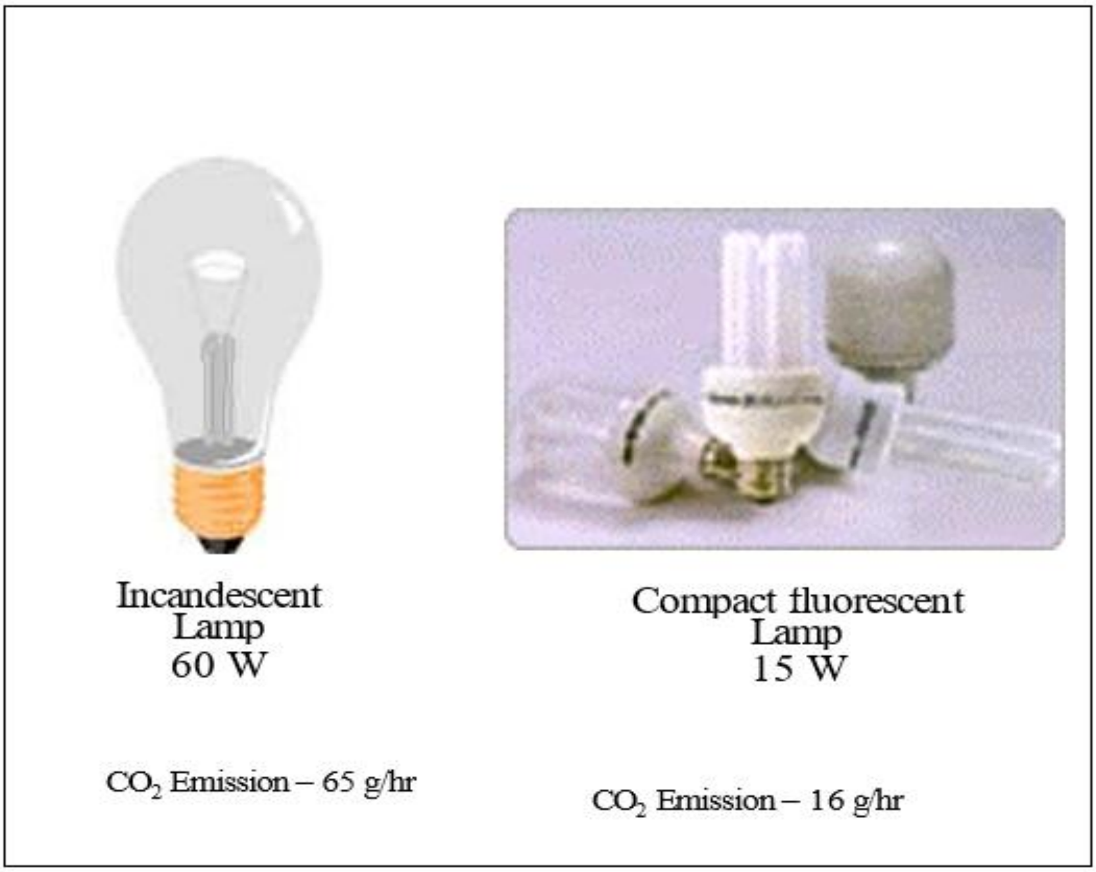


Figure 3: Energy Efficient Equipment uses less energy for same output and reduces CO2 emissions

Nature sets some basic limits on how efficiently energy can be used, but in most cases our products and manufacturing processes are still a long way from operating at this theoretical limit. Very simply, energy efficiency means using less energy to perform the same function.

Although, energy efficiency has been in practice ever since the first oil crisis in 1973, it has today assumed even more importance because of being the most cost-effective and reliable means of mitigating the global climatic change. Recognition of that potential has led to high expectations for the control of future CO2 emissions through even more energy efficiency improvements than have occurred in the past. The industrial sector accounts for some 41 per cent of global primary energy demand and approximately the same share of CO2 emissions. The benefits of Energy conservation for various players are shown below.

6.7 BENEFITS OF ENERGY EFFICIENCY

Being energy efficient means using less energy to achieve the same outcomes. Energy productivity (doing more using the same or less energy) includes energy efficiency, along with other ways to reduce energy costs. These can include changing energy purchasing contracts, switching fuels and using renewable energy and battery storage.

Being energy efficient and improving energy productivity in our products, homes and commercial buildings can help to:

- reduce consumer energy bills
- protect the environment
- enhance industry energy productivity
- contribute to a competitive energy market
- better manage energy demand.

The many benefits of energy efficiency include:

Environmental: Increased efficiency can lower greenhouse gas (GHG) emissions and other pollutants, as well as decrease water use.

Economic: Improving energy efficiency can lower individual utility bills, create jobs, and help stabilize electricity prices and volatility.

Utility System Benefits: Energy efficiency can provide long-term benefits by lowering overall electricity demand, thus reducing the need to invest in new electricity generation and transmission infrastructure.

Risk Management: Energy efficiency also helps diversify utility resource portfolios and can be a hedge against uncertainty associated with fluctuating fuel prices.

Productivity: Energy efficiency increases productivity.

The energy management can be effectively used by BSNL to reduce its operating expense and increasing profitability. Energy conservation is not only useful for the organization, but also for the protection of the global environment.

6.8 MANAGERIAL BARRIERS

- Energy management is side-lined as a technical specialty
- Line management is inadequate
- There is insufficient interest and driving force from above
- There is little incentive for departmental managers and general staff to save energy.
- Lack of senior management commitment
- Senior management unaware of potential savings
- Higher priority given to “more important” issues
- It is seen as an overhead cost
- Energy is consumed by a large number of users
- Users are unaware of energy use and costs

Technical

- Getting accurate data on time is a key problem
- Monitoring and targeting is not integrated with financial accounting
- Output is not reported to either users or senior managers in a form they can readily understand and use.
- Users have no information on how to make savings

6.9 TOP MANAGEMENT SUPPORT

The decision of company management to control energy costs is a vital first step. This must be clearly stated and understood by all within the company. Senior management should participate in energy committee meetings or in other energy related activities.

One of the roles of the top management is to publish a formal statement of its energy policy, which can be used to define company activities in energy matters for its employees. It can also serve to inform the general public about the company commitment to energy efficiency.

Finally, an important part of top management commitment is to empower those given responsibility for implementing the energy management programme. The evidence of top management commitment will be seen in the level of support given to the Energy manager, especially such resources as manpower, budget etc.

6.9.1 Planning

Planning of an energy management strategy needs to be carried out at various levels within an organization.

At the corporate level, a favourable climate should be created which will facilitate planning at other levels in the organisation. At this level, planning will provide overall direction in setting targets.

These targets should be specific, verifiable and attainable. These objectives should be communicated clearly throughout the whole organisation.

6.9.2 Accountability

Periodical reporting to the Management is needed for controlling all energy management activities, budget etc. Clear delegation of responsibilities, reporting procedures and accountability should be assigned for all stakeholders likes energy users, energy committee, energy managers, energy coordinators and top management.

One of the key factors, which often work against energy efficiency, is poor management of the structure of the system within which the costs of energy are incurred. If the people who control the ability to change energy use are not responsible for the energy budget, then the costs of energy efficiency will always be viewed as a distraction from core business. However, if we allocate a single budget to cover energy purchase, energy management activities and energy efficiency investment, the controllers and operators of this budget have a strong motivation to work to reduce energy expenditure. Furthermore, this approach allows innovative management of the budget, by allowing savings to be re-invested into further energy efficiency measures.

Thus, it is strongly recommended that an integrated energy purchase and energy management budget be developed as part of the energy management action plan.

6.9.3 Motivation of Employees

One of the most successful means of motivating employees is through "awareness". Employees can be stimulated to support an energy management program if they are informed of (1) the amount of energy they are using (2) the costs involved (3) the critical part that energy plays in the continued viability of their job (4) the many ways they can save energy in their operation (5) the relationship between production rate and energy consumption and (6) the seriousness of the energy problem and its potential effects upon the nation economy in the future.

Another effective way to motivate employees is through recognition. Employees should be involved personally in setting realistic but challenging energy conservation goals through involvement cum commitment.

Fostering reasonable competition between departments is another healthy practice. It motivates individuals to set their sights higher and to work harder to achieve their goals.

Potential areas for motivating employees to generate ideas in saving energy are rewards, especially as financial rewards, job security, job enrichment, public recognition and greater authority etc

6.9.4 Marketing and Communicating

Although, the main function of energy management is to control energy consumption and provide information to support decision making, there is also a need to promote energy management and marketing of various activities. Promoting energy management involves the following key objectives:

Raising awareness of the importance of energy efficiency to cost control and environmental conservation

Promoting energy efficiency measures

Publishing your achievements in energy management inside and outside the organization

Many companies want to capitalize on any corporate activity that improves their image in their marketplace. Implementation of energy conservation and environmental protection measures –indicative of a good corporate citizen - should be made known to customers and community.

Through effective communication, Energy Manager needs to engage the attention of various groups and motivate them to follow his advice and adapt better practice. In particular, energy manager has to promote respect for energy management and increase its take-off.

6.9.5 Training

Training that pertains to energy management takes many form, depending on who are the target audience. Training may include the complex technical issues that relate to energy efficient technologies as well as general programs that increase awareness among general staff such as.

- Awareness of energy efficiency as a corporate priority
- Understanding of issues
- Commitment to achievement of goals
- Understanding of personal impact on energy consumption

There are many ways to approach training at this level. The important principle is that the development of a staff training program requires some considerable thought about the present needs, knowledge and attitudes of staff. Performing a training needs assessment would be of immense help in providing the required inputs.

Energy forums, training days, seminars and talks all offer opportunities to create energy awareness and to build commitment. Energy managers can make presentations to all kinds of gatherings, for example: board meetings, management team meetings, and seminars for budget holders and middle managers.

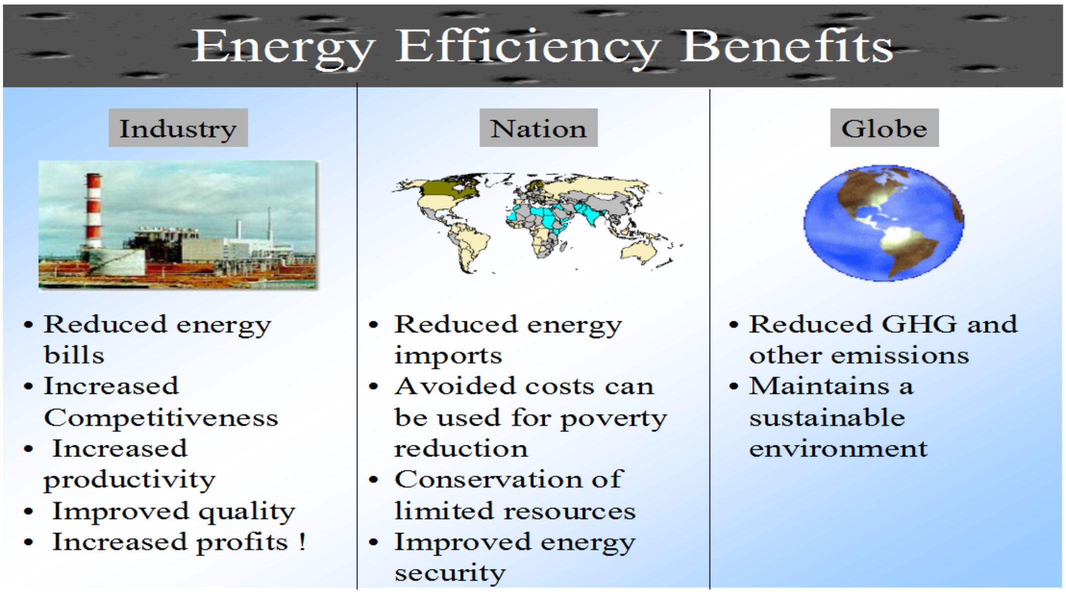


Figure 4: Energy Efficiency Benefits

6.10 INTRODUCTION TO FIRE SAFETY

A telecom installation with high concentrations of cables and electronics switching equipment within relatively small areas constitutes a HIGH RISK installation. We have to prevent fire before everything is afire. This chapter deals with Fire Safety measures in telecom installations. After undergoing this topic, the participants will be able to:

Understand Active & Passive approach of Fire Protection

Understand types of Fire & suitable fire extinguishers for quenching it.

6.11 FIRE PROTECTION MEASURES

Fire protection measures in telecom building can be classified in two parts

6.11.1 Passive Fire Protection Measures

Passive fire protection measures are those which are adopted at the planning stage of the building or facility such as:

Provision of adequate fire resistance of the structure.

Provision of proper FAR, open spaces.

Provision of adequate access to sufficient and readily available water supply etc. for fire brigade.

Telephone exchange buildings have been classified as E4 business buildings in the "National Building-Code of India". As such building Material(s) of suitable fire retardant ability as mentioned therein shall only be provided.

6.11.2 Active Fire Protection Measures

Active fire protection measures are those which operate (manual/Automatic) in the event of outbreak of fire such as:

Provision of suitable and adequate Fire detection system with audio visual alarm.

Wet riser & fire Extinguishers.

6.12 FIRE DETECTION AND ALARM

If outbreak of fire is detected promptly in its incipient stage and simultaneously, a correct fire fighting media is applied, losses from fire can be minimized. Thus philosophy of fire detection and alarm system is to provide an audio visual signal for alerting the building occupants.

6.12.1 Manual Fire Alarm

All buildings excepting manual local exchange and MAX III, shall have a manual fire alarm system. In multistoried buildings, each floor shall constitute one or more zone depending on the area of floor. Fire alarm switches shall be mounted at conventional locations in the zones. The call boxes shall be accessible to all occupants without having to travel more than 22.5 meter and shall be mounted at a height of 1.2 meter from floor level. It shall be colored red.

6.12.2 Automatic Fire Detection System

All buildings above 15 meter height and all Digital Electronic exchanges and all the exchanges of 1K or above shall be provided with an automatic fire detection system, in addition to manual fire alarm system. In case of any other NT exchanges, false floor plenum and false ceiling shall constitute separate zones.

The detectors shall be of rate of rise of temperature type and smoke type. Wherever smoke detectors are provided, a mixture of photoelectric and ionization type will be used.

A control indication panel to which detection circuits in all the zones are connected, shall be installed in the fire control room or in the main entrance lobby on the ground floor of the building. Light indications on the panels shall unable the fire to identify the fire site.The alarm system shall provide both alert system and evacuation alarm with different distinctive tones.The alarm system shall have a battery backup so that in case of mains failure, the backup batteries take over and feed the power to the system.

A non exchange direct fire emergency magneto telephone shall be provided in the equipment room to all Telecom buildings for direct communication with the fire brigade.

One of the extensions of the non exchanges line shall also be available at the ground floor hi the sentry cabin or at the reception. The fire telephone shall be tested daily.

6.13 FIRE FIGHTING APPLIANCES

- Sufficient number of fire Extinguishers (portable type) shall be brought or kept in shelves or mounted on wheels at conspicuous places (but not too close to the equipment). The operating instructions shall be clearly printed on the body of extinguishers.
- Sufficient quality of refills for the extinguishers shall be stored.
- For buildings above 15 Meter in height one wet riser for every 1000 Sq. Meter or part therefore of floor area shall be provided. The hydrant shall be so located that it is not father than 30 Meter from any point in the area covered.
- In data centers, automatic flooding system is provided keeping in view the importance and fire risk involved.
- Two water buckets and two sand buckets shall be provided at each floor.
- All fire fighting appliances shall be maintained in working condition.
- For more details the latest “Fire protection manual” of the department can be referred.

6.14 CLASSES OF FIRE AND FIRE EXTINGUISHERS

The Nation Fire Protection Association (NFPA) extinguisher standard classifies fire into four types.

Table 8. Class of Fire and suitable Fire Extinguisher

Class of Fire	**Fire in Type of Material**	**Suitable Fire Extinguisher**
Class A	Fire in ordinary combustible materials (like wood, cloth, paper, rubber, etc.)	Water, Foam
Class B	Fire inflammable liquids, gasses etc	Foam, CO2, Dry Powder
Class C	Fire in live electrical equipment.	CO2, Halon
Class D	Fire in reactive metals (Like Mg, Ti, Na, K, etc.).	Special Dry Chemical Powder

6.15 CONCLUSION

Business can benefit significantly by moving towards energy management practices. Effective energy management can drive whole business to improved performance through its effect on production. Energy management can be incorporated in to existing business system to provide an integrated approach to business sustainability.

Fire safety measures are very much required in telecom buildings as damage caused by fire not only affects the person and property but it is felt throughout the population due to the effects of service breakdown.

7. BUSINESS ETIQUETTE, CORPORATE GROOMING AND PRESENTATION SKILL, CONFIDENCE, ORAL AND WRITTEN COMMUNICATION SKILLS, ACTIVE LISTENING, ARTICULATION IN PRESENTING IDEAS

7.1 LEARNING OBJECTIVES

- At the end of this session, participants will be able to understand:
- Business Etiquette
- Corporate Grooming
- Presentation SkillsConfidence
- Oral And Skill Written Communication
- Active Listening
- Articulation In Presenting Ideas

7.2 INTRODUCTION

The behavior required along with grooming is the professionalism in the business organization to show the positive personal image. In addition to personality, the presenting of business organizational architecture from different angles with effective presenting skills and self-confidence also enhance the reputation of business organization.

7.3 BUSINESS ETIQUETTE

Business is practically a manner that is required in a profession. Violation of business etiquette is considered offensive. Such type of frequent behaviour is not accepted by other organization members. Business etiquette creates a professionalism, mutually respectful atmosphere, and mode of communication which helps an important office serve as a productive working place.

In your workplace, the type of manners that are expected in your workplace, consider the following:

- How do you treat customers or clients?
- How do you treat your coworkers and supervisor?
- How do you conduct yourself in your cubicle or office?
- How do you conduct yourself during meetings?
- What kind of email messages do you send?
- Do you follow a dress code?
- How do you conduct yourself in the break room?
- How do you conduct yourself during business-sponsored social?
  events?
- How do you conduct yourself during training events?

- How do you conduct yourself on the telephone?

7.3.1 Improving Business Etiquette

Three elements of business etiquette are “Attitude”, “Behavior” & “Courtesy”. Business etiquette improves a positive impact on your career. Remember to use common courtesy**.**

Examples of courteous behavior include:

- Using please and thank you as appropriate
- Speaking clearly and distinctly while using a pleasant tone of voice
- Maintaining eye contact
- Smiling and offering a firm handshake when meeting someone new

You can improve your business etiquette skills by:

- Some research.
- Joining a professional organization.
- Visiting your library
- Through online mode.

7.3.2 Types Of Business Etiquette

(a) General Telephone Etiquette:

- Consult your organization for using telephone rules.
- Answer immediately.
- Use a pleasant and professional tone of voice.
- Transfer calls to the correct personnel.
- Take messages and deliver them promptly to the correct personnel.
- Return messages as quickly as possible.
- When recording an outgoing message, say, "Hello, you've reached

(your name) at (name of organization). I am either away from my desk or on the other line. If you'll leave your name, phone number, and a brief message, I'll return your call as soon as possible. Thank you. Goodbye".

(b) Cell Phone Etiquette:

- Consult your organization's rules for cell phone use.
- Turn off your phone (or set it to vibrate) where ringing may disturb or offend others. Never take a call in the middle of a business meeting.
- Try to avoid taking calls in the middle of social meetings, such as working lunches.

(c) General Email Etiquette:

- Consult your organization's rules for email use.
- Include a subject line.
- Keep it brief.
- Pay attention to grammar and spelling.
- Use a pleasant tone.
- Don't forward junk mail.

Email etiquette is especially important because your work email is not private—many companies monitor their employees' work accounts for unprofessional conduct.

7.4 CORPORATE GROOMING

Corporate grooming is the individual employee grooming for representing his business in a professional manner through dressing, personal hygiene and personality and positive professional image.

Ex. presenting a professional image of yourself which helps showcase a positive impression with your business clients and prospects, peers and superiors. It knows about management of your own self for projecting a better image of yourself as well as your business.

Conveying right professional image to external world is the important in most of the business today through interaction, where relevant inputs on personal grooming also become important. And personal grooming clearly extends beyond following an organisations dress code policy as well as personality development. Development of relevant skills on professional networking and socializing is also essential in this case.

7.4.1 Why Corporate Grooming are Important

Corporate grooming refers to sensible attire and secret of real elegance at workplace. Most importantly, this gesture helps a person to show a positive impression. It is not only identified by our dresses but also with our overall style. It matters complete look-up i.e. trimming of our beard, shaping nails, brushing our hair, managing to wear clean and wrinkle-free clothes and also using perfume etc.

For respect in workplace, proper grooming with professional appearance is quite essential to gain positive impression to all genders. As it presents a visual image and sending of message of professionalism, dressing should be proper in business attire. The proper impact on people in work sitting depends on looks and carries yourself. Accordingly, every organization, expects to be well groomed and presentable from each and every executive. Lack of these qualities/grooming will definitely portray a poor public image and hinder progress in your bright career. Hence try to maintain proper dress code along with getting ready for your work.

7.5 PRESENTATION SKILLS

Presentation skills are the skills for delivering effective and engaging presentations to a variety of audiences in a proper way. These skills include a variety of areas such as the structure, design of your presentation slides, the tone of your voice and the body language you present. Presentation skill is one of the modes of Corporate Grooming.

7.5.1 Tips of Effective Presentation

(1)Show your passion and connect with your Audience

(2)Focus on your Audience's need

(3)Keep it sample: Concentrate your core message

(4)Smile and make eye contact with your audience

(5)Start strongly

(6)Tell Stories

7.5.2 Types of Presentation Skill

1) Providing Information

2) Teaching a Skill

3) Reporting Progress

4) Selling a Product or Service

5) Making a Decision

6) Solving a Problem

7.5.3 Five Ps of Presentation Skill

(a) Planning
(b) Preparation
(c) Consistency
(d) Practice
(e) Performance

7.5.4 Tips for Improving Presentation Skill

(1) Practice

(2) Transform Nervous Energy Into Enthusiasm.

(3) Attend Other Presentations.

(4) Arrive Early.

(5) Adjust to Your Surroundings

(6) Meet and Greet.

(7) Use Positive Visualization.

(8) Take Deep Breaths.

(9) Smile.

(10) Don't Try to Cover Too Much Material.

(11) Be Entertaining.

(12) Admit You Don't Have All the Answers.

(13) Drink Water.

(14) Don't Fight the Fear.

7.6 CONFIDENCE

"Feeling of well-being, acceptance of your body and mind i.e., self-esteem", belief in your own ability, skills and experience is the "Confidence" comes from a Latin word 'fid ere' which means "to trust". Therefore, having self-confidence is having trust in one's self. And Confidence is an attribute that most people would like to possess. Confidence is a state of being clear-headed either that a hypothesis or prediction is correct or that a chosen course of action is the best or most effective.

7.6.1 Characteristics of Confidence

Poise – Standing up, walking with an attitude

Eye contact – Never be afraid to look at people dead in the eyes, as it can put you in a position of power and knowing whether the person is truthful or not.

Firm – Staying true to yourself and not sacrificing your personal beliefs for another person.

Appearance – Confident people take pride in the way they look, including overall fitness, health and wellness. Looking good transcends to feeling good. Dressing nicely automatically makes you feel more confident.

Tone – Confident people keep a level head. They have self-assurance; therefore, they do not need to yell to get their point across.

Stand up for others – Never talk badly about other people, because it can diminish or weaken your own confidence and self-esteem. Remember that it is the people who speak negatively about others who often feel the worst about themselves.

Do what is right – Doing the "right" thing is not always easy, especially when outside pressures persist. Whenever you bend on someone else's wishes and not uphold what you feel in your heart is the best action, step or course to take, and then your confidence level goes down. Never let another person control your destiny, you are in control of your own.

7.6.2 Self-confidence

Self-confidence of a person is the ability to judge through social and personal standing with respect to his environment and for deriving satisfaction out of it. Self-confidence is only an umbrella for emotional constraint, empathy, humour, resilience, string relationships, for developing personality that exudes self-confidence.

7.6.3 Why Need Self-confidence?

(1) Helps to draw courage and resolution when the going gets tough in life.

(2) To understand limitations and knows how to make up for that with his resolve and strengths.

(3) Helps to keep thing in perspective manner and back yourself, when others says that, task is impossible in stipulated time.

7.6.4 Actions for Improving Self-Confidence

(1)Always person is to provide constructive feedback and focus towards positive.

(2)Person will be able to practice his skills and talent beyond expectations.

(3)Learning new things and forgetting own past mistakes for getting an opportunity to setting goals.

(4)Person will be forced to nurture an unhealthy competitive mentality by resorting to unfair means for success.

(5) Don't be harsh in judging his own performances, and underestimating his own capabilities.

7.7 ORAL AND SKILL WRITTEN COMMUNICATION

Words play an active role in the communication process, to transmit the message in the way it is intended to be passed. When words are used in the process of communication, it is known as verbal communication. Verbal exchange of information can be performed, orally or in written form. Oral communication is the oldest means of communication, which is most commonly used as a medium for the transform of information. It involves gathering or disseminating information through spoken words. Whereas written communication, is a formal means of communication, where message is carefully drafted and formulated in a standard format in written form. It is kept as a source of proof/reference or legal record. Oral Communication is the process of conveying or receiving messages with the use of spoken words. The written communication in which the message is transmitted in written or printed form, which is reliable mode of communication and highly preferred in the business world. Oral communication skill uses body language and tone of voice to express meaning and tone, whereas written communication relies on grammar, punctuation and word choice. Oral communication encompasses both how you deliver messages and how you receive them. It is a soft skill, which is important for all employers.

7.7.1 Example of Oral Communication Skill at Various Levels

(a) Supervisory Level

- Advising others regarding an appropriate course of action.
- Assertiveness.
- Conveying feedback in a constructive manner emphasizing specific,

Changeable behaviors.

- Disciplining employees in a direct and respectful manner.
- Giving credit to others.
- Recognizing and countering objections.
- Showing an interest in others, asking about and recognizing their feelings.
- Speaking calmly even when you’re stressed.
- Terminating staff.

- Training others to carry out a task or role.

(b) Team Members Level

- Conveying messages concisely.
- Encouraging reluctant group members to share input.
- Explaining a difficult situation without getting angry.
- Explaining that you need assistance.
- Paraphrasing to show understanding.
- Posing probing questions to elicit more detail about specific issues.
- Receiving criticism without defensiveness.
- Refraining from speaking too often or interrupting others.
- Requesting feedback.

(c) Client Level

- Anticipating the concerns of others.
- Asking for clarification.
- Asking open-ended questions to stimulate dialogue.
- Noticing non-verbal cues and responding verbally confusion, defuse anger, etc.

(d) Presenter Level

- Enunciating each word you speak clearly.
- Introducing the focus of a topic at the beginning of a presentation for Interaction.
- Planning communications prior to delivery.
- Projecting your voice to fill the room.
- Providing concrete examples to illustrate points.
- Restating important points towards the end of a talk.
- Selecting language appropriate to the audience.
- Speaking at a moderate pace, not too fast or too slowly.
- Speaking confidently but with modesty.
- Summarizing key points made by other speakers.
- Supporting statements with facts and evidence.
- Tailoring messages to different audiences.
- Telling stories to capture an audience.
- Using humor to engage an audience.

Written communication skills are those necessary to get your point across in writing. While they share many of the same features as verbal communication skills.

7.7.2 Examples of Written Communication Skill

Clarity: writing in simple language and sticking to concrete, specific information.

Conciseness: Include only the details that are necessary to communicate your point.

Tone: “voice” of your writing or tone should be one of professionalism.

Active Voice: Active voice helps a sentence flow better and allows the reader to move through your writing at a quicker pace.

Grammar and Punctuation: grammar and punctuation are important for ensuring that your point is getting across.

7.7.3 How to improve your written communication skills

- Know your goal before you begin writing.
- Include only need-to-know details.
- Make use of outlines.
- Keep it professional.
- Edit thoroughly.

7.8 ACTIVE LISTENING

Active or Reflective Listening is the single most useful and important listening skill. In active listening we are also genuinely interested in understanding what the other person is thinking, feeling, wanting or what the message means, and we are active in checking out our understanding before we respond with our own new message. We restate or paraphrase our understanding of their message and reflect it back to the sender for verification. This verification or feedback process is what distinguishes active listening and makes it effective. Few tips for active listening are:

7.8.1 Ask Good Questions

Examples of Active-listening questions & intended purpose: Clarify meanings: "I hear you saying you are frustrated with Suresh, is that right?" Learn about others thoughts, feelings, and wants: "Tell me more about your ideas for the project."

Encourage elaboration: "What happened next?" or "How did that make you feel?"

Encourage discovery: "What do you feel your options are at this point?"

Gather more facts and details: "What happened before this happened?"

Active listening is one of the procedures for overcoming barriers of communication.

When someone talks, we hear. But too often we don’t listen. Listening is an active search for meaning, whereas hearing is passive.

• When the receiver listens, both parties – sender and receiver - starts thinking. Many of us are poor listeners because listening is difficult and because it’s usually more satisfying to be on the offensive by talking.

• Listening often is more tiring than talking. It demands intellectual effort.

• Unlike hearing, listening demands total concentration.

• The average person speaks at a rate of about 150 words per minute, whereas we have the capacity to listen at the rate of 1000 words per minute.

7.8.2 Articulation In Presenting Ideas

Articulation is the ability to speak words clearly and effectively. The expression of any idea becomes sharp, when we articulate our spoken words well, when we express our ideas or feelings clearly, communication with clear and distinct words is quite necessary. For many, articulation is a huge obstacle that prevents them from appearing to be more professional, especially when making presentations, or when conveying ideas at important meetings as articulation is simply professionalism.

7.8.3 How to Articulate

- Think before you speak (Plan your word in advance)
- Formally rehearse
- Buy yourself time to formulate your points
- Be an active listener
- Mind your body language
- Handle your emotions while communicating
- Modulate your voice to create impact
- Use storytelling to add relevance and imagery to your points
- Monitor your delivery
- Have a bold ending

7.8.4 Factors of Articulation Skills

- Factor Emotions
- Focus on Voice Modulation
- Active listen
- Speak Confidently

7.8.5 How to Improve Articulation

- Listen to the way Professional speakers speak
- Record yourself and ask others for feedback

7.9 CONCLUSION

Business is practically a manner that is required in a profession. Violation of business etiquette is considered offensive. Such type of frequent behavior is not accepted by other organization members. Business etiquette creates a professionalism, mutually respectful atmosphere and mode of communication which helps an important office serve as a productive working place. Corporate grooming is the individual employee grooming for representing his business in a professional manner through dressing, personal hygiene, personality and positive professional image.

Presentation skills are the skills for delivering effective and engaging presentations to a variety of audiences in a proper way. These skills include a variety of areas such as the structure, design of your presentation slides, the tone of your voice and the body language you present.

Communication is the process of conveying or receiving messages with the use of spoken words. The written communication in which the message is transmitted in written or printed form, which is a reliable mode of communication and highly preferred in the business world. Oral communication skill uses body language and tone of voice to express meaning and tone, whereas written communication relies on grammar, punctuation and word choice

Active or Reflective Listening is the single most useful and important listening skill. In active listening we are also genuinely interested in understanding what the other person is thinking, feeling, wanting or what the message means, and we are active in checking out our understanding before we respond with our own new message.

Articulation is the ability to speak words clearly and effectively. The expression of any idea becomes sharp, when we articulate our spoken words well, when we express our ideas or feelings clearly, communication with clear and distinct words is necessary.

8. BSNL CDA RULES

8.1 LEARNING OBJECTIVES

To know about BSNL conduct rule for employees and disciplinary action rule for misconduct and appeal procedure available for employees against disciplinary action.

8.2 BSNL CDA RULES: INTRODUCTION

BHARAT SANCHAR NIGAM LIMITED framed total number of 61 Rules (Updated as on 05.11.2020) called as (BSNL) Conduct, Discipline and Appeal Rules-2006. Rules as per following below.

Rule 1. SHORT TITLE AND COMMENCEMENT

These rules may be called the Bharat Sanchar Nigam Limited (BSNL) Conduct, Discipline and Appeal Rules, 2006.They shall come into force with effect from 10th October 2006.

Rule 2. APPLICATION

These Rules shall apply to all the employees of the BSNL (except those employees who are governed by the Industrial Employment (Standing Order) Act, 1946).

Rule 3. DEFINITIONS

In these Rules, unless the context otherwise requires:

(1) 'Appellate Authority' means, the authority specified in this behalf in the Schedule appended to these Rules, and empowered to function as such.

(2) 'Appointing Authority' means the authority empowered to make appointments to the service, grade or post as the case may be to which the employee for the time being holds.

Rule 4. GENERAL

(1) Every employee of the Company shall at all times-

(a) Maintain absolute integrity;

(b) (b) Maintain devotion to duty;

(c) Do nothing which is unbecoming of a Public Servant;

(d) Conduct at all times in a manner conducive to the best interest of the Company or which will enhance the reputation of the Company;

(e) Do nothing to lower the image of the Company in the eyes of public;

(f) Be courteous and prompt in his official dealings with the public.

(2) (a) Every employee of the Company holding a supervisory position shall take all possible steps to ensure the integrity and devotion to duty of all employees for the

time being under his control and authority.

(b) No employee shall, in the performance of his official duties, or in the exercise of powers conferred on him, act otherwise than in his best judgment except when he is acting under the direction of his official superior.

(c) The direction of the official superior shall ordinarily be in writing. Oral directions to subordinates shall be avoided, as far as possible. Where the issue of oral direction becomes unavoidable, the official superior shall confirm it in writing immediately thereafter.

(d) An employee who has received oral direction from his official superior shall seek confirmation of the same in writing as early as possible, whereupon it shall be the duty of the official superior to confirm the direction in writing.

(e) No employee shall indulge in any act of sexual harassment of any woman at

her work place.

(f) Every employee holding a supervisory post shall take appropriate steps to

prevent sexual harassment to any woman at such work place.

Rule 5. MISCONDUCT

Without prejudice to the generality of the term 'misconduct' the following acts of omission and commission shall be treated as misconduct:

(1) Theft, fraud or dishonesty in connection with the business or property of the Company, or of property of another person within the premises of the Company.

(2) Taking or giving bribes or any illegal gratification or indulging in corrupt practices.

(3) Possession of pecuniary resources or property disproportionate to the known sources of income by the employee or on his behalf by another person, which the employee cannot satisfactorily account for.

(4) Furnishing false information regarding name, age, father's name, qualifications, ability or previous service or any other matter germane to the employment at the time of employment or during the course of employment.

(5) Wilful insubordination or disobedience, whether or not in combination with others, of any lawful and reasonable order of his superior.

(6) Absence without leave or over-staying the sanctioned leave without sufficient grounds or proper or satisfactory explanation.

(7) Habitual late or irregular attendance.

(8) Neglect of work or negligence in the performance of duty including malingering or slowing down of work.

(9) Sabotage or damage to any property of the Company

(10) Acting in a manner prejudicial to the interests of the Company

(11) Interference or tampering with any safety devices installed in or about the

premises of the Company or violating the safety or environmental regulations in or about the premises of the Company.

(12) Drunkenness or riotous or disorderly or indecent behaviour in the premises of the Company or outside such premises where such behaviour is related to or connected with the employment.

(13) Gambling within the premises of the Company.

(14) Smoking within the premises of the Company where it is prohibited.

(15) Collection without the permission of the Competent Authority of any money within the premises of the company except as sanctioned by any law of the land for the time being in force or rules of the Company.

(16) Sleeping while on duty.

(17) Commission of any act, which amounts to a criminal offence involving moral turpitude.

(18) Absence from the employee’s appointed place of work without permission or sufficient cause.

(19) Purchasing properties, machinery, stores, etc., from/or selling properties, machinery, stores, etc. to the Company without express permission in writing from the Competent Authority.

(20) Commission of any acts subversive of discipline or of good behaviour.

(21) Subletting or unauthorized use of Company’s premises, equipment, tools or any other property of the company.

(22) Misuse of any amenity provided by the company.

(23) Participation and/or inciting others to participate in strikes, gherao, go-slow and similar other agitational activities, or abetting, inciting, instigating or acting in furtherance thereof.

(24) An act of sexual harassment of any woman at her work place.

(25) An act to lower the image of the Company in the eyes of the public.

(26) Tempering with or wilfully damaging or falsification of Company’s records, impersonation or forgery.

(27) Making representations in order to bring any political or any outside influence to bear upon any superior authority to further employee’s interest in respect of matters pertaining to employment, postings or transfers.

(28) Making representation or sending grievance petitions to the Members of the Board of Directors or the Senior Officers except through proper channels. (This does not prevent submission of appeals to the prescribed Appellate Authorities under these rules).

(29) Attending or holding meeting other than in the course of duty within the Company’s premises without prior written permission of the Competent Authority.

(30) Distribution or exhibition of any newspapers, handbills, pamphlets, etc.

(31) Deliberately making any false statement before a superior knowing it to be false.

(32) Proxy registering of attendance or abetting in the act of registering attendance of another employee.

(33) Spreading or encouraging casteism, regionalism or communalism.

(34) Abetment of or attempt at abetment of, any act which amounts to misconduct.

(35) Spreading false rumours or spreading false information.

(36) Carrying on money lending or any other private business without the written permission of the Company.

(37) Habitual indebtedness or insolvency.

(38) Interference or riotous or disorderly or indecent behaviour in the premises of the company.

(39) Writing of anonymous or pseudonymous letters or associating oneself in writing such letters in respect of Company affairs.

(40) Misuse of any advance or non-compliance with the provisions of terms and conditions governing grant of such advance as specified in the respective rules relating to the advance(s).

(41) Misuse of official position by the employee in renting out their own premises to the Company.

(42) Obtaining donations/ advertisements/ sponsorship etc. by the associations/ NGOs formed by either employees or their spouse/ family members etc. from the contractors, vendors, customers or other persons having commercial relationship/ official dealings with the Company (BSNL).

Rule 6. EMPLOYMENT OF NEAR RELATIVES OF THE EMPLOYEES OF THE COMPANY IN ANY COMPANY OR FIRM HAVING BUSINESS RELATIONSHIP WITH THE COMPANY.

1. No employee shall use his position or influence directly or indirectly to secure employment for any person related, whether by blood or marriage to the employee or to the employee's wife or husband, whether such a person is dependent on the employee or not.

2. No employee shall, except with the previous sanction of the competent authority, permit his son, daughter or any other member of the family to accept employment with any Company or firm with which he or she has official dealings or with any other Company or firm having official dealings with the Company.

Rule 7. JOINING OF UNLAWFUL ASSOCIATION BY EMPLOYEES

No employee shall join, or continue to be a member of an association the objects or activities of which are prejudicial to the interest of the Company or of the sovereignty and integrity of India, or Public Order or morality.

Rule 8. DEMONSTRATIONS AND STRIKES

No employee shall-

(1) engage himself or participate in any demonstration which is prejudicial to the interest of the sovereignty and integrity of India, the security of the state, friendly relations with foreign states, public order, decency or morality, or which involves contempt of court, defamation or incitement to an offence, or

(2) resort to or in any way abets any form of strike or coercion or physical duress in connection with any matter pertaining to his service or the service of any other employee of the Company.

Rule 9. CONNECTION WITH PRESS OR RADIO OR TELEVISION OR OTHER MEDIA

(1) No employee shall, except with the previous sanction of the competent Authority, own wholly or in part, or conduct or participate in the editing or management of any newspaper or other periodical publication or electronic media. If he accepts an advisory post without any remuneration, he shall intimate the fact with details of the periodical etc. to the Company which in its judgment may require the employee to disassociate himself from the newspaper, or periodical, if it considers such an association to be prejudicial to the Company/Government interest.

(2) No employee shall, except with the previous sanction of the competent authority or in the bona fide discharge of his duties, publishes a book, participate in a radio/television broadcast or contribute any article or write any letter either in his own name or anonymously, pseudonymously or in the name of any other person to any newspaper or periodical or other vehicles of publicity, whatsoever:

Rule 10. TAKING PART IN POLITICAL ACTIVITIES

(1) No employee shall be a member of, or be otherwise associated with, any political party or an organization, which takes part in politics, nor shall he take part in, subscribe in aid of, or assist in any other manner, any political movement or activity.

(2) No employee shall canvas or otherwise interfere with, or use his influence in connection with or take part in an election to any Legislature or Local Authority.

(3) If any question arises whether a party is a political party or whether any organization takes part in politics or whether any movement or activity of the organization is subversive of the Government/Company by law established, the decision of the Government/Company thereon shall be final.

Rule 11.CRITICISM OF GOVERNMENT AND/OR OF THE COMPANY

No employee shall, in any radio broadcast or telecast through any electronic media or in any document published under his name or anonymously, pseudonymously or in the name of any other person or under any pen name or pseudonym, or in any communication to the press or in any public utterances, make any statement--

(1) Which has the effect of adverse criticism of any policy or action of the Central or State Government or of the Company; or

(2) which is capable of embarrassing the relations between the Company and the public:

Rule 12. EVIDENCE BEFORE COMMITTEE OR ANY OTHER AUTHORITY

(1) Save as provided in sub-rule (3), no employee shall, except with the previous sanction of the competent authority, give evidence in connection with any enquiry conducted by any person, committee or authority.

(2) Where any sanction has been accorded under sub-rule (1), no employee giving such evidence shall criticize the policy or any action of the Central Government or of State Governments or of the company.

Rule 13. UNAUTHORIZED COMMUNICATION OF INFORMATION

No employee shall, except in accordance with any general or special order of the Company or in the performance in good faith of the duties assigned to him, communicate, directly or indirectly, any official document or any part thereof or information to any employee or any other person to whom he is not authorized to communicate such document or information.

Rule 14. INVENTIONS

An employee who, while in the service of the Company makes any discovery, invention or modification to any process or method or equipment resulting in improvement of the Company's services, operations and products, shall forthwith communicate the fact to the Company.

Rule 15. GIFTS

(1) Save as otherwise provided in these rules, no employee shall accept or permit any member of his family or any other person acting on his behalf, to accept any gift.

(On occasions such as weddings, anniversaries, funerals or religious functions, when the making of gifts is in conformity with the prevailing religious or social practice, an employee may accept gifts from his near relatives or from his personal friends having no official dealings with him, but he shall make a report to the competent authority if the value of any gift exceeds:

(i) Rs.2, 000/- in case of Group 'D' and Group 'C' category. (Non- Executives)

(ii) Rs.5, 000/- in case of Group 'B' and above up to JAG category.

(iii) Rs.8, 000/- in case of SAG and HAG category.

(iv) Rs.10, 000/- in case of CMD and Board Directors (Full Time).

Rule 16. DOWRY

No employee shall –

(i) give or take or abet the giving or taking of dowry; or,

(ii) demand directly or indirectly from the parents or guardian of a bride or bridegroom, as the case may be, any dowry.

Rule 17. PRIVATE TRADE OR EMPLOYMENT

(1) Subject to the provisions of sub-rule (2), no employee shall, except with the previous sanction of the Competent Authority-

(a) engage directly or indirectly in any trade or business; or

(b) negotiate for, or undertake, any other employment, or

(c) hold an elective office, or canvass for a candidate or candidates for an elective office, in any body, whether incorporated or not, or

(d) canvass in support of any business of insurance agency, commission agency, etc., owned or managed by any member of his family.

Rule17-A. SUBLETTING AND VACATION OF COMPANY ACCOMMODATION

(1) Save as otherwise provided in any other law for the time being in force, no employee shall sublet, lease or otherwise allow occupation by any other person of company accommodation which has been allotted to him.

(2) The employee shall, after the cancellation of his allotment of company accommodation vacates the same within time limit prescribed by the allotting authority.

Rule18. APPROACHING FOREIGN GOVERNMENT FOR FINANCIAL ASSISTANCE

No employee shall approach directly or indirectly a foreign Government or a foreign organization for financial assistance for visiting a foreign country or attending a course abroad without the prior permission of the Company.

Rule 19. INVESTMENT, LENDING AND BORROWING

No employee shall, save in the ordinary course of business with a Bank, Unit Trust of India, the Life Insurance Corporation, Housing Urban Development Corporation, City Industrial Development Corporation, Housing Development Finance Corporation or a firm etc. of standing, borrow money from or lend money to or otherwise place himself under pecuniary obligation to any person with whom he has or is likely to have official dealings or permit any such borrowing, lending or pecuniary obligation in his name or for his benefit or for the benefit of any member of his family.

Rule 20. INSOLVENCY AND HABITUAL INDEBTEDNESS

(1) An employee shall avoid habitual indebtedness unless he proves that such indebtedness or insolvency is the result of circumstances beyond his control and does not proceed from extravagance or dissipation.

(2) An employee who applies to be, or is adjudged or declared, insolvent shall forthwith report the fact to his competent authority.

Rule 21. MOVABLE, IMMOVABLE AND VALUABLE PROPERTY

(1) No employee shall, except with the previous knowledge of the competent authority, acquire or dispose of any immovable property by lease, mortgage, purchase, sale, gift or otherwise, either in his own name or in the name of any member of his family.

(2) No employee shall, except with the previous sanction of the competent authority, enter into any transaction concerning any immovable or movable property with a person or firm having official dealings with the employee or his subordinate.

(3) Every employee shall report within a month to the competent authority every transaction concerning movable property owned or held by him in his own name or in the name of a member of his family, if the value of such property exceeds:

(i) Rs.*100000/*- in case of employees in the Non-Executive category.

(ii) Rs.*200000/*- in case of employees in the Executive category.

Rule 21-A. RESTRICTION IN RELATION TO ACQUISITION AND DISPOSAL OF IMMOVABLE PROPERTY OUTSIDE INDIA AND TRANSACTIONS WITH FOREIGNERS ETC.

Notwithstanding anything contained in sub-rule (1) of Rule 21, no employee shall, except with the previous sanction of the competent authority: -

(a) acquire or dispose of any immovable property situated outside India by lease, mortgage, purchase, sale, gift or otherwise, either in his own name or in the name of any member of his family,

(b) enter into any transaction with any foreigner, foreign government, foreign organization or concern mission including international organizations, the acquisition or disposal of any immovable property by lease, mortgage, purchase, sale, gift or otherwise either in his own name or in the name of any member of his family.

Explanation: In this rule the competent authority has the same meaning as in Rule 21.

Rule 21-B DEALING IN COMPANY'S SHARES (IPO/FPO).

Notwithstanding anything contained in Rule 21,

(a) A full-time Director or any executive/ employee involved in the decision making process of fixation of price of an IPO/FPO of shares of a Company shall not apply either himself/herself or through any member of his/her family or through any other person acting on his/her behalf for allotment of shares (which includes all types of equity related instruments) in an IPO(Initial Public Offer)/FPO(Follow on Public Offer) of Company, even out of the category of preferential quota reserved for employees/ Directors of the Company.

(b) All employees of the Company would be required to disclose to the company all transactions of purchase/sale in shares worth Rs. 20,000/- or more in value or existing holding/interest in the shares worth Rs. 20,000/- or more in his/her own company either in his/her own name or in the name of any family member to report to the Competent Authority* indicating quantity, price, date of transaction and nature of interest within 4 working days.

Rule 22. CANVASSING OF NON-OFFICIAL OR OTHER OUTSIDE INFLUENCE

No employee shall bring or attempt to bring any political or other outside influence to bear upon any superior authority to further his interests in respects of matters pertaining to his service in the Company.

Rule 23. RESTRICTION REGARDING MARRIAGE

(1) No employee shall enter into or contract marriage with a person having a spouse living;

(2) No employee having a spouse living shall enter into or contract a marriage with any person,

Rule 24. CONSUMPTION OF INTOXICATING DRINKS AND DRUGS

An employee of the Company shall: -

(a) strictly abide by any law relating to intoxicating drinks or drugs in force in any area in which he may happen to be for the time being,

(b) not be under the influence of any intoxicating drink or drug during the course of his duty and shall also take due care that the performance of his duties at any time is not affected in any way by the influence of such drink or drug.

Rule 25. VINDICATION OF OFFICIAL ACTS AND CHARACTER OF EMPLOYEE

(1) No employee shall, except with the previous sanction of the competent authority, have recourse to any court or to the press for the vindication of any official act which has been the subject matter of adverse criticism or any attack of defamatory character:

(2) Nothing in this rule shall be deemed to prohibit an employee from vindicating his private character or any act done by him in his private/personal capacity and where any action for vindicating his private character or any act done by him in private capacity is taken, the employee shall submit a report to the appointing authority regarding such action.

Rule 26. CLASSIFICATION OF SERVICES

The services of the employees of the Company are classified as follows: -

(i) Executive

(ii) Non-executive.

Rule 27. CONSTITUTION OF SERVICES

The services of employees in the Company shall consist of Executive and Non-

Executive and various grades in these services are specified in the schedule

Rule 28. CLASSIFICATION OF POSTS

The posts in the Company are classified in Executive and Non-Executive categories. The details are given in the schedule

Rule 29. APPOINTING AUTHORITY

The appointing authority for various grades in Executive and Non- Executive categories is specified in the schedule.

Rule 30. SUSPENSION

(1) The appointing authority or any authority to which it is subordinate or the disciplinary authority or any other authority empowered in that behalf by the Management by general or special order, may place an employee under suspension-

(a) where a disciplinary proceeding against him is contemplated or pending, or

(b) where, in the opinion of the authority aforesaid he has engaged himself in activities prejudicial to the interest of the Company, or

(c) where a case against him in respect of any criminal offence is under investigation or trial.

Rule 31. SUBSISTENCE ALLOWANCE

(1) Subject to provisions of sub-rule (3) an employee under suspension shall be entitled to draw subsistence allowance equal to fifty percent of his basic pay provided the competent authority is satisfied that the employee is not engaged any other employment or business or profession or vocation. In addition, he shall be entitled to Dearness Allowance admissible on such subsistence allowance and any other compensatory allowance, which he was in receipt on the date of suspension provided the competent authority is satisfied that the employee continues to meet the expenditure for which the allowance was granted.

(1) Where the period of suspension exceeds six months, the authority, which made or is deemed to have made the order of suspension shall be competent to vary the amount of subsistence allowance for any period subsequent to the period of the first six months as follows:

(i) The amount of subsistence allowance may be increased to 75% of basic pay and allowance thereon if in the opinion of the said authority, the period of suspension has been prolonged for reasons to be recorded in writing not directly attributable to the employee under suspension.

(ii) The amount of subsistence allowance may be reduced to 25 % of basic pay and allowances thereon if in the opinion of the said authority the period of suspension has been prolonged due to the reasons to be recorded in writing directly attributable to the employee under suspension.

(iii) If an employee is arrested by the police on a criminal charge and bail is not granted, no subsistence allowance is payable. On grant of bail, if the competent authority decides to continue the suspension, the employee shall be entitled to subsistence allowance from, the date he is granted bail.

The subsistence allowance shall be paid only when the employee furnishes a certificate that he is not engaged in any other employment, business or profession or vocation and the competent authority is satisfied with the certificate.

Rule 32. TREATMENT OF THE PERIOD OF SUSPENSION

(1) When the employee under suspension is reinstated, the competent authority may grant him the following pay and allowance for the period of suspension;

(a) If the employee is exonerated and not awarded any of the penalties mentioned in Rule 33, the full pay and allowances which he would have been entitled to if he had not been suspended, less the subsistence allowance already paid to him; and,

(b) If otherwise, such proportion of pay and allowances as the competent authority may prescribe.

(2) In a case falling under sub-clause (a), the period of absence from duty will be treated as a period spent on duty. In case falling under sub-clause (b) it will not be treated as a period spent on duty unless the competent authority so directs.

Rule 33. PENALTIES

The following penalties may be imposed, on an employee, as hereinafter provided, for misconduct committed by him or for any good and sufficient reasons:

(**A) Minor Penalties**

(a) Censure,

(b) (b) Withholding of promotion,

(c) Withholding of increments of pay with or without cumulative effect,

(d) Recovery from pay of the whole or part of any pecuniary loss caused by him to the company by negligence or breach of orders,

(e) Reduction to a lower stage in the time scale of pay *by one stage* for a period not exceeding three years, without cumulative effect and not adversely affecting his pension / terminal benefits.

(B) Major Penalties

(f) Save as provided for in clause (e) above, reduction to a lower stage in the time scale of pay for a specified period, with further directions as to whether or not the employee will earn increments of pay during the period of such reduction and whether on expiry of such period, the reduction will or will not have the effect of postponing the future increments of his pay,

(g) Reduction to a lower time scale of pay, grade, post or service which shall ordinarily be a bar to the promotion of the employee to the time scale of pay, grade, post or service from which he was reduced, with or without further directions regarding conditions of restoration to the grade or post from which the employee was reduced and his seniority and pay on such restoration to that grade or post.

(h) Compulsory retirement,

(i) Removal from service which shall not be a disqualification for future employment under Govt./or the Corporation / Company owns or controlled by the Govt.

(j) Dismissal from service which shall ordinarily be a disqualification for future employment under the Govt. or the Corporation/ Company owned or controlled by the Government.

Provided that, in every case in which the charge of possession of assets disproportionate to known sources of income or the charge of acceptance from any person of any gratification, other than legal remuneration, as a motive or reward for doing or forbearing to do any official act is established, the penalty mentioned in clause (i) or clause (j) shall be imposed:

Provided further that in any exceptional case and for special reasons recorded in writing, any other penalty may be imposed.

Rule 34. DISCIPLINARY AUTHORITY

(1) The Disciplinary Authority, as specified in the schedule or any authority higher than it may impose any of the penalties specified in Rule 33 on any employee.

(2) The Disciplinary authority competent to impose any of the penalties specified in Rule 33 can institute disciplinary proceedings against the employee. Any authority higher than the Disciplinary Authority can direct the Disciplinary Authority to institute disciplinary proceedings against any employee.

(3) The Disciplinary Authority competent to impose penalties specifies in clause (a) to (e) of Rule 33 can institute disciplinary proceedings against any employee for the imposition of any of the penalties in clause (f) to (j) of Rule 33, Notwithstanding *that such disciplinary authority is not competent under these rules to impose any of the later penalties. However, the competent Disciplinary Authority as per the schedule shall issue the final orders imposing Major Penalty*

Rule 35. PROCEDURE FOR IMPOSING MINOR PENALTIES

Subject to the provisions of sub-rule 4 of Rule 37, Where it is proposed to impose any of the minor penalties specified in Clause (a) to (d) of Rule 33,the employee concerned shall be informed in writing of the imputation of the misconduct or misbehaviour against him and shall be given an opportunity to submit his written statement of defence within a specified period (not exceeding 15 days). The defence statement, if any, submitted by the employee shall be taken into consideration by the disciplinary authority before passing orders.

Whenever the disciplinary authority is of the opinion that there are grounds for inquiring into the truth of any imputation of misconduct or misbehaviour *against an employee, he should hold an inquiry in the manner laid down in sub rule (2) to(22) of Rule 36.*

Rule 36. PROCEDURE FOR IMPOSING MAJOR PENALTIES

(1) No order for imposing any of the penalties specified in clause (e) (minor penalty) and (f) to (j) of Rule 33 shall be made except after an inquiry is held in accordance with this rule.

(2) Whenever the disciplinary authority is of the opinion that there are grounds for inquiring into the truth of any imputation of misconduct or misbehaviour against an employee, it may itself inquire into, or appoint any public servant, or appoint any retired employee of DOT/BSNL (herein after called the Inquiring Authority)in consultation with the Chief Vigilance Officer to inquire into the truth thereof.

(3) Where it is proposed to hold an inquiry, the disciplinary authority shall draw up or cause to be drawn up.

Rule 37. ACTION ON THE INQUIRY REPORT

(1) The Disciplinary Authority, if it is not itself the Inquiring Authority may, for reasons to be recorded by it in writing remit the case to the Inquiring Authority for fresh or further inquiry and report and the Inquiring Authority shall there upon proceed to hold the further inquiry according to the provisions of Rule 36, as far as may be.

(2)(a) The Disciplinary Authority shall forward or cause to be forwarded a copy of the report of the inquiry, if any, held by the Disciplinary Authority or where the Disciplinary Authority is not the Inquiring Authority, a copy of the report of the Inquiring Authority together with its own tentative reasons for disagreement, if any, with the finding of the Inquiring Authority on any articles of charge to the employee who shall be required to submit, if he so desires, his written representation or submission to the Disciplinary Authority within 15 days, irrespective of whether the report is favourable or not to the employee.

Rule 38. COMMUNICATION OF ORDERS

Orders made by the Disciplinary Authority under Rule 35 or Rule 37 shall be communicated to the employee concerned, who shall also be supplied with a copy of the report of inquiry, if any.

Rule 39. COMMON PROCEEDINGS

Where two or more employees are concerned in a case, the authority competent to impose a major penalty on all such employees may make an order directing that disciplinary proceedings against all of them may be taken in a common proceedings and the competent authority shall also specify the authority, which may function as the Disciplinary Authority for the purpose of such common proceedings, the penalties specified in Rule 33 in which such Disciplinary Authority shall be competent to impose and whether the procedure laid in Rule 35 or 36 and 37 shall be followed in the proceedings.

Rule 40. SPECIAL PROCEDURE IN CERTAIN CASES

Notwithstanding anything contained in Rule 35 or 36 or 37, the Disciplinary Authority may impose any of the penalties specified in Rule 33 in any of the following circumstances:

(a) the employee has been convicted on a criminal charge or on the strength of facts or conclusions arrived by a judicial trial ; or

(b) where the Disciplinary Authority is satisfied for reasons to be recorded by it in writing that it is not reasonably practicable to hold an inquiry in the manner provided in these rules; or

(c) where the disciplinary authority is satisfied that in the interest of the security of State or of the Company it is not expedient to hold an inquiry in the manner provided in these Rules.

Rule 41. PROCEDURE CONCERNING OFFICERS ON DEPUTATION FROM CENTRAL GOVERNMENT OR THE STATE GOVERNMENT OR ANOTHER PUBLIC UNDERTAKING OR A LOCAL AUTHORITY

(1) where the services of a Government servant are lent to BSNL or services of an employee of a public undertaking are lent to BSNL (herein after in this rule referred as “the borrowing authority”), the borrowing authority shall have the powers of the Appointing Authority for the purpose of placing such Government servant or public undertaking employee under suspension and of the Disciplinary Authority for the purpose of conducting disciplinary proceeding against him.

(2) where an order of suspension is made or disciplinary proceedings are taken against an employee who is on deputation to the Company from the Central or State Government or another Public undertaking or a local authority, the authority lending his services (hereinafter referred to as the “Lending Authority”) shall forthwith be informed by the borrowing authority of the circumstances leading to the order of his suspension or the commencement of the disciplinary proceedings, as the case may be.

Rule42. PROVISION REGARDING EMPLOYEES LENT TO GOVERNMENT/SUBSIDIARY COMPANY OR OTHER PUBLIC UNDERTAKINGS, ETC.

Where the services of an employee are lent to the Government or any authority subordinate, or to a Subsidiary Company or to any other public sector undertaking (hereinafter referred to as the “borrowing authority”) the borrowing authority shall have the powers of the appointing authority for the purpose of placing such an employee under suspension and of the disciplinary authority for the purpose of conducting disciplinary proceedings against him, provided that the borrowing authority shall forthwith inform BSNL (hereinafter referred to as the lending authority) of the circumstances leading to the order of suspension of an employee or the commencement of the disciplinary proceedings as the case may be.

Rule 43. SPECIAL PROVISIONS IN RESPECT OF D.O.T. STAFF ON PERMANENT ABSORPTION IN BSNL – CONFERRING SAFEGUARDS RELATING TO SECURITY OF SERVICE ON DISMISSAL/REMOVAL.

The D.O.T. employees on absorption in BSNL shall be governed by these rules from the date of their absorption in the company/date of issue of these rules. However, dismissal/removal from the service of BSNL after absorption, for any subsequent misconduct shall not amount to forfeiture of his retirement benefits for the service rendered in the Central Govt. Also, in the event of dismissal/removal of such an employee from BSNL (i.e., D.O.T. staff permanently absorbed in BSNL), the employee concerned will be allowed protection to the extent that D.O.T. will review such order before final decision is taken by BSNL.

Rule 44. ORDERS AGAINST WHICH NO APPEAL LIES.

Notwithstanding anything contained in Rule 45, no appeal shall lie against –

(i) Any order of Inquiring Board in the course of an inquiry under these Rules;

(ii) Any order of an interlocutory nature or of the nature of a step-in-aid of the final disposal of disciplinary proceedings, other than the order of suspension;

(iii) Any order passed by an Inquiring Authority in the course of an inquiry under Rule 36.

Rule 45. ORDERS AGAINST WHICH APPEAL LIES

Subject to the provision of Rule 44, an employee may prefer an appeal against all or any of the following orders, namely –

(1) an order of suspension made or deemed to have been made under Rule 30;

(2) an order imposing any of the penalties specified in Rule 33, whether made by the Disciplinary Authority or by any Appellate or Reviewing Authority;

(3) an order enhancing any penalty, imposed under Rule 33;

(4) an order which –

(a) denies or varies to his disadvantage his pay, allowances, pension or other conditions of service as regulated by rules or by agreement; or

(b) interprets to his disadvantage the provisions of any such rule or agreement;

(5) an order –

(a) stopping him at the Efficiency Bar in the time-scale of pay on the ground of his unfitness to cross the bar;

(b) reverting him while officiating in a higher service, grade or post, to a lower service, grade or post, otherwise than as a penalty;

(c) reducing or withholding the pension or denying the maximum pension admissible to him under the rules;

(d) determining the subsistence and other allowances to be paid to him for the period of suspension or for the period during which he is deemed to be under suspension or for any portion thereof;

(e) determining his pay and allowance-

(i) for the period of suspension, or,

(ii) for the period from the date of his dismissal, removal or compulsory retirement from service, or from the date of his reduction of a lower service, grade, post, time-scale of pay, to the date of his reinstatement or restoration to his service, grade, or post, or

(f) determining whether or not the period from the date of his suspension or from the date of his dismissal, removal, compulsory retirement or reduction to a lower service, grade, post, time- scale or pay or stage in a time-scale of pay to the date of his reinstatement or restoration to his service, grade or post shall be treated as a period spent on duty for any purpose.

Rule 46. APPELLATE AUTHORITY

An employee, including a person who has ceased to be in Company's service, may prefer an appeal against all or any of the orders specified in Rule 45 to the authority specified in this behalf in the Schedule.

Rule 47. PERIOD OF LIMITATION OF APPEAL

No appeal preferred under this part shall be entertained unless such appeal is preferred within a period of 30 days from the date on which a copy of the order appealed against is delivered to the appellant:

Provided that the Appellate Authority may entertain the appeal after the expiry of the said period, if it is satisfied that the appellant had sufficient cause for not preferring the appeal in time.

Rule 48. FORM AND CONTENTS OF APPEAL

(1) Every person preferring an appeal shall do so separately and in his own name.

(2) The appeal shall be presented to the authority to which the appeal lies, a copy being forwarded by the appellant to the authority that made the order appealed against. It shall contain all material statements and arguments on which the appellant relies, shall not contain any disrespectful or improper language, and shall be complete in itself.

Rule 49. WITHHOLDING OF APPEAL:

(1) The authority which made the order appealed against may withhold the appeal if:

(a) it is an appeal against an order for which no appeal lies or:

(a) it does not comply with any of the provisions of Rule 48

(c) it is not submitted within the period specified in Rule 47 and
no reasonable cause is shown for the delay: or

(d) it is a repetition of an appeal already decided and no new facts or circumstances are adduced:

(2) Where an appeal is withheld, the appellant shall be informed of the facts and reasons thereof.

Rule 50. TRANSMISSION OF APPEAL:

(1) The Authority which made the order appealed against shall, without any avoidable delay transmit to the Appellate Authority every appeal, which is not withheld under Rule 49 together with its comments thereon and the relevant records.

(2) The authority to which the appeal lies may direct transmission to it of any appeal withheld under Rule 49 and thereupon such appeal shall be transmitted to that Authority together with the comments of the authority withholding the appeal and the relevant records.

Rule 51. CONSIDERATION OF APPEAL

(1) In the case of an appeal against an order of suspension, the Appellate Authority shall consider whether in the light of the provisions of Rule 30 and having regard to the circumstances of the case, the order of suspension is justified or not and confirm or revoke the order accordingly.

(2) In the case of an appeal against an order imposing any of the penalties specified in Rule 33 or enhancing any penalty imposed under the said rules,

Rule 52. IMPLEMENTATION OF ORDERS IN APPEAL

The authority, which made the order appealed against, shall give effect to orders passed by the Appellate Authority.

Rule 53. POWER TO RELAX TIME-LIMIT AND TO CONDONE DELAY

Save as otherwise expressly provided in these Rules, the authority competent under these rules to make any order may, for good and sufficient reasons, or if sufficient cause is shown, extend the time specified in these Rules for anything required to be done under these Rules or condone any delay.

Rule 54. REVIEW

(1) Notwithstanding anything contained in these rules, the reviewing authority as specified in the schedule, may at any time, either on his or its own motion or otherwise call for the records of any inquiry and review any order made under these rules or under the rules repealed by Rule 58 from which an appeal is allowed, but from which no appeal has been preferred or from which no appeal is allowed and may -

(a) confirm, modify or set aside the order; or

(b) confirm, reduce, enhance or set aside the penalty imposed by the order, or impose any penalty where no penalty has been imposed; or

(c) remit the case to the authority which made the order or to any other authority directing such authority to make such further enquiry as it may consider proper in the circumstances of the case; or

(d) pass such other orders as it may deem fit.

Rule 55. RETIREMENT

(i) On Medical grounds:

An employee may, at the discretion of the competent authority, be examined by the Medical Officer / Officers as may be approved by the Company, at any time during the course of his employment with the Company to find the employee’s fitness or otherwise for continuance of his employment in the company. If the employee is found unfit for continued employment by the competent authority, he shall be compulsorily retired on medical grounds.

(ii) On attaining the age of superannuation:

Rule 55 (A).

(1) Notwithstanding anything contained in these rules, the Company shall, if it is of the opinion that it is in the Company's interest to do so, have the absolute right to retire any employee by giving him notice of not less than three months in writing or three months` pay and allowances in lieu of such notice:

(i) If he is, an Executive and had entered service before attaining the age of 35 years, after he has attained the age of 50 years;

(ii) in any other case after he has attained the age of 55 years.

(2) Notwithstanding anything contained in clause (1), the Company shall, if it is of the opinion that it is in the Company's interest to do so, have the absolute right to retire any employee, after he has completed thirty years` service by giving him notice of not less than three months in writing or three months` pay and allowances in lieu of such notice.

Rule 56. TERMINATION

(i) Temporary employees:

All temporary appointments in the Company are terminable at any time by giving one months’ notice by either side viz. either by the employee or by the appointing authority without assigning any reasons. The Appointing authority however reserves the right of terminating the service of an employee without notice or before the expiry of the stipulated period of notice by making payment to him/her of a sum equivalent to the pay and allowances for the period of notice or the unexpired portion thereof.

(ii) Employees on probation:

During the period of probation services of an employee are liable to be terminated at any time without assigning any reason whatsoever.

(iii) Permanent employees:

(a) If a permanent employee is found guilty of misconduct or is found to be inefficient, his services are terminable only in accordance with the Conduct, Discipline and Appeal Rules of Bharat Sanchar Nigam Limited.

(b)The services of an employee are terminable in accordance with the terms of appointment or on disciplinary grounds after following the proper procedure.

Rule 57. SERVICE OF ORDERS, NOTICE, ETC.

Every order, notice and other process made or issued under these rules shall be served in person on the employee concerned or communicated to him by registered post at his last known address.

Rule 58. REPEAL AND SAVINGS

(i) Any rules corresponding to these rules in force immediately before the commencement of these rules and applicable to the employees to whom these rules apply, are hereby repealed, provided that any order made or action taken under the rules so repealed shall be deemed to have been made or taken under the corresponding provisions of these rules, provided further that such repeal shall not affect the previous operation of the rules so repealed and contravention of any of the said rules shall be punishable as if it were a contravention of these rules.

(ii) An appeal pending at the commencement of these rules against an order made before the commencement of these Rules shall be considered and orders thereon shall be made in accordance with these Rules.

(iii) The proceedings pending at the commencement of the Rules shall be continued and disposed, as far as may be, in accordance with the provisions of these Rules, as if such proceedings were proceedings under these Rules.

(iv) Any misconduct, committed prior to the issue of these Rules, which was misconduct under the superseded Rules, shall be deemed to be misconduct under these rules.

Rule 59. INTERPRETATION

In case of any doubt in application of BSNL CDA Rules 2006, the relevant G.O.I. Decisions / Instructions in Model CDA guidelines issued by the DPE, Fundamental Rules / Supplementary Rules, Central Civil Service (Conduct) Rules 1964, and Central Civil Services (Classified, Control and Appeal) Rules, 1965 as amended/modified from time to time shall be referred to, so long as these are not in contradiction with BSNL CDA Rules 2006 as amended time to time. If any question arises relating to the Interpretation of BSNL CDA rules, it shall be referred to the BSNL Board whose decision thereon shall be final.

Rule 60. AMENDMENTS

The Board may amend, modify, alter, relax or add to these Rules, from time to time and all such amendments, modifications, alterations or additions shall take effect from the date stated therein.

Rule 61. DISCIPLINARY PROVISIONS FOR RETIRING EMPLOYEES

(1) The employee against whom disciplinary proceedings have been initiated will cease to be in service on the date of superannuation but the disciplinary proceedings will continue as if he was in service until the proceedings are concluded and final order is passed in respect thereof. The concerned employee will not receive any pay and/or allowance after the date of superannuation. He will also not be entitled for the payments of retirement benefits till the proceedings are completed and final order is passed thereon except his own contribution to Provident Fund and he will be entitled for the provisional pension as per applicable rule.

(2) Disciplinary proceedings, if instituted while the employee was in service whether before his retirement or during the re-employment, shall after the retirement of the employee, be deemed to be proceeding under these Rules and shall be continued and concluded by the authority by which it was commenced in the same manner as if the employee had continued in service.

SCHEDULE OF APPOINTING, DISCIPLINARY, APPELLATE AND REVIEWING AUTHORITIES IN BSNL FOR NON-EXECUTIVES

(FOR ABSORBED GROUP ’C’& ’D’& EQUIVALENT DIRECTLY RECRUITED NON-EXECUTIVES)

Table 8.

Equivalent to Cadre in CDA/Categories of Non Executives*	Scale of Pay Scale In CDA	Corresponding IDA Pay scale
NE-1	2550-55-2660-60-3200	4000-120-5800
NE-2	2610-60-3150-65-3540	4060-125-5935
NE-3	2650-65-3300-70-4000	4100-125-5975
NE-4	2750-70-3800-75-4400	4250-130-6200
NE-5	3050-75-3950-80-4590	4550-140-6650
NE-6	3200-85-4900	4720-150-6970
NE-7	4000-100-6000	5700-160-8100
NE-8	4500-125-7000	6550-185-9325
NE-9	5000-150-8000	7100-200-10100
NE-10	5500-175-9000	7800-225-11175
NE-11	6500-200-10500	8570-245-12245

Note: These Authorities will come in to force with effect from date of absorption/appointment of the employee in the company.

8.3 SCHEDULE OF APPOINTING, DISCIPLINARY, APPELLATE AND REVIEWING AUTHORITIES IN BSNL FOR EXECUTIVES (FOR ABSORBED GROUP 'B' OFFICERS & EQUIVALENT DIRECTLY RECRUITED EXECUTIVES)

Table 9. For Minor Penalty

Equivalent to Cadre in CDA	Pay Scale In CDA	Corresponding IDA Pay scale	APPOINTING AUTHORITY	DISCIPLINARY AUTHORITY	APPELLATE AUTHORITY	REVIEWING AUTHORITY
Assistant, PA, JAO, JTO(Telecom) & Equivalent, AD(OL), AD(PR)	6500-200-10500	9850-250-14600	GM/Equivalent Dealing with HR in the circle office	DGM/ equivalent officer dealing with HR.	Director @ GM/ Equivalent	CMD@ CGM/ Equivalent
AAO/AO/SO/PS/ SDE(T) & Equivalent	7500-250-12000	11875-300-17275	Director	GM/Equivalent officer dealing with HR	Director@ CGM/Equivalent	CMD@ Director
Sr.SDE/Sr.AO/SO (With 4 Year of regular Service)/	8000-275-13500	13000-350-18250	Director	GM/Equivalent officer dealing with HR	Director@ CGM/ Equivalent	CMD@ Director
Adhoc CAO, PPS, STS & Equivalent	10000-325-15200	14500-350-18700	Director	GM/Equivalent officer dealing with HR	Director@ CGM Equivalent	CMD@ Director

Table 10. For Major Penalty

Equivalent to Cadre in CDA	Pay Scale In CDA	Corresponding IDA Pay scale	APPOINTING AUTHORITY	DISCIPLINARY AUTHORITY	APPELLATE AUTHORIT Y	REVIEWING AUTHORITY
Assistant, PA, JAO, JTO(Telecom) & Equivalent, AD(OL), AD(PR)	6500-200-10500	9850-250-14600	GM/Equivalent Dealing with HR in the circle office	GM/ equivalent officer dealing with HR.	Director @ CGM/ Equivalent	CMD@ Director
AAO/AO/SO/PS/ SDE(T) & Equivalent	7500-250-12000	11875-300-17275	Director	CGM/Equivalent officer dealing with HR	Director	CMD

Sr.SDE/Sr.AO/SO (With 4 Year of regular Service)/	8000-275-13500	13000-350-18250	Director	CGM/Equivalent officer dealing with HR	Director	CMD
Adhoc –CAO PPS, STS & Equivalent	10000-325-15200	14500-350-18700	Director	CGM/Equivalent officer dealing with HR	Director	CMD

8.4 SCHEDULE OF APPOINTING, DISCIPLINARY, APPELLATE AND REVIEWING AUTHORITIES IN BSNL FOR EXECUTIVES

(FOR ABSORBED GROUP 'A' OFFICERS & EQUIVALENT DIRECTLY RECRUITED EXECUTIVES)

Table 11. For Minor Penalty:

Equivalent to Cadre in CDA	Pay Scale In CDA	Corresponding IDA Pay scale	Appointing Authority	Disciplinary Authority	Appellate Authority	Review Authority
JTS	8000-275-13500	13000-350-18250	Director	CGM/*PGM BSNL CO/ GM BSNL CO*	Director	CMD
STS	10000-325-15200	14500-350-18700	Director	CGM/*PGM BSNL CO / GM BSNL CO*	Director	CMD
JAG	12000-375-16500	16000-400-20800	CMD	CGM(for field unit) / Director (For BSNLCO)	Director(for field unit) / CMD (for BSNLCO)	CMD (for field units)/ Board of Directors(for BSNL CO)
JAG(NFSG)	14300-400-18300	17500-400-22300	CMD	CGM(for field unit) Director (For BSNLCO)	Director(for field unit) / CMD (for BSNLCO)	CMD (for field units)/ Board of Directors (for BSNL CO)
SAG	18400-500-22400	23750-600-28550	CMD	Director	CMD	Board of Directors
HAG	22400-525-24500	25000-650-30200	CMD	Director	CMD	Board of Directors

Table 12. For Major Penalty

Equivalent to Cadre in CDA	Pay Scale In CDA	Corresponding IDA Pay scale	Appointing Authority	Disciplinary Authority	Appellate Authority	Review Authority
JTS	8000-275-13500	13000-350 18250	Director	Director	CMD	Board of Directors
STS	10000-325-15200	14500-350-18700	Director	Director	CMD	Board of Directors
JAG	12000-375-16500	16000-400-20800	CMD	CMD	Board of Directors	Board of Directors
JAG(NFSG)	14300-400-18300	17500-400-22300	CMD	CMD	Board of Directors	Board of Directors
SAG	18400-500-22400	23750-600-28550	CMD	CMD	Board of Directors	Board of Directors
HAG	22400-525-24500	25000-650-30200	CMD	CMD	Board of Directors	Board of Directors

8.5 CONCLUSION

CDA Rules can be an important part in establishing a discipline and corruption free environment in an organization, but it is not a comprehensive solution on its own. An ethical culture is created by the organization's leaders who manifest their ethics in their attitudes and behaviour. Studies of codes of conduct in the organizations show that their effective implementation must be part of a learning process that requires training, consistent enforcement, and continuous measurement/improvement. Simply requiring members to read the code is not enough to ensure that they understand it and will remember its contents. The proof of effectiveness is when employees/members feel comfortable enough to voice concerns and believe that the organization will respond with appropriate action

Got aware of all the BSNL CDA CONDUCT RULE 2006 as useful for day-to-day office work for maintaining discipline by authorities, conducting business, following order issued by authorities in smooth fashion.

Note: Pl check the latest circular of BSNL for any amendment /changes.

9. GENDER ISSUES

9.1 LEARNING OBJECTIVES

After this session, participants will be able to understand:

1. Sexual Harassment : The Law.
2. Vishaka Guidelines issued by the Supreme court.
3. Implementation of Vishaka Guidelines in BSNL.

9.2 INTRODUCTION

This century has brought a great change in the lives of women all over the world influencing their attitudes, values, aspirations, ways of feeling, standards of behaviour and actions for effective participation in all walks of life. Women's quest for equality has become global phenomenon. Yet, gender gap is not diminished. A large number of gender issues continue to determine the nature and shape of our society where women do not/cannot enjoy an average quality of life equal to that of men in terms of life expectancy, health, morality, access to education, access to employment, access to lawful freedoms, and the meaningful exercise of civil and political rights. There has been a tremendous concern on these issues during the last few decades.

Sexual Harassment of women at work is an extension of violence faced by women in everyday life and is discriminatory, exploitative, thriving in atmosphere of threat, terror and reprisal. Thus, combating sexual harassment involves developing understanding of what is sexual harassment and change of attitudes in all - be it employees, colleagues, friends, administrators, employers or the law makers. This handout gives an overview of sexual harassment awareness at workplaces in India.

9.3 SEXUAL HARASSMENT: THE LAW

According to the Protection of Human Right Act, 1993 "human rights" mean the rights relating to life, liberty, equality and dignity of the individual guaranteed by the Constitution or embodied in the International Covenants and enforceable by courts in India.

In India, it was only in 1997 that sexual harassment was for the first time recognised by the Supreme Court as human rights violation and gender based systemic discrimination that affects women's Right to Life and Livelihood. The Court defined sexual harassment very clearly and issued mandatory guidelines, known as **Vishaka Guidelines,** for resolution and prevention of sexual harassment at workplace.

Vishaka guidelines apply to both organized and unorganized work sectors and to all women whether working part time, on contract or in voluntary/honorary capacity. The guidelines are a broad framework, which put a lot of emphasis on prevention and within which all appropriate preventive measures can be adapted. One very important preventive measure is to adopt a sexual harassment policy, which expressly prohibits sexual harassment at work place and provides effective grievance procedure, which has provisions clearly laid down for prevention and for training the personnel at all levels of employment.

9.3.1 What is Sexual Harassment?

According to The Supreme Court definition, sexual harassment is any unwelcome sexually determined behaviour, such as:-

• Physical contact and advances.

• A demand or request for sexual favours.

• Sexually coloured remarks.

• Showing pornography.

• Any other physical, verbal or non-verbal conduct of a sexual nature.

Sexual Harassment takes place if a person:

• Subjects another person to an unwelcome act of physical intimacy, like grabbing, brushing, touching, pinching etc.

• Makes an unwelcome demand or request (whether directly or by implication) for sexual favours from another person, and further makes it a condition for employment/payment of wages/increment or promotion etc.

• Makes an unwelcome remark with sexual connotations like sexually explicit compliments/cracking loud jokes and making sexist remarks etc.

• Shows a person any sexually explicit visual material, in the form of pictures/cartoons/pin-ups/calendars/screensavers on computers/any offensive written material/pornographic e-mails etc.

• Engages in any other unwelcome conduct of a sexual nature, which could be verbal, or even non-verbal, like staring to make the other person uncomfortable, making offensive gestures, kissing sounds, etc.

• If a supervisor requests sexual favours from a junior in return for promotion or other benefits or threatens to sack for non-cooperation. It is also sexual for a group of workers to joke and snigger amongst themselves about sexual conduct in an attempt to humiliate or embarrass another person.

9.4 IMPORTANT POINTS ISSUED IN VISHAKA GUIDELINES

Duty of the Employer in work places and other institutions

It shall be the duty of the employer or other responsible persons in work places or other institutions to prevent or deter the commission of acts of sexual harassment and to provide the procedures for the resolution, settlement or prosecution of acts of sexual harassment by taking all steps required.

9.4.1 Preventive Steps

All employers or persons in charge of work place whether in public or private sector should take following appropriate steps to prevent sexual harassment:

• Express prohibition of sexual harassment at workplace should be notified, published & circulated in appropriate ways.

• The Rules/Regulations of Government and Public Sector bodies relating to conduct and discipline should include rules/regulations prohibiting sexual harassment and provide for appropriate penalties in such rules.

• Steps should be taken by private employees to include the aforesaid prohibitions in the standing orders under the Industrial Employment Act 1946.

• Appropriate work conditions should be provided and they should ensure that there is no hostile environment towards women at work places and no woman employee should have reasonable grounds to believe that she is disadvantaged in connection with her employment.

9.4.2 Complaint Mechanism

An appropriate complaint mechanism should be created in the organisation for redress of the complaint made by the victim. Such complaint mechanism should ensure time bound treatment of complaints. Complainants or witnesses should not be victimised or discriminated against while dealing with complaints.

9.4.3 Complaints Committee

The complaint mechanism should be adequate to provide, where necessary, a Complaints Committee, a special counsellor or other support service, including the maintenance of confidentiality. Mandatory prerequisites for such a committee are:

• Minimum Three members.

• The Complaints Committee should be headed by a woman.

• Not less than half of its members should be women.

• Further, to prevent the possibility of any undue pressure or influence from senior levels, such Complaints Committee should involve a third party, either NGO or other body who is familiar with the issue of sexual harassment.

9.4.4 Procedure for complaint

• Any person aggrieved shall prefer a complaint before the Complaints Committee at the earliest point of time and in any case within 15 days from the date of occurrence of the alleged incident.

• The complaint shall contain all the material and relevant details concerning the alleged sexual harassment including the names of the contravener and the complaint shall be addressed to the Complaints Committee.

• If the complainant feels that she cannot disclose her identity for any particular reason the complainant shall address the complaint to the head of the organisation and hand over the same in person or in a sealed cover.

9.4.5 Conducting enquiry by the complaints committee

• Upon receipt of such complaint the head of the organisation shall retain the original complaint with him and send to the Complaints Committee a gist of the complaint containing all material and relevant details other than the name of the complainant and other details, which might disclose the identity of the complainant.

• The Complaints Committee shall take immediate necessary action to hold an inquiry.

9.4.6 Additional practices to be undertaken by the complaint committee

• The Complaints Committee must make an annual report to the Government department concerned of the complaints and action taken by them.

• It should ensure prominent display of names and contact numbers of the members of the complaints committee.

9.4.7 Criminal Proceedings

Where such conduct amounts to a specific offence under the Indian Penal Code or under any other law, the employer shall initiate appropriate action in accordance with law by making a complaint with the appropriate authority.

9.4.8 Disciplinary Action

Where such conduct amounts to misconduct in employment as defined by the relevant service rules, appropriate disciplinary action should be initiated by the employer in accordance with those rules.

9.4.9 Worker’s Initiative

Employees should be allowed to raise issues of sexual harassment at a workers’ meeting and in other appropriate forum and it should be affirmatively discussed in Employer Employee Meetings.

9.4.10 Awareness

Awareness of the rights of female employees in this regard should be created in particular by prominently notifying the guidelines in a suitable manner.

9.4.11 Third Party Harassment

Where sexual harassment occurs as a result of an act or omission by any third party or outsider, the employer and person in charge will take all steps necessary and reasonable to assist the affected person in terms of support and preventive action.

9.4.12 Prevention & Resolution mechanism in BSNL

Employers need to set up redress mechanism/complaints committees as per Vishaka Guidelines. In this regard instructions have been issued by BSNL CO vide letter no 6-1/2005 –SG dated 15.07.2005 by Welfare & Sports cell of BSNL.

Do’s and Don’ts to be displayed at workplace [As per directions of DOT of 1997]

Do’s

• Women’s rights are human rights.

• Women have a right to equal treatment, equal justice with dignity and honour.

• Create and sustain conductive environment for work.

• Ensure adequate personal security for employees specially women.

Don'ts

• Do not treat women employees as sex objects.

• Do not outrage or insult the modesty of female employees and colleagues.

• Do not make sexual advances to women at work places. If you do you will be liable for disciplinary proceedings.

Awareness Training.

• BSNL conducts special trainings on sexual harassment awareness training at its various training centres.

• In long duration courses BSNL includes a chapter on Gender Issues.

Note: Pl check the latest circular of BSNL for any amendments /changes.

9.5 CONCLUSION

Gender inequality creates discrimination, entrenches gender stereotypes and prevents women and men, girls and boys from equally reaching their full potential in the workplace, at home and in society at large with the brunt weighing more heavily on women and girls. But it is in the interests of everyone – women and men – that gender equality should be tackled in a systemic, effective and lasting way. Gender equality is a human right and a longstanding area of policy-making that has recently been at the forefront of the political agenda.

10. TRANSFORMING CUSTOMER EXPERIENCE

10.1 LEARNING OBJECTIVES

1. **Introduction**
2. **Customer experience (CX)**
3. **Importance of CX for Organisation**
4. **What is Good Customer Experience**
5. **Things that causes Bad Customer Experience**
6. **Customer Experience Transformation**
7. **Ways to improve customer experience**

10.2 INTRODUCTION:

In present scenario the importance of the customer experience increases for any company as customers become more empowered today. Competing on pricing is not enough. You need to compete with great experiences to get customers connected to your company. This can be your advantage over your competition.

For every stage of the customer journey—from discovering your company, to doing business with your company, to returning over time to do more business—you must understand what the customer says about their experiences with your company. And you have to work to make it the best it can be.

10.3 CUSTOMER EXPERIENCE (CX)

Customer experience, also known as CX, is your customers' holistic perception of their experience with your organisation or brand.

CX is the result of every interaction a customer has with your company, from navigating the website to talking to customer service and receiving the product/service they bought from you. Everything you do impacts your customers' perception and their decision to keep coming back or not—so a great customer experience is your key to success

10.4 IMPORTANCE OF CX FOR AN ORGANISATION

Delivering a great customer experience is hugely important for any organisation. The better experience customers have, the more repeat purchase and positive reviews organization will receive, while simultaneously reducing the friction of customer complaints and returns.

The benefits of delivering a great CX will give:

- Increased customer loyalty
- Increased customer satisfaction
- better word-of-mouth marketing, positive reviews, and recommendations

All business models can benefit from improving the customer experience: subscription businesses can increase retention and reduce churn, ecommerce marketplaces can increase repeat custom and reduce returns, and service industries can gain recommendations and reduce complaints.

10.5 WHAT IS A GOOD CUSTOMER EXPERIENCE

There is no single universal checklist to follow to guarantee good customer experience. Every business is unique and so are customers. But many surveys shows that good customer experience can be achieved if you :

- Make listening to customers a top priority across the business
- Use customer feedback to develop an in-depth understanding of your customers
- Implement a system to help you collect feedback, analyze it, and act on it regularly
- Reduce friction and solve your customers' specific problems and unique challenges

10.6 THINGS THAT CAUSES BAD CUSTOMER EXPERIENCE

Bad customer experience is primarily caused by:

- Long wait times
- Employees who do not understand customer needs
- Unresolved issues/questions
- Too much automation/not enough of a human touch

· Service that is not personalized

· Rude/angry employees

10.7 CUSTOMER EXPERIENCE TRANSFORMATION

Transforming customer experience is the most important matter for any company, but companies still have trouble transforming their organizations to capture all the advantages of excellent customer experience. Different companies are using different strategies and approaches according to their business and customers. Any transformation effort requires leadership, focus, investment, and commitment. Research shows that when companies have a clear view of the building blocks of Customer Experience transformation and reference them throughout the transformation journey, they make better decisions and coordinate activities more efficiently. The three building blocks of customer transformation are:

· **Aligning on a strong aspiration** : Set aspiration &purpose including clear definition of Value of Stake.

· **Implementing a disciplined process for transformation** : Redesign/Innovate and Implement product/service experiences prove Discover-Design-Deliver approach

· **Building up the enablers to make it all work (exhibit):** Establish critical enablers to establish transformational changes via mindset, behaviors and capabilities, tech enablement, operating model, and performance management.

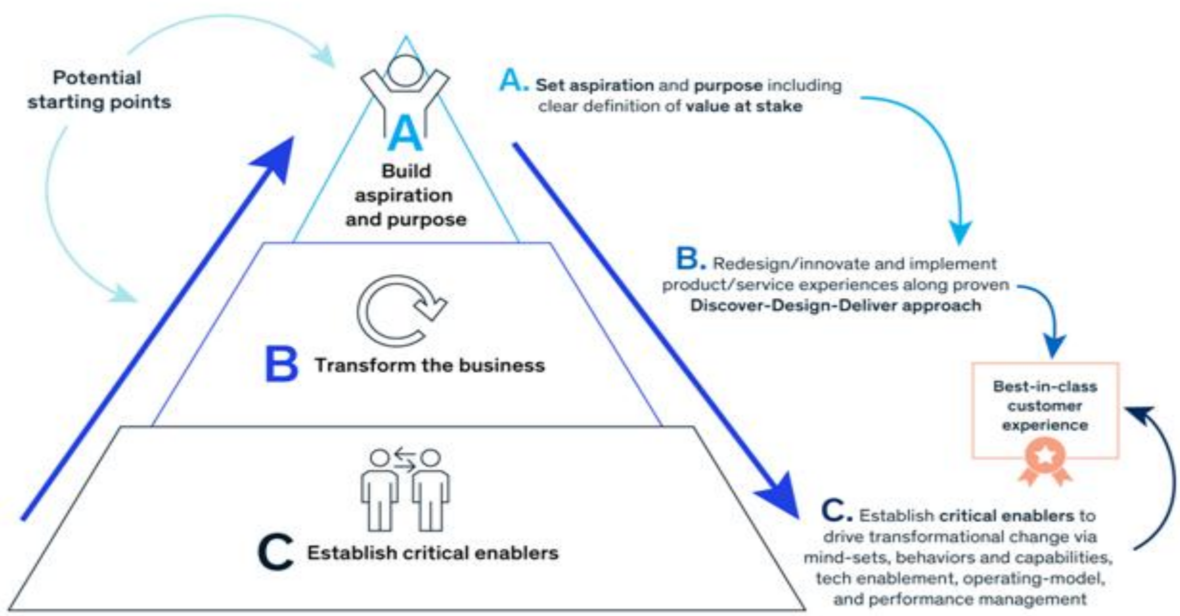


Figure 5: Building Blocks of Customer Experience Transformation

According to Nicolas Maechler who is a Global leader of McKinsey & who authored a comparative study of customer experience in 45 global telecom, media, financial services, and travel companies, the successful customer-experience program must contain three major components:

· The first is top-management buy-in on a customer-centric strategy to ensure a shared vision.

· Secondly, core customer journeys must be identified and transformed by redesigning and digitizing them.

· Finally, enable the transformation by establishing a permanent, live feedback loop from customers to as many employees as possible

The CX is the result of every interaction a customer has with your organization. Everything you do impacts your customers' perception and their decision. Through analysis of major brands and financial results, correlation of customer perception on brands easily determined. Forrester has proven. Few companies have achieved that focus — for most, that will require a journey of deep transformation toward a new mind set with new way of operating. Accordingly, Forrester's framework on CX transformation successfully realized

10.7.1 Trends on Transferring Customer Experience

Customer behaviour and expectations evolve quickly. Hence to differentiate themselves, companies need to provide outstanding customer service and provide more digital channels and expect seamless journeys through their transactions, even when switching between those channels.

10.7.2 Customer Experience Becomes the Main Criteria of Choice

A positive impact on economic point of view mainly depends on customer experience. Customer experience is more important than ever with more competition and fewer opportunities to compete on product and price. The term "Experience Economy", where the customer's value of experience is more than the actual product. Leading companies like Netflix and Amazon reflect this evolution, by providing a convenient experience minimizing the customer's efforts.

Maximum percentage of customers is more likely to be repeat customers at companies with excellent customer service as Hub Spot observed. On the other hand, CITE Research found that customers have stopped doing business with brands an average of four times (five times if we focus on millennial) in the past year after a bad customer service experience. Prioritizing customer experience is shown to have a positive economic impact and the maximum percentage of company works to improve this experience of customer report for increasing their revenue.

10.7.3 Customer Service Is Not Limited to a Department

Now a day, customer experience becomes the main criterion of choice with gaining more importance within companies. While it used to be seen as a cost centre solely dedicated to answering customer inquiries, it now has a more central role and is transitioning to a profit centre.

A business success, where customer relationship based on satisfaction is the key factor that we can see a growing interest in customer experience from the C-suite. According to YouGov survey found that 97% of executives believe customer satisfaction is important to business success. When top management is convinced of the importance of CX, this translates to the company as a hole, which contributes to driving investment in this area and spreads a culture centred on the customer.

To support this vision, companies must rely on a connected ecosystem of tools like Mela, Road Shows, Open Session. Integrating this tool with CRM (Customer Relationship Management) or BI (Business Index) allows the leverage of information from customer interactions that can be used by other departments such as Sales and Marketing.

10.7.4 Cloud solutions Make Customer Experience Better

If we compare with cloud service layer, customer experience mainly divides into two categories i.e. UCaas and CCaaS. The transition from On-premise to Cloud solutions brings several benefits for companies. UCaaS (Unified Communications as a Service) and CCaaS (Contact Center as a Service) are dedicated to internal communications between employees and CCaaS enables interactions with customers. While they used to operate in two distinct spheres, these areas can now be linked with increase in reduced implementation time, costs reduction and more open frameworks for integrations under cloud solutions.

As, customer experience is gaining a more central role and is not limited to a department with integration supports a better customer experience, any employee can now have an impact on CX. Generally frontline employees lacking information and they need to access those with the right expertise inside the company, ideally while engaged with the customer. Still, some employees report they have to leave the customer communication app to consult with co-workers – increasing customer wait times and time to resolution.

Integrating cloud like services i.e. UCaaS and CCaaS under customer intensive environment taking active part on customer perception having a single platform for both CC and UC, reduces the time needed to switch between apps, improving both the employee and customer experience. In a customer-centric organization, all employees have an impact on customer service. Hence integrating UCaaS and CCaaS is a necessary step to support this vision and is contributing to improved customer satisfaction, retention, and sales growth.

10.7.5 The Majority of Customer Interactions Are Becoming Digital

Customer interactions through digital marketing, where digital channels are gaining more and more importance for customer experience like e-mail, social media and now messaging emerged as alternatives to phone calls. Customers used those on-line channels to communicate within their own circle and expect to use the same with the organization.

As using of multiplication of channels for habits of customers are encouraging, the growth of digital is changing the customer's lifestyles frequently and those channels allow them to contact brands on their own terms. In the present situation, any contact method is more convenient during busy schedule of customers. The growth of digital is the new challenge for companies is to go beyond Omni channel to offer multi-experience. As a new approach, being able to provide seamless and effortless experiences across all digital touch points. It is true that customers are not thinking in terms of "channels" but choose the contact method that is the most convenient to them.

Hence Omni-digital strategy allows you to centralize the management of channels. Whatever preferences will be future, by becoming channel-agnostic, brands gain the flexibility to easily deploy new touch points where and when customers expect them.

10.7.6 Live-Chat Use Is Declining

For customer service, especially for sales, live-chat is frequently used. However, due to limitations of its synchronous character, the lack of conversation history and limited compatibility with mobile devices, messaging as the fastest-growing channel for customer service can be adopted. Asynchronous character of messaging doesn't require customers and agents to stay focused on the conversation. It only keeps the conversation history and can be used across multiple devices. Messaging mainly adopted through external channels of social media such as WhatsApp and Messenger. It can also be offered in the brand's mobile app. This offers have more control and flexibility on the features and data. The next wave of this technology will be cross-platform: in that way, the brand will be able to deploy its proprietary channels on mobile and desktop with continuity in the conversation.

10.7.7 AI Empowers Customer Service Agents

On development of AI (Artificial Intelligence), Chatbots were seen as a threat for agents but this fear is now gone, as chatbots become more widely used, and models of collaboration with agents are developed. Maximum percentage of CX professionals actually believe AI (Artificial Intelligence), that will enhance, not replace, agents.

Forrester study reveals that companies must start creating Human-Machine collaborations to free employees to do more important work. There are many ways in which AI can be leveraged to assist agents in their daily tasks. In most cases, by routing messages, collecting customer information or providing a knowledge base, AI is saving agents a lot of time. Hence this approach allows them to focus on more value-add tasks such as solving complex issues, identifying opportunities for upselling or creating a more personalized experience.

10.8 WAYS TO IMPROVE CUSTOMER EXPERIENCE

Many organizations struggle with where and how to improve customer experience, as the attention shifts from CRM to customer experience, there are many strategies to improve the customer experience.

- Continue internal marketing
- Run an open, transparent business
- Deliver a consistent experience
- Train customer-facing employees
- Provide customer self-service options
- Engage customers on social media
- Personalize customer experience

Digital Transformation

Digital transformation refers to the ways in which businesses change to adapt to new technology and consumer preferences i.e. ON-LINE Marketing. For keeping up-to-date with advance technology, it is essentially an umbrella term for many changes that companies have had to make (and will continue making).

10.8.1 How Will Digital Transformation Impact Customer Experience?

There are five tips, which will help to improve customer experience through digital transformation.

Make Information Available Online

All requisite information about both products/services are available through ON-LINE. Using of ON-LINE methods makes it much more convenient for customers to find the information they want, and often eliminates the need to speak with an employee.

Embrace Automation

Time optimization is every essential, while doing business. By using Automating, simple tasks like follow-up emails and ticket prioritization can reduce the amount of time and help them serve your customers more efficiently.

Tailor Content to Individual Users

Relevancy of any business offer is quite advantageous to individual customers. Hence individual customer offers should be more relevant and many companies now use customer data to provide personalized content and recommendations.

Learn About Your Customers

Decision makers and Marketers now have access to more past data to know about profiles along with status of business behaviours than ever before. In that case, data analysis is quite essential when all of this information can be overwhelming and you’re not sure, that information’s can be more helpful on finding a new insight in customer’s buying habits.

Focus on Providing Value

While adopting a new technology, like Data mining and Machine learning on customer data , focus on providing the value are more important. After all, if the objective is to create a better customer experience, you should be sure that each step you should take advantages from digital benefits them in some way. There are no. of ways to integrate new technology that benefits our customers until you focus on more convenient experiences — and help your team serve them even more efficiently and effectively.

10.9 CONCLUSION

A customer experience management that will help you innovate processes and redefine both the customer experience and your organization’s competitive position in the marketplace.

11. SERVICE MARKETING

11.1 LEARNING OBJECTIVES

1. The scope of service
2. Reason for growth of service sector
3. Characteristics of services
4. Elements of marketing mix in services marketing
5. Services marketing triangle

11.2 INTRODUCTION

The concept of service "When you build a manufacturing plant, it starts depreciating on the day it opens. The well-served customer, on the other hand, is an appreciating asset. Every small act on her or his behalf ups and odds for repeat business, add-on business, and priceless word of mouth referral." **Tom Peters – A renowned author and Management Guru**. Services are all around us – as consumers we use services every day. The growth in the service industry is widely recognized and contributes to the economic development of our country and many regions. A service has been described as an act, a process and performance. A service business is one where the perceived value of the offering to the buyer is determined more by the service rendered than the product offered. In this way the nature and scope of services pose different challenges for executives in service business.

In fact, many of our employees such as technical assistants, office staff, accountants, customer care executives are really service providers. Services are the sincere efforts of the organization to provide intangible benefits to the customers. **Philip Kotler the renowned professor of marketing** defines service as: "A service is any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product". Marketing is defined by **AMA(American Marketing Association)** as "The process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational goals". **W.J. Stanton** views services as fulfilling certain wants and states that, "services are those separately identifiable, essentially intangible activities which provide want-satisfaction, and that are not necessarily tied to the sale of a product or another service. To produce a service may or may not require the use of tangible goods. However, when such use is required, there is no transfer of title (permanent ownership) to these tangible goods". As in the case of a product, in the case of services also your starting point for understanding the marketing dynamics is the want satisfaction of the customers. It is important to correctly identify the particular want(s) which your service is fulfilling, since this will provide the clue for designing the most appropriate marketing strategy. Philip Kotler reiterates that the aim of marketing is to meet and satisfy the target customer's needs and wants better than competitors.

11.3 THE SCOPE OF SERVICE

(a) A service organization: The entire business activities reside within the service sector e.g., BSNL as a telecom service provider.

(b) Service as a Core Product: That is the commercial outputs of a service organization: e.g., Landline/Broadband/Mobile connections, leased circuits provided by BSNL are the example of core products.

(c) Service as a product augmentation: That is any peripheral activity designed to enhance the delivery of a core product. The courtesy behaviour of employees, smiling face, willingness to help, even a complimentary coffee/ drinking water at CSCs come under this category.

(d) Service as a product support: That is any product or customer -oriented activity that takes place after the point of delivery. For example, monitoring activities, courtesy call to the customer about the product-say the courtesy call about broadband working after the installation of customer premises equipment, prompt fault repair service, updating activities etc.

(e) Service as an act: That is service as a mode of behaviour such as helping out, giving advice by avoiding complex procedures and processes. To be successful, we have to firstly identify the basic needs which is being fulfilled by our services, and secondly, find ways and means to differentiate it from that of the competitors so that we can increase customer base and also command their loyalty.

11.3.1 Reasons for growth of the service sector

Manufacturing industries grew because they produced tangible goods which satisfied man's physiological needs of food, shelter and clothing. As the basic need was fulfilled there was demand for improved satisfaction, and this led to a proliferation of variations of the same product and a number of companies involved in its manufacture. The growth of service industries can be traced to the economic development of society and the socio-cultural changes that have accompanied it. Sometimes, the growth of a specific service industry is the result of a combination of several reasons. Increasing affluence coupled with the desire to utilize leisure time for leisure rather than for doing odd repair jobs in the house had led to the growing tribe of plumbers and electricians. Increasing affluence combined with increasing complexity of life and increasing insecurity has led to the phenomenon of credit cards and travellers’ cheques which have proved to be almost perfect substitutes for money. These credit cards provide convenience and safety. In fact, convenience is proving to be a key concept in the provision of services. Because of globalization and liberalization, need for getting connected has increased and with the availability of electronic technologies and supporting tools Telecom services are increasing day by day. People have adopted telecom services as they serve for everything starting from basic communication needs to entertainment.

11.4 CHARACTERISTICS OF SERVICES

Services have a number of unique characteristics that make them so different from products. Some of the most commonly accepted characteristics are:

(a) Intangibility

(b) Inseparability

(c) Heterogeneity

(d) Perishability

(e) Ownership.

(a) Intangibility

When you buy a cake of soap, you can see, feel, touch, smell and use to check its effectiveness in cleaning. But when you pay fees for a term in college, you are paying for the benefit of deriving knowledge and education which is delivered to you by teachers. In contrast to the soap where you can immediately check its benefits, there is no way you, can do so in case of the teachers who are providing you the benefits. Teaching is an intangible service. When you travel by aero plane, the benefit which you are deriving is a service (transportation) but it has some tangible aspects such as the particular plane in which you fly (Boeing, Avro, Concorde, and the food and drink which is served). In this case the service has both a tangible and intangible aspect as compared to teaching which has no tangible aspect at all. The fact is that most services are in reality a combination of product and service having both tangible and intangible aspects. The distinguishing feature of a service is that its intangible aspect is dominant. J. Bateson has described the intangible characteristics of services which make them distinct from products. These intangible features are:

- A service cannot be touched.
- precise standardisation is not possible.
- there is no ownership transfer.
- a service cannot be patented.
- production and consumption are inseparable.
- there are no inventories of the service.
- the consumer is part of the production process so the delivery system must go to the market or the customer must come to the delivery system.

(b) Inseparability

In most cases service cannot be separated from the person or firm providing it. Service is provided by a person who possesses a particular skill (singer), by using equipment to handle a tangible product (dry cleaning) or by allowing access to or use of physical infrastructure (hotel, train). A plumber has to be physically present to provide the service, the beautician has to be available to perform the massage. This is in direct contrast to products which can be produced in the factory today, stocked for the next two, three or more months and sold when an order is procured.

(c) Heterogeneity

The human element is very much involved in providing and rendering services and this makes standardisation a very difficult task to achieve. The doctor who gave you his complete attention in your last visit may behave a little differently the next time. The new bank clerk who cashes your cheques may not be as efficient as the previous one and you have to spend more time for the same activity. This is despite the fact that rules and procedures have been laid down to reduce the role of the human element and ensure maximum efficiency. Airlines, restaurants, banks, hotels have a large number of standardised procedures. You have to reserve a room in a hotel and this is a straight forward procedure for which all the steps are clearly defined. Human contact is minimal in the computerised reservation systems, but when you go to the hotel there will be a person at the reception to hand over the key of your room. The way this person interacts with you will be an important factor in your overall assessment of the service provided by the hotel. The rooms, the food, the facilities may be all perfect, but it is the people interacting with you who make all the difference between a favourable and unfavourable perception of the hotel.

(d) Perishability

Services cannot be stored and are perishable. A car mechanic who has no cars to repair today, or spare berths on a train, unsold seats in a cinema hall represent service capacity which is lost forever. Apart from the fact that a service not fully utilised represents a total-loss, the other dimension of this perishability aspect is that most services may face a fluctuating demand. There is a peak demand time for buses in morning and evening (office hours), certain train routes are always more heavily booked than others. This fluctuating demand pattern aggravates the perishability characteristic of services.

(e) Ownership

When you buy a product, you become its owner-be it a pencil, book, shirt, refrigerator or car. In the case of service, you may pay for its use but you never own it. By buying a ticket you can see the evening film show in the local cinema theatre; by paying wages you can hire the services of a chauffeur who will drive your car; by paying the required charges you can have a marketing research firm survey into the reasons for your products' poor sales performance, etc. In case of service, the payment is not for purchase, but only for the use or access to or for hire of items or facilities. A service is purchased for the benefits it provides. If we closely examine the reasons why products are purchased, we find that they are bought not because of their physical, tangible features but because they provide certain intangible benefits and satisfactions. Detergent powder provides the primary benefit of cleanliness, air-conditioner provides the benefit of a cool, comfortable environment and a mixer-cum-grinder provides convenience. The only difference between products and services is that in the latter the intangible component is greater than in the former. Thus, services can be treated as a special kind of product. From a marketing view-point the same concepts and techniques are applicable for both products and services. The successful marketing of both requires market research, product design, product planning and development, pricing, promotion and distribution. However, for marketing of services, the marketing manager must understand the nature of the five characteristics of services and the manner in which they impinge on the marketing strategy.

11.5 ELEMENTS OF MARKETING MIX IN SERVICES MARKETING

For marketing of products, the four elements of marketing mix are product, price, place (distribution) and promotion, which are used in a specific combination to arrive at the marketing strategy. In the case of services, there are three more additional elements. These elements are people, physical evidence and process. These elements of marketing mix often are referred to as Seven P's of services marketing. We shall now take up each of these elements for discussion.

Product

The most important issue in the service product understands what benefits and satisfaction the consumer is seeking from the service. From the view-point of a restaurant's manager, the restaurant simply provides food. But the customers coming to the restaurant may be seeking an `outing', an atmosphere different from home, relaxation, entertainment or even status. The product development of services involves offering innovative services and adding new added value services at regular intervals. This helps marketer attract and retain customers in a competitive market. The components of service product include product variety, quality, design, features, brand name, packaging, sizes, services, warranties and returns As a manager marketing services, you would like to market not just one service but a range of services. You would need to take decisions on the length and width of the range of services, the manner in which they complement and support each other, and how well they face up to the competitor's offerings. The service or services which you offer must be targeted at a specific market segment. The target market segment must have a definite need for the service. According to Robert Lauterborn product should be solution to customer’s problem.

Pricing

“The key to making the sale is to communicate value! Do it so strongly…. That the price seems reasonable in relation to the product or service you are offering” “A customer perception of what is a reasonable price is more important than what you want to charge for your product or service. And what the customer decides what reasonable based on perceived value for money, not price. Its creating this perception of value that tells the customer – the price is right.” **Noel Pebble,** Author, “Sell your business the Easy Way” The right price is one, consumers are willing and able to pay and retailers are willing to accept in exchange for merchandise and services. The right price allows the retailer to make a fair profit while providing the consumer with value satisfaction before, during, and after the sale. The components of service pricing include list price discounts allowances payment periods and credit terms. The two methods which a service organisation may use to determine prices are cost-based pricing and market-oriented pricing. In the former, the price may be regulated by the government or industry association on the basis of the cost incurred by the most efficient unit. Such a pricing strategy is effective in restricting entry and aiming at minimum profit target. The market-oriented pricing may either be competition or customer-oriented. In case of competition-oriented pricing, the price may be fixed at the level which the competitor is charging, or lower to increase market share. Customer oriented pricing is varied according to customers' ability to pay. Another important aspect of pricing of services is that the price of the same service can be changed depending on the demand for the service. This concept is generally called yield management e.g. Airline ticketing.

The pricing tactics that may be used to sell services are:

- Differential or flexible pricing
- Discount pricing
- Diversionary pricing
- Guaranteed pricing
- High price maintenance pricing
- Loss leader pricing
- Offset pricing
- Penetration pricing

(a) Differential or flexible pricing is used to reduce the `perishability' characteristic of services and iron out the fluctuations in demand. Differential price implies changing different prices according to:

a) customer's ability to pay differentials (as in professional services of management consultants, lawyers);

b) price tune differentials (used in hotels, airlines, telephones where there is the concept of season and off-season and peak hours); and

c) place differential used in rent of property-theatre seat pricing (balcony tickets are more expensive than front row seats) houses in better located colonies command high rent.

(b) Discount pricing refers to the practice of offering a commission or discount to intermediaries such as advertising agencies, stock brokers, property dealers for rendering a service. It may also be used as a promotional device to encourage use during low demand time slots or to encourage customers to try a new service (such as an introductory discount).

(c) Diversionary pricing refers to a low price which is quoted for a basic service to attract customers. A restaurant may offer a basic meal at a low price but one which includes no soft drink or sweet dish. Once the customer is attracted because of the initial price he may be tempted to buy a drink or an ice-cream or an additional dish. Thus, he may end up buying more than just the basic meal.

(d) Guaranteed pricing refers to a pricing strategy in which payment is to be made only after the results are achieved. Employment agencies charge their fee only when a person actually gets a job, a property dealer charges his commission only after the deal is actually transacted.

(e) High price maintenance pricing strategy is used when the high price is associated with the quality of the service. Many doctors, lawyers and other professionals follow this pricing strategy.

(f) Loss leader pricing is one in which an initial low price is charged in the hope of getting more business at subsequently better prices. The danger is that the initial low price may become the price for all times to come.

(g) Offset pricing is quite similar to diversionary pricing in which a basic low price is quoted but the extra services are rather high priced. A gynaecologist may charge a low fee for the nine months of pregnancy through which she regularly checks her patient, but may charge extra for performing the actual delivery and post-delivery visits.

(h)Penetration Pricing: This is a pricing strategy with relatively low initial entry price. This may help to break existing brand loyalties and improve the Market share. Fast diffusion & adoption, high stock turnover, positive word – of – mouth, discouraging the entry of competitors are the attractions of penetration pricing. It is suitable when products are price elastic. Please bear in mind that the money isn't the only currency being "used" to purchase products, there are five "life currencies"- money, time, space, information and personal energy. Therefore, pricing is tricky.

Promotion

Service consumers experience a high level of perceived risk when compared to consumers of products because of the intangible nature of services. Service providers should aim to promote their services in order to eliminate the elements of this perceived risk. This can be best achieved by encouraging and promoting positive word-of-mouth publicity, developing strong brands, offering a trail use of service for the consumers and finally, by managing advertising and public relations effectively to clearly communicate the massage to the customers. Promotion of service offers cannot be carried out in isolation, without promoting the service provider, as consumers will not be able to rate the intangible services without knowing who the service provider is, therefore, promotion of the service provider becomes equally important in services.

Another distinguishing factor for promotion of service is that the service personal and other customers also participate in the promotion process. For example, when a customer visits a BSNL customer care centre, he makes an assessment of the service based on the behaviour of the service personal and the crowd there is at that point in time. So therefore, attracting the right crowd and employing the right people is very important for a service provider. This provides plenty of opportunities for the service providers to promote their services.

The fundamental difference which must be kept in mind while designing the promotion strategy for services is that the customer relies more on subjective impressions rather than concrete evidence. This is because of the inherent intangible nature of services. Secondly, the customer is likely to judge the quality of service on the basis of the performer rather than the actual service. Thirdly, since it is difficult to sample the service before paying for it, the customer finds it difficult to evaluate its quality and value. Thus, buying a service is a riskier proposition than buying a product. The four important methods used for promoting services are advertising, personal selling, publicity and sales promotion.

(a) Advertising

Advertising is any kind of paid, non-personal method of promoting by an identified organisation or individual. Certain services such as entertainment (cinema, theatre), passenger and freight transport (roadways, airlines, trains), hotel, tourism and travel, insurance have been advertising heavily in newspapers magazines, radio, TV to promote greater usage and attract more customers. However, certain service professionals such as doctors and lawyers, have rarely used advertising as a means of increasing their clientele. A study conducted by J.R. Darling and D.W. Hackett in 1978 revealed that doctors, dentists, lawyers and accountants have a negative attitude towards advertising their services. These groups have traditionally relied on word-of-mouth for attracting new customers. But this situation is changing and you can occasionally see an advertisement in the daily newspaper giving information about the location and timings that a particular doctor is available for consultation. These advertisements may also carry the message `Honorary doctor to the President of India' or ex-director of a prestigious medical college or institution. Such messages help create positive image and credibility. The guidelines which can be kept in mind while promoting services are as follows:

- Use-simple, clear messages.
- Emphasise the benefits of service.
- Promise only that which can be delivered and do not exaggerate claims.
- Built on the word-of-mouth communication by using testimony of actual consumers in advertisements and
- provide tangible clues to services by using well-known personalities or objects to help customers identify the service. This is being done by Indian Railways in their advertising on TV wherein they are using well-known sports personalities to talk about the importance of railways to the nations' economic development and protection of railway property.

Identification of the target markets and buyer motives are important in developing an advertising program. The five major decision elements are as follows:

- Mission: Define the objectives
- Money: The budget allotment, how much can be spend?
- Message: What message to be sent among the target market?
- Media: What media should be used?
- Measurement: How to evaluate the results. The communication impact and sales impact of advertisement have to be measured.

Advertisement objective is a specific communication task and achievement level to be accomplished with a specific audience in a specified period of time.

The advertisement should be:

- Informative: To create brand awareness, knowledge of new products, new features of existing products.

• Persuasive: It should be convincing.

• Reminder: It should act as a reminder for repeat purchase.

• Reinforcement: To convince current purchases that they made the right choice Accept the fact that whatever may be the effectiveness of the advertisement, it can't overcome poor quality of service.

(b) Personal Selling

The problem with using personal selling to promote services is that in certain types of services, the service cannot be separated from the performer. Moreover, it is not a homogeneous service in which exact standards of performance can be specified. In such situations, personal selling implies using an actual professional rather than a salesman to sell the service. This kind of personal selling is certainly effective but also very expensive. One way of making personal selling more cost effective is to create derived demand by tying up with associated products and services. A chain of hotels may team up with an airline to offer a concessional package tour (as has been successfully done for promoting Nepal tourism, and is being done by Indian Airlines and Jammu and Kashmir Tourism Department). The other way is to maintain a high visibility in professional and social organisations, getting involved in community affairs and cultivating other professionals so as to maximise personal exposure and the opportunities for getting work from new sources.

(c) Publicity

Publicity is unpaid for exposure which is derived by getting coverage as a news or editorial item. It is possible to-get publicity when the service which you are offering is unique and, therefore, newsworthy, by holding a press conference in which you can associate your service with some issues of greater social relevance or by involving the interest of the newspaper or its staff in covering your service. The important point about publicity is that your choice of the newspaper, magazine and journal should be correct. The vehicle which you choose must be credible and enjoy a reputation of being trustworthy. Wrong choice of media vehicle will result in adverse publicity.

(d) Sales Promotion

In the case of services, the sales promotion techniques which are used are varied and various in number. A doctor may charge lesser amount of fee on subsequent visits to encourage the patient's loyalty, paediatrician may send reminder cards to parents about their children's pending inoculations, a car mechanic may offer a guarantee for repairs undertaken up to three months, a chartered accountant may offer his services free for the first two visits to allow the customer to evaluate his work. In services, sales promotion techniques are used to offset their perishability characteristic (family discounts offered by hotels in off-season in which two children under twelve are allowed free of charge) and to overcome the problem faced by customers in evaluating and judging the quality before making the purchase. Sales promotion techniques reduce the risk associated with the purchase. The commonly used techniques of sales promotion are free samples, coupons, rebates, gifts, rewards related to the consumers frequency and intensity in purchasing company's product or services, prizes for contests/sweepstakes/games, free trails, point of purchase(pop) displays and demonstration.

Place

In services, place relates to the ease involved in accessing a service. Due to the inseparability of services, they are produced and consumed at the same place. This inseparability of services makes it impossible for service providers to produce the service at a place where the cost is low and sell it at a place where there is a high demand for it. Place decisions involve the physical location of the service provider's outlet, the physical appearance and ambience of the place of service offering and the decision to use the particular types of intermediaries to offer easy accessibility to the customers and improve operational efficiency of the organization. The most important decision element in the distribution strategy relates to the issue of location of the service so as to attract the maximum number of consumers. The inseparability characteristic of services such as those of doctors, teachers, consultants, mechanics etc. poses a distribution constraint since they are able to serve only a limited, localised market. The other characteristic of services which affects the distribution strategy is the fixed location of services such as universities, restaurants, hospitals which necessitates the customer to go to the service location rather than vice-versa. The first decisional variable in planning the distribution strategy relates to the location of the service. In deciding where to locate your service, you should raise the following questions as they would help you arrive at the right decision.

• How, important is the location of the service to the customers? Will an inconvenient location lead to purchase being postponed or being taken over by a competitor? The answer is yes in case of services such as dry cleaning, fast food outlets where convenience is the most critical factor. The answer is no in case of services provided by doctors and beauty parlours, where the customer involvement with the provider of the service is very high and the decision is made on the basis of reputation, competence and past experience.

• Is the service, technology-based or people-based? How does the technology or people factor affect the choice of locations? How flexible is the service? Can the equipment and people be moved to another location without any loss in quality?

• How important are complementary services to the location decision? Can the clientele be increased by locating services where complementary products or services already exist? Garages and mechanic shops located next to petrol stations are examples of complementary location decision. The second decisional variable in the distribution strategy is whether to sell directly to the customers or through intermediaries. In case of services which are inseparable from the performer, direct sale is the only possible way of reaching the consumer. In case of other services such as hotels, airlines, property, life insurance, they may operate through middlemen. The third decisional variable in the distribution strategy is how to provide the service to maximum number of customers in the most cost-effective manner.

People

People constitute an important dimension in the management of services in their role both as performers of service and as customers. People as performers of service are important because, "A customer sees a company through its employees. The employees represent the first line of contact with the customer. They must, therefore, be well informed and provide the kind of service that wins customer approval. The firm must recognise that each employee is a salesman for the company's service**". (E.M. Johnson, "An Introduction to the**

Problems of Service Marketing Management".) The importance of customers in services stems from the fact that most services imply active and involved customer-organisation interface. The concept of people includes service personnel and customers.

(a) Service Personnel

Service Personnel are important in all organisations but more so in an organisation involved in providing services. The behaviour, knowledge and attitude of the personnel providing the service is an important influence on the customers' overall perception of the service and he can rarely distinguish between the actual service rendered and the human element involved in it. How often have you had the experience of holding onto a telephone receiver after dialling for assistance or trunk booking and receiving no response? The other-important distinction of service personnel are between those that are visible to the customer and those that are not. In a restaurant the waiters are visible while the cook in the kitchen is not. As a marketing manager you have to devote more time training the visible personnel, since they have greater responsibility in maintaining relations with the customer. The rice dish which is not cooked properly is the cook's fault but it is the waiter who will have to bear the brunt of the customers' anger. The manner in which the waiter behaves with the customer will be an important determinant in the restaurant losing that customer forever or retaining him as a regular client. As a marketing manager your primary concern is the visible service personnel and especially so if yours is a high contact organisation. You have to be concerned with ways in which you can improve the quality and performance of your service personnel. This can be done through:

• Careful selection and training of personnel Laying down norms, rules and procedures to ensure consistent behaviour

• Ensuring consistent appearance and

• Reducing the importance of personal contact by introducing automation and computerisation wherever possible. American Walmart Superstores require following pledge from employees.

“I solemnly swear and declare that every customer that comes with in 10 feet of me, I will smile, look them in the eye, and greet them” It is worth remembering the Chinese Proverb as far as the service personnel are concerned. *“A man without a smiling face must not open a shop.”*

(b) Customers

“There is only one Boss – and he can fire everybody in the company from the Chairman down – Just by spending his money somewhere else.”

Sam Walton Founder,

American Walmart Superstores

Customers are important because they are a source of influencing other customers. In the case of doctors, lawyers, consultants, one satisfied customer will lead to a chain reaction bringing in his wake a number of other customers. Thus, as a marketing manager, your first task should be to ensure complete satisfaction of the existing customers. The kind of customers that you attract exerts an important influence on prospective customers. The prospective customer may feel attractive towards the organisation (it may be a restaurant, club, school, college) because it has his `type' of customers or it has the customer clientele towards which he himself is aspiring. On the other hand, the customer may turn away if he perceives the existing customers to be the kind with whom he would not like to be associated. You have to decide about the class of customers you would like to have and work towards providing your service organisation an image which will fetch you your future customers. The physical appearance of your organisation, the looks and behaviour of service personnel, the delivery of the service have all to be tuned into a desirable composite package.

11.6 SERVICES MARKETING TRIANGLE

The services marketing triangle consists of the three components of the service delivery process, namely the company, the front -line employees and the customers. In the service industry, customers become a part of the service delivery process due to the inseparability characteristics of services. Both the production and consumption of a service takes place simultaneously.

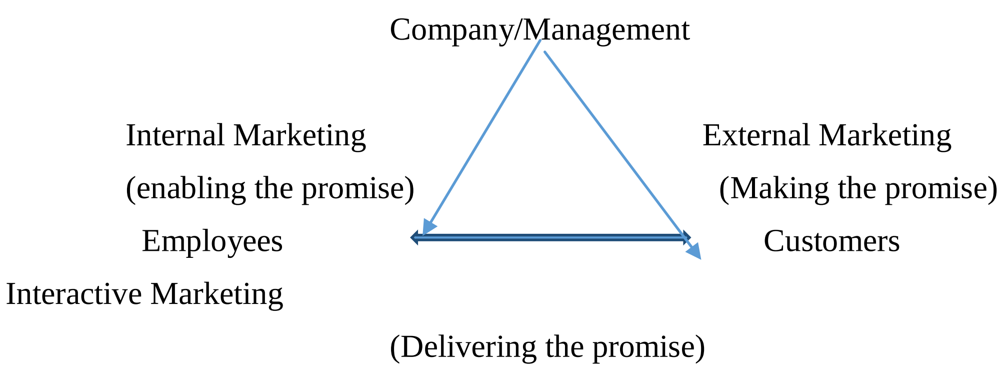


Figure 6: Service Marketing Triangle

In the services marketing triangle, the company front line employees and the customers make up the three corners of the corners of the triangle. The interactions that take place between the company and its customers constitute external marketing through which the company promises to deliver quality service to customers. The company communicates information about its products and services to external customers by means of marketing communication mix comprising advertisements, sales promotion, personal selling, direct marketing and public relations.

The interactions between the company and the front-line employees constitute internal marketing, by means of which the company enables its employees to deliver quality service to customers. Internal marketing is the process of communicating information about the company's product or services to employees of the organization. Any service organisation, in order to achieve its marketing objectives, has to first communicate with its internal staff and convince them of the quality of its services. It should also take feedback from on a regular basis to improve the service offering. The internal marketing process makes use of tools such as newsletters, video shows, staff forums, training, webinars, presentations etc. to communicate information about the company's services to its employees. Thus, internal marketing is similar to external marketing except that the company has to market its services to its own employees. Thorough knowledge of the company's services, competitor's strategies and market conditions gives confidence to employees, especially the front-line staff to market the services.

Process

The production and delivery process in the manufacturing sector is easier than in the services sector. Customer service encounters have an impact on the quality of service delivered by the organization. A service encounter is the actual time period during which an interaction takes place between the service provider and the customer. Among all the service encounters, a few are very important for completing the service delivery process on a successful note. These particular interactions are named "critical incidents" and are directly responsible for customer satisfaction or dissatisfaction. These feelings of satisfaction or dissatisfaction may result either from interaction with service personnel or from the interaction with equipment or production processes. Over the years, some service organizations have mechanized their services processes to reduce the element of human judgment and error in service delivery. This mechanization helps reduce labour costs which along with competition in the service industry have increased tremendously. We have to follow customer friendly processes and procedures in all customer interfaces.

Physical evidence

Service customers experience a greater perceived risk as they cannot rate a particular service until it is consumed. Therefore, service providers should try to attach an element of tangibility to their service offering. The physical evidence can be in any form, like TV advertisements, newspaper advertisements, hoardings, public relations, media relations, events, brochures, employees in uniform, the ambience of customer service centres, corporate social responsibility activities etc.

The concept of service quality

It is the measure of how well the delivered service level matches customer expectations on consistent basis. The dimensions of service quality the dimensions of service quality are tangibility, reliability, responsiveness, assurance and empathy.

(a) **Tangibility:**

It represents the quality of attributes and physical evidence of service. The following variables contribute to tangibility of service.

- Equipments are modern-looking.
- The physical facilities are visually appealing.
- Employees are neatly appearing.
- Materials associated with the service (such as pamphlets or statements) are visually appealing.

(b) Reliability:

It is the ability to perform the service dependably and accurately. The following variables contribute to Reliability of service.

- Promises are kept.
- Problems are solved sincerely.
- Service is performed right the first time.
- Time commitments are honoured.
- Error-free records.

(c) Responsiveness:

The ability of service provider to respond to customer needs on a timely basis. The following variables contribute to Responsiveness of service.

- Employees will tell customers exactly when services will be performed.
- Employees will give prompt service to customers.
- Employees will always be willing to help customers.
- Employees will never be too busy to respond to customers' requests.

(d) **Assurance:**

It is the employees' knowledge, courtesy, and ability to instil confidence among customers. The following variables contribute to Assurance of service.

- The Behaviour of employees will instil confidence in customers.
- Customers will feel safe in their transactions.
- Employees will be consistently courteous with customers.
- Employees will have the knowledge to answer customers' questions.

(e) Empathy:

The high level of attention to customers indicates empathy. The following variables contribute to Empathy of service.

- Company will give customers individual attention.
- Company will have operating hours convenient to all their customers.
- Companies will have employees who give customers personal attention.
- Company will have the customers at heart.
- The employees will understand the specific needs of their customers.

11.7 CONLUSION

Effective services marketing in all organisation service sector requires marketers to gain a solid understanding of the differences between the marketing of goods and services. Successful organizations use market research to learn the preferences and behaviours of key customer segments.

12. SALES MANAGEMENT

12.1 LEARNING OBJECTIVES

At the end of the session, the trainees will be able to learn

1. Define Sales & Sales Management.
2. Describe Sales process.
3. Understand Selling Skills & Techniques.
4. Understand BSNL Sales structure.

12.2 WHAT ARE SALES?

Peter Drucker regards two basic business functions as innovation and marketing. A business can scarcely survive without at least one of these two functions and preferably both. Marketing strategies are designed to guide managers in getting products and services to the customers, and encouraging the customers to buy. The function in boldface broadly constitutes selling, which is therefore a part of the marketing process. Simply stated selling is the Exchange of Goods or Services for an Amount of Money or its equivalent. A sale is a process which involves the buying and selling activities. One buys a product (service) which solves his problem or satisfies an active need. We do not buy the product as such; but the benefits that it will bring to us. Thus, SALES is basically a Need Satisfying Process or A Problem -Solving Activity.

12.3 WHAT IS SALES MANAGEMENT?

It is the management process of establishing, directing, and coordinating the sales development activities for the company products. A seller should strategically plan for, develop and profitably penetrate the market to which the products, services and capabilities of the company can be directed ensuring the sales to customers, distributors and resellers to achieve the budgeted target.

– Establish Sales force objectives

– Organizing the Sales force

– Recruiting and Selecting Salespeople

– Training Sales Personnel

– Compensating Sales People

– Motivating Sales People

– Developing sales plans

– Developing sales development programs etc.

12.4 SALES PROCESS

1. Prospecting:

A Prospect is an individual or group capable of making the decision on the product or service the salesperson is selling. Prospect is MAN. (ie Money, Authority, Need).

2. Pre-approach & Approach:

Gathering information about the prospect & his Organization.

3. Presentation:

Present and propose the product, rather the BENEFITS of the product. Building rapport, Identifying Need, Supporting and Providing Solutions.

4. Overcoming objections (negotiation):

Handle the concern of the customers, clarify the doubts and apprehensions, and emphasize the benefit of the products.

5. Closing and order:

To Gain Agreement of the customer to sign the order form and ensure successful order.

6. Follow up and maintenance:

Must for customer satisfaction & repeat business, Details on delivery time, Purchase term, Follow up calls to obtain feedback, ensuring proper installation, Instructions, and servicing, Maintenance & growth plan for the account.

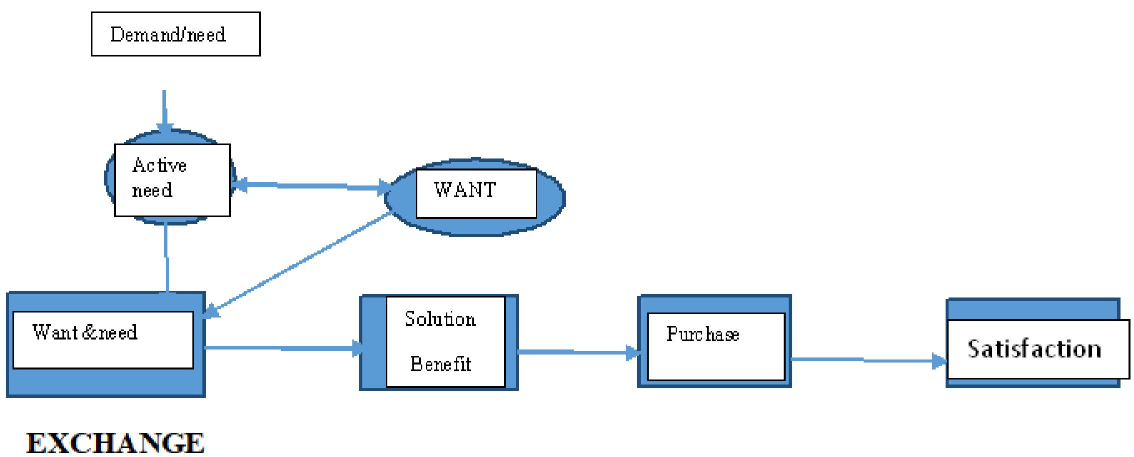


Figure 7: : A Process of need Satisfaction

12.5 SELLING SKILLS

• Knowledge: About the organization, the products, the customer, technical and commercial aspects, and similar products of the competitor.

• Communication skills: Verbal, nonverbal, listening with empathy.

• Administrative skills: Organizing, planning and prioritizing, coordinating.

• Strategies or “Game plan”: Build long-term relationships, sense customer reactions and managing customer perception and expectations.

• “YOU” factor: Personal appearance, and interpersonal skills. The Sales personnel serve as the company’s link to customers. In fact, “They are the Company for the customers and the Customers for the company.”

Selling Techniques

One important selling technique is FABV-Feature, Advantages, Benefits& Value.

Feature: part of the product or service – or what the product/service is. It includes the physical characteristics of the product : e.g., Broadband through ADSL technology.

Advantage: It describes why the feature provides an advantage to the customer e.g., faster download speed.

Benefit: It describes the economic, technical, service, and social benefits delivered by the product offering: Time saving, more business, competitiveness, and more options.

Value: The worth (often in money term) of the offering. Anyone buys when the value perceived is more than the money parted with.

12.6 BSNL SALES STRUCTURE AND CHANNELS

Initially BSNL did not have a well-defined exclusive sales structure. The concept of commercial officer, CSCs and Marketing agents was expanded by introduction of franchisees with the launch of BSNL mobile services in October 2002. Since then, a strong need was felt to strengthen sales channels in BSNL and also to create sales role specific job structure in BSNL. In October 2009, as part of Project Shikhar, a new sales setup has been designed. Consumer mobility and Consumer Fixed Access verticals have dedicated GM/DGM rank officers at Corporate as well as Circle level to plan, manage and effect retail sales.

BSNL Products are defined for channel partners. It includes both primary products and secondary products of BSNL. Primary Products for the channel partners include GSM 3G / 2G, Wi-Max, Data Cards, EVDO, NIC, Blackberry, CDMA, WLL, FWT, IFWT, Value added services etc. and any other future product/ service that may be launched by BSNL from time to time. Other products such as Landline, broadband, ITC, etc. shall be Secondary Products for the channel partners, which may also be allowed by BSNL

BSNL has put in place Franchisee Sales & Distribution policy 2009. The Sales & Distribution Policy has amended time to time and an integrated “CM Sales and Distribution Policy -2018” to be effective from 01.01.2018. This Policy is divided in four parts:

1. **Franchisee Sales & Distribution Policy:**

Franchisee will be responsible for selling of all BSNL Products to BSNL subscribers directly or through Rural Distributors (RDs) / retailers within a defined territory. To facilitate retailers, provision of three tier structure has been made by including Rural Distributor between franchisee and retailers only in rural territories to serve the area within the rural BTS. The salient features of policy are:

- Franchisees are appointed through EoI route by respective SSAs.
- Well defined geographical area for franchisee called as primary area

  - Exclusive franchisee showroom as per design specified by BSNL
  - Franchisees to appoint Feet on Street (FoS)
  - Franchisee shop to open 0800h to 2200h
  - Financial penalty for not meeting cut off performance score
  - Selling of all BSNL Products purchased by Franchisee directly or through Rural Distributors (RDs) or retailers.
  - Two tier structure for urban and three tier structure for rural areas by incorporating intermediate channel of RDs.
  - Franchisee must appoint sufficient numbers of retailers in the territory such that:

  i. Each Urban BTS areas & Rural BTS areas should have at least 8 retailers and 4 Retailers respectively.
  ii. One retailer in urban commercial area at every 200 meter
  iii. One retailer in urban residential area at every 500 meter

  iv. At least one retailer in every Village

  - Retailers in the rural areas will be appointed and served by RDs.

2. **e-Distributor Policy:**

e-Distributor will be responsible for selling of BSNL Products to customers through web-portal/ Kiosk/ ATMs/ POS (Retailers) and other electronic mode on Zonal/ PAN India basis.

The salient features of policy are:

- Serve BSNL customers through web portal / Kiosk /ATMs /POS (Retailers) and other electronic mode.
- e-Distributors will be selected on non-exclusive basis.
- The proposals from companies/ firms shall be scrutinized by Sales & Marketing–CM Cell of the BSNL corporate office, New Delhi.
- Successful firms shall be declared as empanelled in BSNL as e-Distributor and the concerned zone(s) will be intimated accordingly.
- There will be three types of e-Distributors:

  I. Cat -1 : who is applying for single zone

II. Cat -2 : who is applying for two zones.

III. Cat-3 : who is applying for all four zones i.e. on PAN India basis

- e-Distributor shall integrate its system with BSNL"s zonal C-top up systems

3. DSA Policy:

Direct Selling Agents (DSAs) are individuals having direct agreement with BSNL. DSAs are responsible for selling of all BSNL Products, as assigned to them, to the customers at their door steps. Selection of DSAs will be done by SSA Head.

4. Rural Distributor Policy:

Rural Distributors are individuals having agreement directly with BSNL or through franchisee. Rural Distributors will be responsible for selling of all BSNL Products in Rural BTS areas through retailers. Rural Distributor will be preferably served by concerned franchisee or by BSNL directly.

To improve BSNL-external channel partners, monthly meetings are to be held by SSAs with franchisees along with retailers and separately with DSAs/PCOs/other channel partners. connected to main server of franchisee.

i. Business associates (BA’s):

These are now handled by Enterprise Business/Business Development units. Their primary job is to sell Data services but they are allowed to sell complete range of BSNL services to act as single window Total telecom Solution provider to enterprise customers.

ii.WEB Self Care (WSC):

Sales are possible through link provided on BSNL website **www.bsnl.co.in** . Customer can book service, pay their bills & recharge their mobile through BSNL website.

iii.Sales Teams:

Nodal officer: Heads of SSA have to appoint a suitable BSNL executive preferable CSC in charge to act as single window interface for the franchisees. Nodal officer is required to maintain inventory, stock register and reconcile revenue and sales made by franchisees. Minimum three months inventory has to be stocked by

iv.Sales staff: As per BSNL Sales policy BSNL has to appoint sufficient number of Retailer Managers, Retailer Manager Coordinator (RMC), and Franchisee Managers for providing time-to-time guidance, and addressing issues/ concerns raised by franchisees. BSNL shall also appoint other members of the Sales & Marketing team at Circle and SSA level. Special teams are being appointed under Project Udaan and Project Vijay. Very lucrative reimbursement schemes have been put in place for sales people

12.7 SALES MANAGEMENT SOFTWARE IN BSNL

Sales software in CRM module of CDR project: As part of BSNL CDR/Convergent billing project under commissioning, a centralized CRM module having sales features is also being put in place for handling all BSNL service as a single window concept. Functions like lead generation, lead qualification, selling to a retail new/existing Customer will be available.

Sancharsoft: This software has been developed and made operational by IT project circle for retail/bulk Inventory Management which is a web-based module for management of Sales & Distribution Channels. Software provides various reports for planning and redistribution of inventory, manages stock issuing, invoice management, commission pay-outs, sales data on geographical as well franchisee/retailer/DSA wise for analysis.

Sales & Distribution Module in ERP: ERP under implementation in BSNL will have this module enabling integrated handling of PBG, order management, stock issue at various levels such as Direct sales (CSC), Franchisees, Post office etc.

Customer Service Centres (CSC's):

BSNL has about 3000 CSCs across the country. CSCs are supposed to act as single window service centres and open from 8AM to 8PM. Appropriate arrangements need to be done to ensure that even cash transactions are handled till the closing hours. Staff posted at CSC has to be smart, courteous and knowledgeable about BSNL services.

BSNL has opened following dialup service across the country. This service is supposed to be centralized for whole circle and handle queries related to various services of BSNL such as billing, new facilities, on demand areas, new bookings etc. Customer queries can be made over either to BSNL sales team/franchisees/DSAs for follow up and converting it into sales.

1500/1800-345-1500 : For Landline/Broadband

1503/1800-180-1503 : For Mobile service

Note: Pl check the latest circular of BSNL for any amendments /changes.

12.8 CONCLUSION:

Many initiatives are being taken by BSNL to improve the sales management. All employees are required to contribute their best by learning sales skills & ensure best returns from these initiatives. External sales channel needs to be treated as BSNL partners and extended full back -end support in terms of timely supply of products, marketing material, office support, payments and prompt handling of customer grievances made over by them to BSNL.

13. EB OFFICES CLASSIFICATION, CUSTOMER CATEGORIZATION OVERVIEW

13.1 LEARNING OBJECTIVES

At the end of the session, the trainees will be able to learn

1. Enterprise Business classification
2. SMB (Small and Medium-Sized Businesses)
3. SME (Small and Medium Enterprises)
4. LE (Large enterprise determining **)**
5. customer categorization
6. Ready-to-Buy Customers
7. Potential Customers
8. Repeat Customer
9. Sale or Discount Customer
10. Loyal Customers
11. Impulse Buying Customers

13.2 INTRODUCTION

Depending upon the type of business size, Enterprise Business classified into various categories. Also, according to purchase behaviour patterns, various type of Enterprise Business customer categorized in BSNL.

13.3 ENTERPRISE BUSINESS CLASSIFICATION

Enterprise business classification most likely depends on business size i.e., based on number of employees and annual revenue and even those classifications ranges can vary. Similarly, size, revenue, buying habits and technology needs also typically align with a particular business size classification. Hence some defining characteristics of most commonly used business classification are SMB, SME and LE.

13.2.1 SMB (Small and Medium-Sized Businesses)

Employees in Small and medium sized business are 0-100 & 100-999 respectively. But size specified differently as per different Government organization. According to processing of granting loans and awarding Federal contract consideration, Small Business Administration uses the space specification and defined Small or Medium sized Business.

Annual Revenue should be within $5-$10 million. Employed IT Staff should be typically one or a few with modest IT skills but on job training may be taken.Location should be within limited geographical boundaries but remote workers may be engaged through outsourcing. Capex should be limited. Mainly Small and Medium Business Organization's preference should be the pay-as-you-go model on purchase of software because of limited Capex and low skilled IT personnel.

As per record, 54% of the country's sales by 28 million SMB. Example: SSA/BA of BSNL.

13.3.1 SME (Small and Medium Enterprises). Also known as the "Mid-Market"

SME is a more globally-used term than SMB, and is the official market phrase for internationally-based enterprises such as the United Nations, World Bank, World Trade Organization and the European Union.

Small Medium Enterprise as a legally independent company defined by European Union (EU) should have 101 to 500 employees maximum. Annual Revenue should be within $10 million- $1 billion.

Small group of employed IT Staff should be typically generalist IT skills with lacking of specialty IT skills but on job training may be taken on special software.

Location should be likely to have more than one office location but remote workers may be engaged through outsourcing.

Limited Capex with main attention on technology purchases along with capabilities, functionalities and reporting.

13.2.3 Large enterprise determining

Features:

Large Enterprise should have 1000 or more employees. Annual Revenue should be over of $1 billion. Full time employed IT Staff should be typically wide verity of broad specialist and extra ordinary IT skills. Location should be domestically and internationally.

Capex should be large with main attention on technology purchases including guaranteed up-time, advanced features, and security. In 2012, 51.6% of employees i.e. 9 million people employed in US.

While considering a classification of business, like SMB business, an SME, or a LE, it influences many things, such as financial decisions, technology needs with solutions to be provided during the process of business dealings.

13.2.3 NEW CLASSIFICATION OF MSMES IN INDIA

Government of India enacted Micro, Small and Medium Enterprises Development Act, 2005 (MSME Act) under which classification of micro, small and medium enterprises (MSME) was dependent on two factors: (i) investment in plant and machinery; and (ii) turnover of the enterprise. It is also pertinent to note that different thresholds were prescribed for being classified as an MSME based on the aforesaid factors, for enterprises engaged in manufacturing and services sector.

However, recently, under Aatmanirbhar Bharat Abhiyan (ABA), Ministry of Micro, Small and Medium Enterprises, vide its notification dated June 1, 2020, revised MSME classification by inserting a composite criterion for both investment in plant and machinery and annual turnover of enterprises. Also, the distinction between the manufacturing and the services sectors under erstwhile MSME definition has been done away with. This removal will create parity between the sectors.

A comparison of the erstwhile MSME classification to the revised classification where the investment and annual turnover, both are to be considered for classification of an enterprise as an MSME, is set out below:

Revised MSME Classification (w.e.f. July 1, 2020) Composite Criteria: Investment in Plant and Machinery/Equipment and Annual Turnover			
Classification	**Micro**	**Small**	**Medium**
Manufacturing Enterprises and Enterprises rendering Services	Investment in P&M/Equipment not more than INR 1 crore and Annual Turnover not more than INR 5 crores	Investment in P&M/Equipment not more than INR 10 crores and Annual Turnover not more than INR 50 crores	Investment in P&M/Equipment not more than INR 50 crores & Annual Turnover not more than INR 250 crores

The new classification of MSME's shall be effective from July 1, 2020. This new classification has been introduced by the Government to boost businesses and put to rest the growing fear among MSMEs of losing benefits granted under the MSME Act on account of outgrowing the erstwhile thresholds of classification. While this is a welcome initiative by the Government, various questions remain unanswered, namely - what constitutes "plant and machinery", will the previous guidelines on calculation of investment towards plant and machinery still be applicable.

13.3 CUSTOMER CATEGORIZATION

Customer categorization mainly depends on the division of the customer base into specific types according to purchasing behaviour patterns. Understanding the various types of customers means attempting to selling of products or services under marketing process.

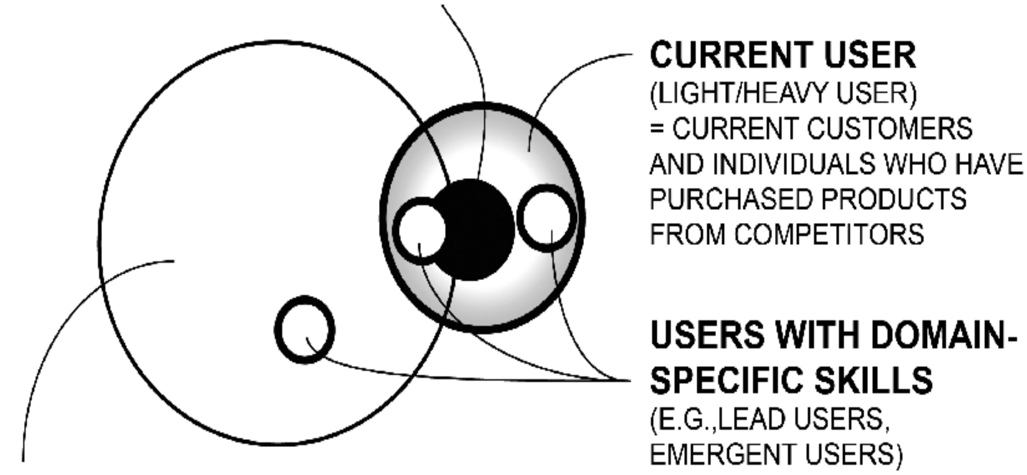


Figure 8: Customer Categorization

13.4 READY-TO-BUY CUSTOMERS

Ready-to-buy customers often have a sense of urgency as per actual need. They have an idea of something that they need based on some preliminary research. As there is an actual need, finding out what the requirement is and filling it will be main issue for a salesperson or service provider. They can become a client, once you demonstrate that you have what the customer needs. If need is on-going, they could become a valuable repeat customer. Therefore, handling the situation in the sensitive way possible for getting the most lucrative outcome, for gaining a repeat customer.

13.4.1 Potential Customers

Similarly, some customers have no urgency of purchase. But as every person visiting to retail store and accessing the store items through on-line mode, many of these types of customers are simply visiting the retail store and collecting the information or simply browsing. This kind of customer is usually in no urgent need to make purchase.

13.4.2 Repeat Customer

Generally loyal customers are repeat customer, who regularly uses a company's services and products. Those customers are the lifeblood of the business organization. As already satisfied on first purchase, they continue to visit and purchase the products and avail the service every time as a repeat customer. Accordingly, service provider should continue to satisfy the customers according to requirement. For simply retain to service them well enough, five times more work is required to be called as a loyal customer.

13.4.3 Sale or Discount Customer

Certain customers always gather information on fixtures, add, avenue of promotions available discounts regularly through reading newspaper, circulars and local deals. Before visiting a store, they may also conduct price analysis and comparisons. Purchasing decisions mostly based upon how high the markdown in a sale is at any given time.

13.4.4 Loyal Customers

Most important segment of customer i.e. 20% of company's customer base mainly contributes sales revenue. Those are loyal and value a product heavily. Company always emphasising those customers for company grow. Those customers always to be remain in company and will help for company growth always.

13.4.5 Impulse Buying Customers

Customers who are not in a position for needing anything through purchasing from the stores. They will make a decision on the spot during purchasing of any items for something that seems good or not. While arriving at store or website, they may buy something as per need but then stay to look at other items.

13.5 CONCLUSION

Enterprise business classification most likely depends on business size i.e. based on number of employees and annual revenue and even those classifications ranges can vary. business classification is SMB, SME and LE.

Customer categorization mainly depends on the division of the customer base into specific types according to purchasing behaviour patterns.

Ready-to-buy customers often have a sense of urgency as per actual need. They have an idea of something that they need based on some preliminary research. Potential Customers are simply visiting the retail store and collecting the information or simply browsing. loyal customers are repeat customer, who regularly uses a company's services and products. Customers who are not in a position for needing anything through purchasing from the stores is Impulse buying customers.

14. SERVICES & PRODUCTS-CUSTOMER NEED, UNDERSTANDING CUSTOMER REQUIREMENTS AND DESIGNING SOLUTION, GETTING FEASIBILITY

14.1 LEARNING OBJECTIVES

You will be converse with the following: -

1. Understand the meaning of enterprise services & products.
2. Customer need.
3. Understanding customers' requirements and designing solutions.
4. Getting feasibility.
5. Best practices for a feasibility study of BSNL.

14.2 INTRODUCTION

Business Enterprise should always fulfil the demands and desires of customers through various solutions. It is not only just bandwidth and hardware components but also maintaining QOS with good relationships by appropriate strategy.

14.3 ENTERPRISE SERVICES & PRODUCTS

There is a growing need of connecting various branches of an Enterprise, which might be located across the globe. Lease line & Internet bandwidth has become a must for networking multi-site business. Today's business owner wants to focus more on its core competencies rather than trying to implement such things of their own. Such a networking solution often requires not just bandwidth, but hardware components, security solution and maintenance also.

14.4 CUSTOMER NEED

- Complete Reliable Services from One Interface Organization.
- Supply of not only Bandwidth but also Leased line Modems / Routers etc. i.e. Complete Telecom Solutions.
- Secured Network.
- OPEX Model instead of CAPEX
- Proactive Monitoring of the customers Network.
- Guaranteed SLA.

Question on EB Customer

(1)Why do they buy?
(2)What is important to them?
(3)What are Enterprises Managed Services?

Solution to Question no. 1

1 Cost Reduction
2 Better Availability
3 Core / Context
4 Reduce Admin Time
5 Single point of contact
6 Faster technology refreshes
7 Performances
8 Knowledge Transfer
9 Reduce numbers of suppliers
10 Meet business objectives MSP Selection Criteria

Solution to Question no.2

1 Customer Service
2 Technical Supports
3 Guaranteed SLA
4 Price
5 Overall reputation and experience
6 Coverage / Footprint
7 Reputation in a particular service
8 Breadths of Service Offerings
9 Existing Relationship
1 0 Ability to get all services from one

Solution to Question no.3

BSNL, provides following service products to the Enterprise customers
1. MPLS VPN Product Information
2. VSAT service of BSNL
3. ISDN PRI (Primary Rate Interface)
4. MLLN – Managed Leased Line Service
5. Domestic Leased Lines Service
6. Internet Leased Line (ILL)
7. BlackBerry Services
8. 3G Mobile Broadband Device (Data Card)
9. Free EPABX scheme
10. Wire Line Intelligent Network Services

14.5 UNDERSTANDING CUSTOMERS REQUIREMENTS AND DESIGNING SOLUTIONS

The desire of EB customers are:

- One stop shop
- Telecom Expense management
- Unified communication solution
- Faster roll out
- Scalability
- 24x7 monitoring & servicing
- Simplicity of deal
- Long term commitment
- Business continuity (Disaster Management)
- Consultancy support for solution to new needs

Enterprise solutions are:

Single Window

- Nomination of various circles as single billing and commercial authority
- Facilitation to customer
- Various circles nominated as coordinating circles

Corporate VPN

- VPN for basic, WLL, mobile closed user group
- Centralized Billing to customer
- Single window approach
- Better monitoring and control of customer
- Monitoring of calling pattern
- Better discount on bulk bill on pan-India basis for all voice services to corporate

Free of Cost - EPABX

- BD cell has taken a proactive step of providing free of cost EPABX
- EPABX manufacturers to supply, install, maintain on revenue share basis – 60:40 revenue share on rental – 20% rev. share to EPABX manufactures on usage
- Many EPABX already provided through M/s Coral

Revenue share Packages

- Rail Tel Call centre (BOO basis) – At all circle H.Q. for Railway enquiry (replace 131) – Revenue share to RailTel on BSNL calls @ Rs 0.15 per call.
- Utilization of IN platform – Indian Idol Televoting – Zee Cine Award Televoting – Sahara TV – Dial One voting – Kaun Banega Crorepati

Bundling Schemes

- Handset Bundling – GSM & CDMA including FWT
- PC Bundling
- GSM PCO Bundling

• GSM Data card
• Empanelment of EPABX Franchisees

Co-branded/White labelled services
• Hosted CRM
• Hosted Contact centre
• Hosted ERP solutions
• Global calling card*
Managed Network Services
• C & W tie up
• British Telecom tie up
• Managed E-mail with Microsoft tie up

Blackberry
• BIS
• BES

Problem Areas
• Scarcity of staff at H.Q and circle level
• Skill/Attitude problem of staff
• Operation / Maintenance Problems (poor back -end support)
• Less awareness about BSNL solutions
• Customer wants negotiation and instant decision
• All tariff in BSNL transparent; No negotiation leverage to front end personal

Problem areas
• Accountability problem
• No clear cut/ defined responsibilities for staff
• Non flexibility of IT/billing systems to extend different discounts
• Late / Non availability of VAS services in new services like Mobile and Broadband.

Overall
• Provide end to end seamless business solutions by tie up with external experts or developing internal competence
• Go into MOU/Corporate relationship
• Increase & improve service delivery & service assurance
• Increase internal awareness
• Focus of capacity building-sales training empowerment. Effective utilization of IT

BSNL Enterprise Business Solution broadly classified into three areas of division i.e.
(A)Special Services
- SIP Trunk Service
- Universal Access No.
- Toll Free No.
- Voice VPN/Televoting
- EPBAX/CENTREX

- ISDN (BRI/PRI)

(B)Enterprise Broadband
- WiFi
- DSL-Broadband/FTTH
- Broadband

(C)Managed Services
- Managed Network Services
- Managed SaaS(Mail)
- Internet Data Centre

(D)IDC/Webcare Service
- Managed Colocation Service
- Managed Hosting Service
- Managed IT Service
- Cloud Services

(E)Enterprise Data Service
- Leased Circuit
- MPLS-VPN
- Internet Leased Line
- VSAT/Multicasting
- VPN Service
- Leased Submarine Cable

(F)Other Enterprise Service
- GPS
- Web colocation
- Fleet Management
- Video Surveillance

14.6 GETTING FEASIBILITY

14.6.1 Conduct a Preliminary Analysis

Begin by outlining your plan. You should focus on an unserved need, a market where the demand is greater than the supply, and whether the product or service has a distinct advantage. Then you need to determine if the hurdles are too high to clear (i.e. too expensive, unable to effectively market, etc.).

14.6.2 Prepare a Projected Income Statement

This step requires you to work backwards. Start with what you expect the income from the project to be and then what investment is needed to achieve that goal. This is the foundation of an income statement. Things to take into account here include what services are required and how much they'll cost, any adjustments to revenues, such as reimbursements, etc.

14.6.3 Conduct a Market Survey, or Perform Market Research

This step is key to the success of your feasibility study, so make it as thorough as possible. It's so important that if your organization doesn't have the resources to do a proper one, then it is advantageous to hire an outside firm to do so.

The market research is going to give you the clearest picture of the revenues you can realistically expect from the project. Some things to consider are the geographic influence on the market, demographics, analysing competitors, value of market and what your share will be and if the market it open to expansion (that is, response to your offer).

14.6.4 Plan Business Organization and Operations

Once the groundwork of the previous steps has been laid, it's time to set up the organization and operations of the planned business venture. This is not a superficial, broad stroke endeavour. It should be thorough and include start-up costs, fixed investments and operation costs.

These costs address things such as equipment, merchandising methods, real estate, personnel, supply availability, overhead, etc.

14.6.5 Prepare an Opening Day Balance Sheet

This includes an estimate of the assets and liabilities, one that should be as accurate as possible. To do this, create a list that includes item, source, cost and available financing. Liabilities to consider are such things as leasing or purchasing of land, buildings and equipment, financing for assets and accounts receivables.

14.6.6 Review and Analyze All Data

All these steps are important, but the review and analysis are especially important to make sure that everything is as it should be and nothing requires changing or tweaking. So, take a moment to look over your work one last time.

Re-examine your previous steps, such as the income statement, and compare it with your expenses and liabilities. Is it still realistic? This is also the time to think about risk, analysing and managing, and come up with any contingency plans

14.6.7 Make a Go/No-Go Decision

You're now at the point to make a decision about whether the project is feasible or not. That sounds simple, but all the previous steps we're leading to this decision-making moment. A couple of other things to consider before making that binary choice is whether the commitment is worth the time, effort and money and is it aligned with the organization's strategic goals and long-term aspirations.

14.7 BEST PRACTICES FOR A FEASIBILITY STUDY OF BSNL

- Use eb-portal to organize your data and work efficiently and effectively.
- Use templates or any data and technology that gives you leverage.

- Involve the appropriate stakeholders to get their feedback.
- Use market research to further your data collection.
- Do your homework and ask questions to make sure your data is solid.

14.7.1 Feasibility Report Template

Finally, here is an outline for the nine parts of a feasibility report:

- Executive summary
- Description of product/service
- Technology considerations
- Product/service market place
- Marketing strategy
- Organization/staffing
- Schedule
- Financial projections
- Findings and recommendations

That final item is broken down into subsets of technology, marketing, organization and financial findings and recommendations.

14.8 CONCLUSION

The marketing managers are constantly searching for information which will enable them to make better decisions, and to improve their products or services for the benefit of customers. Therefore, the marketing research will support them in this regard; as its underlying objective is the systematic collection, analysis, interpretation and reporting of information relating to consumers, products and other environmental factors which may influence their organizations performance.

There are various stages of the market research process. The initial stage is the identification definition of the problem and research objectives. The second step entails designing the research plan. The researchers may gather primary and / or secondary data. The secondary data can be gathered through a desk research from previous studies and reports. The primary research may be gathered through quantitative and / or qualitative research methods. The quantitative techniques consist of statistical analyses of large numbers of respondents.

15. PRABAL PLUS LEASED CIRCUIT FAULT MONITORING

15.1 LEARNING OBJECTIVES

1. Introduction.
2. Getting Started -Signing In-
3. Leased Circuits Management Module
4. LC Incident Management Modules
5. LC Reports Management

15.2 INTRODUCTION

Service Assurance has an important role in retaining EB customers in today's competitive market and improves revenue collections in BSNL. Prabal plus is an integrated service assurance in-house software module for leased circuits, fully developed by BSNL team that provides integrated fault escalation mechanism for all faults, irrespective of the service availed by the enterprise customer. The complete information to field units on leased circuits is incorporated in Prabal plus software as a part of new initiatives.

It is a software for single window for service assurance to various Enterprise Services like MPLS, Point to Point, VSAT, Dark Fibre etc. It consolidates faults booked in various platforms like Remedy, CDR, SBI, Ku Band etc. and provides dash board based on user scope and gives quick view to management on the progress of rectification along with various useful information on the customer profile, type and pendency of faults at Exchange level, BA/SSA level and Circle Level.

Faults are categorized as per Priority, Project, Circle/SSA wise and Service wise. A web based application i.e. Prabal plus can be easily accessible from any PC, mobile computing device or browser-based systems.

This Prabal plus software is secured, modular and expandable to cater to complete enterprise customers covering all circles in BSNL. Some of the key features are as below: -

1. Single window to monitor the fault tickets booked in various systems.
2. Direct and immediate escalation to field units for early restoration of faults.
3. Key information on links to field units for faster resolution of faults.
4. Tag key projects with Customer SLAs for special attention.
5. Prioritizing faults based on the Band Width, QoS and SLAs of customers.
6. SLA Reports to calculate Uptime of the link based on fault tickets.
7. Vendor Performance Monitoring by assigning tickets to the maintenance vendor.
8. Integrated with Mobile Handset based Telegram app to support field units.
9. Ease of tracking for the management to monitor the performance of field units.
10. Automatic SMS based escalation feature to field and Nodal units to act

immediately.

11. Flexibility to assign/ Escalate faults by EB Teams and Nodal LC teams.
12. Integrated testing tool for MPLS Circuits without depending on NOC.
13. Captures ETR/RFO of faults booked from field units.
14. Decentralized updating facility pertaining to their area to Field and EB Units.
15. Escalation from last mile to MPLS NOC for L1, L2, L3 support.
16. Link Fault history will be helpful to restore and analyze the repeat faults.
17. Interactive Chatbot called Ask Prabal plus available to field officers.

It is expected that adoption of this software will enable the field units in real time monitoring of the fault status and to improve the response times.

15.3 PRABAL PLUS SUPPORT TEAM

This document is prepared for internal use of BSNL employees to get started with Prabal plus software developed and deployed in BSNL. This software gives best in class support to field officers and to improve services to Enterprise Customers in BSNL.

Intended users:

(a) BSNL Corporate Office EB & LC units

(b) Circle Administrator/Coordinator

(c) SSA/BA Administrator/Coordinator

(d) Exchange officer in-charges

(e) Transmission in-charges

(f) Field officers and Field support Vendors

Requirements:

Internet Browser like Google Chrome, FireFox, Internet Explorer. Mobile based Telegram: Mobile handset with Telegram app preinstalled.

“www.lcprabal.bsnl.co.in” lcprabal.support@bsnl.co.in Telegram: “prabal plus bot”

15.3.1 Getting Started

Prabal plus is hosted in the public domain ‘www.lcprabal.bsnl.co.in’. The first page is a login page, by default the username is set as a mobile number and the same mobile number is used for authentication and escalation of Leased Circuits faults. Enhanced security feature is enabled with CAPTCHA to avoid bots and limit it to genuine users. The main menu provides the user with the access allowed as per the role -based access privilege provided. Horizontal navigation menu provides Dashboard, Profile and logout.

Vertical Navigation menu provides:

Links : All Links, Search

Tickets : All Tickets, My Tickets, Tickets History

Customer : View Customers

Reports : Fault Summary, Reason Pendency Report,Working Summary Report, Customer Wise Faults, Circle wise faults, SSA Wise Faults,Priority wise Faults.

Manage : Users, Teams/Groups

Dashboard

Prabal plus dashboard provides the summary view of the faults within the scope of the user. If a user with the scope of PAN India like NOC, BSNL CO logs in, the total faults will be shown whereas for a circle user, the faults within the circle will be shown and so on.

The dashboard categorizes the faults as per duration of the faults and shows the total faults, with duration less than 24 hours, faults with duration between 1 day to 15 days and also faults with duration of more than 15 days. The duration is a global setting and the fault dashboard will give a quick indication of the faults in the scope of the user. Dashboard page also provides summarized views of the faults as per project(Customer), Circle/SSA wise faults show duration wise(default) and display is also possible in other criterion viz. as per Priority of the fault and service wise faults etc.

15.3.2 The Leased Circuits Managed Module

The Leased Circuits (LC) information and its details are extracted from external systems such as CDR-CRM, CDR-Clarity, BMAP, BI Reports, Remedy and VSAT that are presently working for different domains. The extracted data is processed and correlated automatically by Data Lake Mediation engine of Prabal plus. The processed data contains the LC commercial information such as Customer Name, LC Id, Customer Account No, MoU Id, Billing SSA, Billing Account No, Address, etc. and service information details like Service Type, Bandwidth, Media, WANIP, Modem Details, Class of Service, etc. Any new links addition, link upgradation/change and link closure will be updated in Prabal plus database automatically. The link will be grouped and will be made available to concern Circle/ SSA/ Exchange/NOC teams based on its Customer Account/End-A and End-B information/Service Type, etc. The user can see all the links belonging to his scope in All Links menu. Leased Circuits can be searched under 'Search Link Menu'. Various search options are available based on LC Id, Service Type, Media Type, MLLN Type and Circle, etc. It will be helpful for the user to identify the link quickly based on its requirement. The details of the link can be viewed by clicking the corresponding LC Id. In the link details, the users can get various information like:

(a) Graphical Link availability report

(b) Link fault clearance statistics

(c) Link fault history

(d) Link service information

(e) Link location information

(f) Link Customer information.

The Circle and SSA Coordinators can edit the basic information of the links such as End-A Exchange/SSA, End-B Exchange/SSA, Priority of the link, etc. SSA Local lead Maintenance teams can update service information related data such as Modem details, media type, MLLN, IP, VSAT Hub, Customer Contact Details, etc.

The faults/tickets/dockets are extracted periodically from external source ticketing systems and loaded into data bases (Data lake) of Prabal plus software. These tickets are processed in the Prabal plus mediation server and a Prabal plus ticket is generated and assigned. Information is polled & updated from

(a) CDR **:** Clarity Fault Management System (Pt 2 Pt).

(b) MPLS **:** Remedy (MPLS VPN L3/L2/ILL).

(c) VSAT **:** OS Ticket System (VSAT Links).

(d) SBI **:** Remedy (SBI MPLS Links).

Any new ticket/fault received from source systems will be assigned with unique 13-Charater Prabal plus incident number. The format of the Prabalplus Ticket details:

Table 13.

Position	Significance of Character	Remarks
1st	Service type	I:Internet, P:P2P, M:MPLS, V:VSAT
2nd	Source Ticket System	R:BSNL Remady, C:Clarity, S:SBI, V:VSAT
3rd & 4th	Circle code	Ex. AP: Andhra Pradesh, TN: Tamilnadu
5th & 6th	2 Digit Year (Ticket Open Time)	E.g. 20
7th & 8th	2 Digit Month(Ticket Open Time)	Eg.06(For June)
9th to 13th	5 Digit Sequence Number	Running Number

Case Study:

Eg: **VRTN210301605** in Prabal plus ticket is:

LC is of VSAT service Type (V),

Ticket booked in BSNL Remedy source (R),

LC Link belongs to Tamilnadu (TN),

Booked in

The year 2021 (21),

Of month March (03), five -digit sequence number (01605).

15.3.3 Ticket Flow

Prabal plus system is synchronized with external source ticketing systems periodically to fetch all the pending faults. Prabal plus will generate a ticket and map it to source ticket for new faults booked in the external systems. Prabal plus software regularly compares with the existing ticketing systems and status is updated based on pending and resolved status in line with ticket's life cycle. The new tickets are assigned to the exchange team based on Circle, SSA, End-A exchange mapped to the link.

(1) If only one exchange team is available, it will be mapped to the concerned team.

(2) If more than one exchange teams are available, it will be mapped with exact exchange group.

(3) If exact match exchange group is unavailable, then the least number of exchanges in that group will be assigned for the ticket.

In case of absence of team, the tickets are by default assigned to SSA coordinator/Circle coordinators, who are responsible for creation of SSA users and in absence of SSA coordinator the system will assign the ticket to Circle coordinator. The Circle coordinator can create further groups/teams and the tickets can be reassigned to concern teams accordingly. This module is user friendly and self-explanatory and gives circuit ID, WAN IP, exchange code, open time, priority, Address, work logs etc.,. Priority of the ticket can be changed for each docket/link. Prabal plus system gives all tickets assigned to particular user under 'My Tickets'. The user handing this docket will change the status of ticket to 'In Progress'. Once the issue is resolved, user can move the ticket status to 'Restored' by providing Reason for Outage (RFO). This ticket is compared with source ticketing system 'Pending at Source', after ticket is closed at source ticketing system, Prabal plus ticket status is changed as 'Closed Status'. Additional information for field units and for Enterprise Customers is captured in the system so that at any point of time information can be obtained for dockets.

1 **Reason For Pending (RFP),** Field staff handling this fault will update by selecting options from the dropdown menu.
2 **Expected Time to Restore (ETR),** Field staff will enter information in work log, this information is useful to communicate to customers.

3 **Reason For Outage (RFO),** Field staff handling this fault will update reason for outage, this will identify reasons for frequent faults and to share information to Customers.

This information is useful to the Enterprise Business teams and EBCC agents to communicate to customers on enquiry of the status of docket/fault. Senior management can also intervene and take appropriate action to minimize duration and repetition of faults.

15.3.4 Transferring Ticket

In case the end user decides to transfer and reassign the tickets to other exchange teams/vendor under the same SSA, the same can be done. Facility is available to make over the fault to SSA Transmission teams. For P2P links, first the incident ticket will be with End-A team and after analysis the same can be reassigned to End-B by clicking Transfer button. Prabal plus system is capable of taking inputs from the source ticketing systems like Remedy/CDR and update the same in Prabal plus, RFO will be default updated as ‘No RFO received’ after two days, however there is provision to field staff to enter exact RFO in Prabal plus.

15.3.5 Resolved Tickets

All the resolved tickets for a period of 30 days are displayed for the users, however the closed tickets older than 30 days will be available through search and filter option to field units. The RFO provided by field units will be reflected in Reason pendency reports as (a) Duration wise reason pendency, (b) Priority wise reason pendency, (c) Project Wise reason pendency.

15.4 REPORT MANAGEMENT

Comprehensive Leased Circuits Reports module of Prabal plus is designed keeping in view various levels of users in BSNL. This module provides near real time reports of the faults & status. All the reports are fetched from the distributed data bases of Prabal plus, which are cross joined and indexed for faster query outputs to give full information.

15.4.1 Types of Reports

(1) Fault’s summary Report
(2) Reason Pendency Report
(3) Customer wise faults
(4) Circle/SSA Wise faults
(5) Priority wise faults
(6) Working summary Report

These reports can be downloaded in Excel or PDF to local PC or can be copied to clipboard. Option is available to send to mobile phone on ‘Telegram’ app. Option to search and sort is available to provide matching results to the users.

15.5 CONCLUSION

Prabal plus is a web -based application and can be easily accessible from any PC, mobile computing device or browser-based systems. This Prabal plus software is secured, modular and expandable to cater to complete enterprise customers covering all circles in BSNL.

16. CONCEPT OF ONE NETWORK AND EB-PORTAL OVERVIEW

16.1 LEARNING OBJECTIVES

1. Introduction
2. Concept of one network
3. BSNL enterprise business portal to book new corporate service
4. How to Book Enterprise Business Service in Online Portal

16.2 INTRODUCTION

One-network and EB-portal is the 24 X 7 network management of BSNL under one roof through a single window concept for solving various network operational issue and solution of various enterprise service/products of EB customers

16.3 CONCEPT OF ONE NETWORK

Currently the activities related to Network Management and Customer Management is being done at individual exchange/equipment location level. Customer Service Management is generally done through Indoor staff's station at main exchange locations and outdoor takes care of last mile activities. But the commercial activities related to partner, both of Clusters and FTTH along with management is being done in decentralized manner.

With the change of advanced technology and methodology management, it is proposed to change the 24 X 7 network management through a centralized location for first level monitoring along with corrective action required for operational excellence. Wherever physical presence of staff is required for change of cards or fault restoration through changing of networking cables etc. there should be common staff at site to manage technical equipment, power plan, electrical infrastructure etc.

Keeping in view the above facts, following arrangement is proposed for centralized network/customer/partner management.

(A)**Network Management**: A centralized team shall operate on 24 X 7 basis handling all activities like:

- FTTH/OLTE management
- BNG/RPR/OCLAN management
- NGN equipment management
- Wi-Fi equipment
- CDR/FMS system
- Monitoring and Management, Escalation of faults to maintenance in-charge
- Monitoring of Leased circuits (MLLN & Non-MLLN both), Monitoring ofWi-Fi Hotspots, intimation regarding faulty nodes to field maintenance teams

- Monitoring of BBNL OLTs
- Testing of OLTs of TIPs from BNG
- PING Test, Profile check, handling customer speed issues
- ILL testing of MPLS customers, CRC error testing
- Coordination with Transmission teams for fault and speed related issues
- BTS nodes (2G/3G/4G) - Periodic reporting of faulty BTS nodes to BTS maintenance teams
- TRE Combiner reset, partial fault reset of 2G/3G/4G BTS nodes
- Alarm Extension of unmanned BTS sites
- Clearance of all types of network faults and clearance of faults even in odd hours, thus facilitating network availability to the customer very high

Figure 9: TIP- OLT TESTING

(B) Partner Management: A Centralized Group for Partner Support (CGPS) shall operate following activities related to cluster/FTTH partners separately.

(i) Partners on boarding including all prepare work for contract signing, creation of ID/login in various IT systems like FMS, DKYC, CDR system, e-pay system, wallet etc.

(ii) Monthly settlement of revenue share through ERP and Wallet.

(iii) Exchange of all information related to sales and marketing activities.

As per instructions vide letter no. 4-02/2014-Restg Vol. V (Pt.) dated 27.08.2020 & 21.10.20, SSAs consolidated to business areas across all circles. Accordingly, BA-wise team size for centralized NoC activities is allocated in Annexure-A enclosed with above circular.

Common Toll-Free Number is also created by Bangalore Telecom District for partner management activities as 18005991001. For this every BA will have its own 3-digit PIN and corresponding destination number/Line hunting group.

16.4 BSNL ENTERPRISE BUSINESS PORTAL TO BOOK NEW CORPORATE SERVICE

Register your required corporate telecom service at BSNL Enterprise Business Portal and get your services from ISP at your doorstep, find the telecom products (BSNL Mobile, Bulk SMS, Broadband, Dark Fiber etc.) available to register for Enterprise business consumers.

BSNL is on making Enterprise Business (Corporate) consumers happy by providing a dedicated Online Customer portal from the date of registration, and also going to build high responsive system to serve these corporate class customers through Web Care Services.

ISP is fully equipped with latest technologies to meet the Telecom and IT requirements of our Corporate / Enterprise customers including Government Departments, PSUs, Universities, Colleges, Companies, Hotels and others through single window arrangement by offering different kind of following telecom Services

- Activate Amazon Prime Free Membership on BSNL Portal.
- Register for BSNL Flash SMS Alert Service, Get Free Alerts on Bill, Payment, Complaints & Remainders.
- Reset BSNL Self-care Portal Login Portal Login Password with New in just 4 Steps.
- BSNL Tariff for UPN Service 1868180xxxx.

BSNL Corporate has also allowed their circle heads to offer various special packages to new Enterprise business customers as per their requirement, So, with this new launch of BSNL Enterprise Business Online Customer Portal, it is very easy for a new corporate customer in online to register for enterprise business service as follows:

16.4.1 How to Book Enterprise Business Service in Online Portal

Register Enterprise Business Service Online in 1 minute.

Now, it’s very easy to book any type telecom service in online portal required by BSNL Enterprise business customer

- **Login to http://www.ebportal.bsnl.co.in/WebUserSpace.isp**

Open any browser and follow the link

- **Enter the Description of Service required**

Submit the details like Broadband, Bharat Fibber etc.

- **Select Service Category**

Required service to be selected correctly

- **Enter Company Name**

Submit your Business (Company) Name

- **Enter Contact Name**

Provide Authorized person name

- **Provide Other Details**

Submit Full Address, State, Your Contact Mobile Number, Email Address

- **Enter Captcha Code**

Submit new captcha code displayed left side

- **Click Submit**

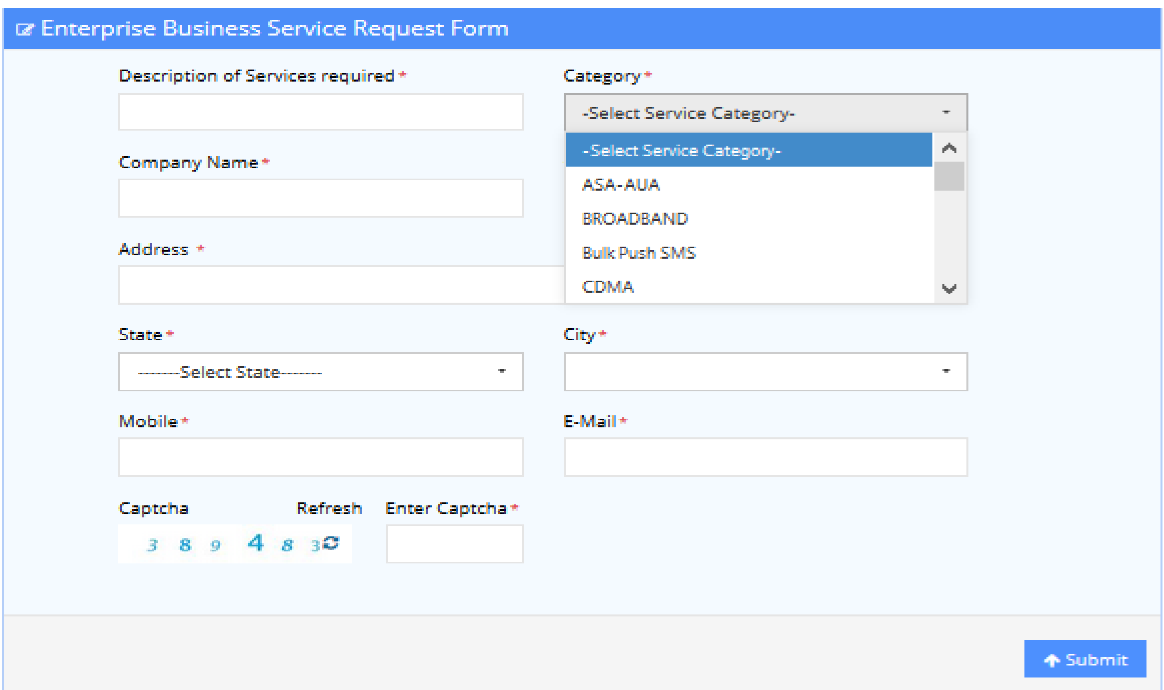


Figure 10: EB service request form

- **Whom will approach to provide enterprise connections?**

Soon, after booking a required service in online portal, concerned unit area BSNL Enterprise Business Team shall approach the corporate customer with all BSNL Plans of required telecom services to provide the best valuable telecom services in a speedy manner.

- **Can we pay all the deposit and other payment in online?**

No, the concerned approach team will collect the deposits and provide you the receipts, or otherwise the team will intimate you after rising of demand note for security deposit.

- **Is this Enterprise Business Portal is common for all the customers in India?**

Yes, this is only portal to bulk Enterprise business telecom service, So all New Corporate / Enterprise customers of metro cities like Hyderabad, Chennai, Bangalore, Pune, Ahmedabad, Calcutta and Rest of India can book your required telecom service in online through above mentioned BSNL Enterprise business portal.

Categories of BSNL Enterprise Business Portal:

- BSNL E-Auction Procedure to book Premium Mobile Number at eauction.bsnl.co.in.
- Book BSNL Vanity Number in E-Auction through SMS.
- BSNL Single Number Service(SNS) New Rate Card for All India.
- Reset BSNL Self-care Portal Login Password with New in just 4 Steps.
- Register for BSNL Flash SMS Alert Service, Get Free Alerts on Bill, Payment.

Complaints & Remainders

- BSNL Tariff for UPN Service 1868180xxxx.
- Apply BSNL Landline/Broadband/FTTH Service through SMS.
- Register at BSNL E-Auction Portal eauction.bsnl.co.in for Vanity Number.
- BSNL Mobile Self-care Web Portal for Activation of GSM Services.

16.5 CONCLUSION

BSNL is on making Enterprise Business (Corporate) consumers happy by providing a dedicated Online Customer portal from the date of registration, and also going to build high responsive system to serve these corporate class customers through Web Care Services.

17. BSNL SOFTWARE PACKAGES, CDR, ERP, SANCHARSOFT

17.1 LEARNING OBJECTIVES

The following software packages are included in this chapter :-

- Billing and Customer Care System(BCCS) for Mobile Billing
- Customer Relationship Management (CRM)
- Sancharsoft
- Inventory Management Package
- Fleet Management System
- Public Grievance Management System (PGMS)
- Management Information System (MIS)
- CDR Based Convergent Billing and Customer Care System
- Call Centre Applications
- HR Package
- ERP

Salient features of some important packages are described below:

17.2 BCCS BASIC

BCCS Basic Details

BCCS is a Billing and Customer Care System(BCCS) for Mobile Billing BCCS Technical Details

- Front end-JAVA
- Database-Oracle 8i
- Operating System-Sun Solaris Unix.
- Language- C, C++, JAVA, JAVA Script

BCCS Salient features

The Billing and Customer Care Subsystem [BCCS] of BSNL has been sourced from CSG Systems, and is referred to as the Kenan BP/OM or Arbor. This is a powerful platform for billing and customer care, and can be configured to suit organizational and customer needs.

This application is client-server based where the data or information is contained in one or more centralized database on servers and the user interfaces reside in the workstation. The application can be used in a local area network (LAN) environment or WAN Network.

BCCS BSNL Billing Zones

In BSNL there is four Billing zones namely BSNL West, BSNL East, BSNL South, and BSNL North. For example, for BSNL west Zone the billing centre is at Pune.

Table 14.

CellOne Billing Zones		
North	Chandigarh	Himachal Pradesh, Punjab, Uttar Pradesh East and West, Rajasthan, Uttaranchal, Haryana, Jammu & Kashmir
East	Kolkata	West Bengal, Bihar, Orissa, Jharkhand, Andaman & Nicobar Islands, North East, Assam
West	Pune	Gujarat, Maharashtra, Madhya Pradesh, Chattisgarh
South	Hyderabad/ Tiruchirappalli	Andhra Pradesh, Karnataka, Kerala, Tamil Nadu

17.3 FUNCTIONS OF BCCS

1)Provisioning 2)Billing 3)Customer Care BCCS BLOCK DIAGRAM

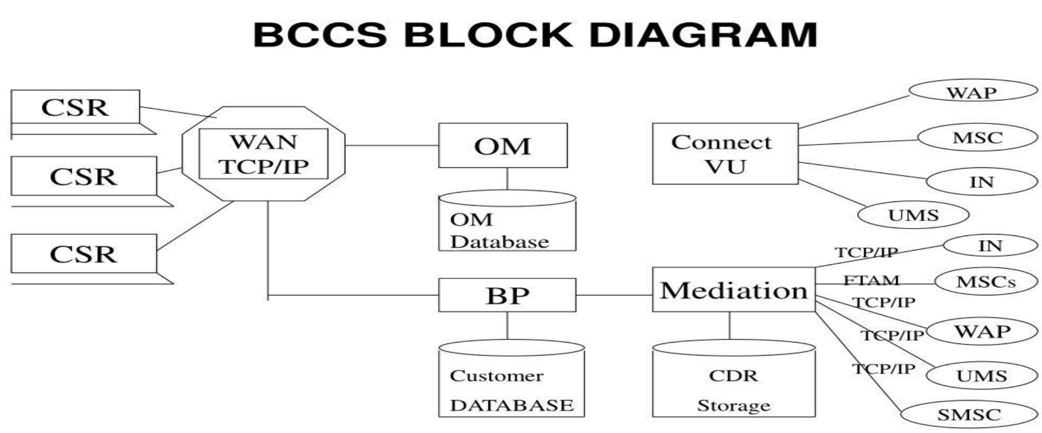


Figure 11: Modules in BCCS

The Billing System comprises of three main modules.

1. Arbor/OM (Order Management)
2. Mediation

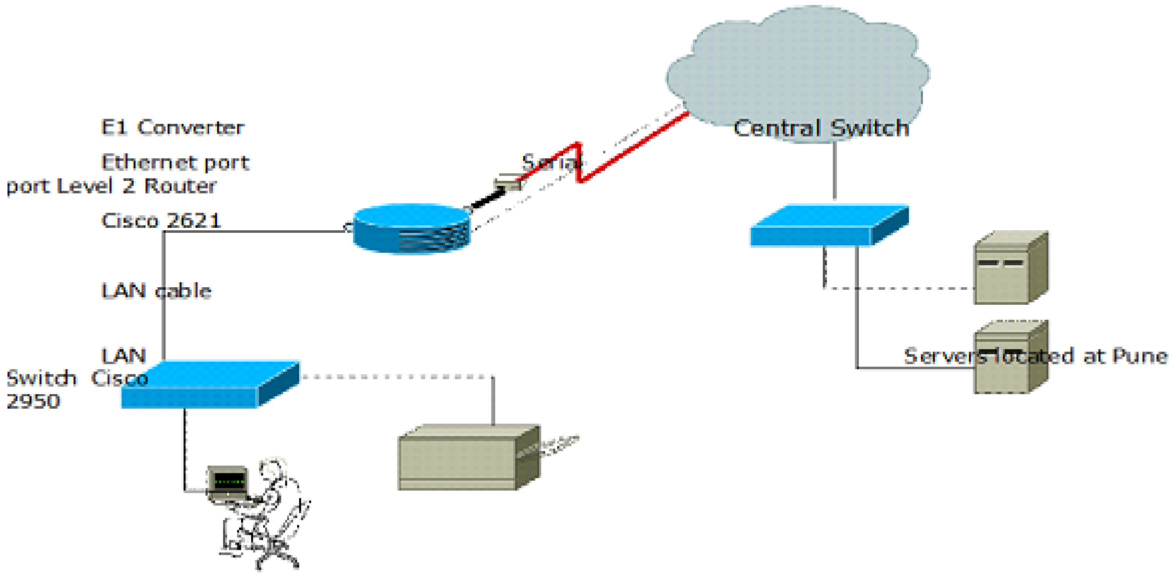
3. Arbor / BP (Billing Module).

ARBOR/OM Interface

- An order Management System supports order handling.
- It supports workflow management activities for products and services and also to manage number and equipment inventories.
- It is used in tandem with arbor/BP.
- Every order is associated with a master Account.
- Master Account may be an existing account from BP as a new or pending account in OM.
- An order consists of one or more items.
- You can view history information of order & revised order can be issued
- A single order can contain any combination of new, modified or disconnected service.
- Examples of order: a) Create new Accounts b) Add products & services c) Change products & services d) Discontinue products or services.

Mediation Role

- Collects CDRs from various NEs.
- Filters the CDRs (Allowing all & only billable CDRs to the Billing System).
- Formats the CDRs as required by the Billing System.
- Can store CDRs for a certain time period Bill Processing Tasks.
- Calculate customer balances based on charges and credits (e.g. service charges, monthly fees, usage charges, taxes, late fees, adjustments, discounts and payments).
- Arrange charges and credits on formatted customer bills.
- Dispatch customer bills.



E1 at each location is backed up with ISDN BR

Figure 12: CSR Connectivity Schematic

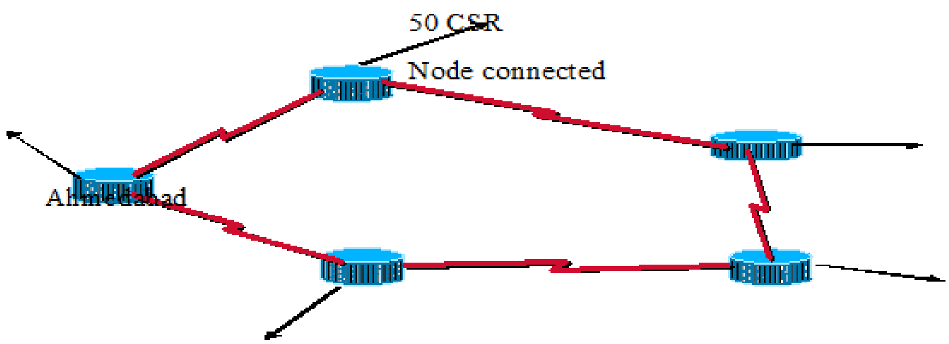


Figure 13: Ring network Connectivity

50 CSR sites are connecting centrally at Pune via level1 routers connected in ring. The level1 routers are connected between Pune, Nagpur, Ahmedabad, Bhopal & Raipur. All the CSR locations are connected to level1 router via 1 E1 link, depending on their region.

Activities done at CSR locations are:

- Provisioning.
- Billing information for the customers.
- Duplicate billing.
- Booking.

- Allocation of Plan.
- Prepaid & Postpaid.
- Collections.

MSCLocations: Pune Aurangabad Nagpur Ahmedabad Rajkot Surat Bhopal Raipur

X25 Router

MSC

Router

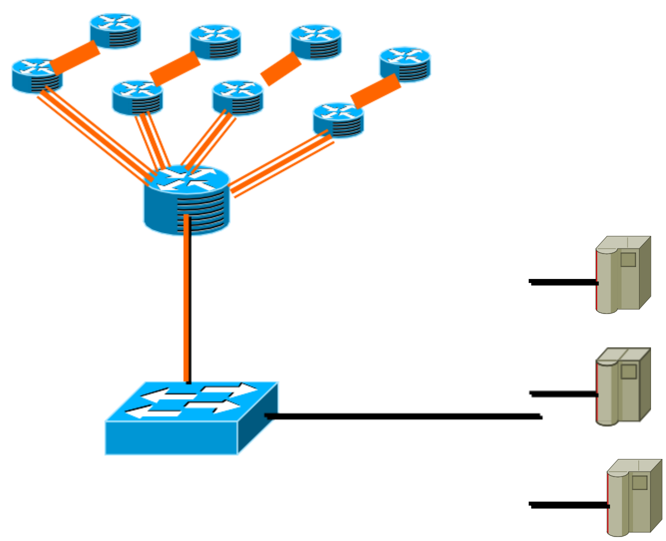


Figure 14: MSC Network Diagram

MSC:

MSC Network is connected to 8 locations within the west zone.

Pune, Aurangabad, Nagpur, Ahmedabad, Rajkot, Surat, Bhopal & Raipur. The connectivity diagram for the same is given Above:

- Each MSC location is connected with 1 E1 link & ISDN as a backup. • The E1 link is connected to the MSC router & then connected to X25 router. The X25 router is connected to the switch where all the CDR's are collected.

- All the locations are connected at Pune to the Central Router.

- The Central Router is connected to the Billing Servers via Cisco switch. All the CDR's are further send to Billing Servers for processing.

17.4 SANCHARSOFT

What is Sancharsoft?

Sancharsoft is a web based software created for the management of Prepaid , recharge Coupons & Top up Cards of Mobile Services of BSNL.

SancharSoft Technical Details:

It is a web based package created on MS IIS platform using asp (MS Active server pages technology & Javascript).All the CSR clients can access to the web service and can login using their username & password.All Dealers , DSA's and Retailers can use the service via secure network if extended to them .

Sancharsoft Menu:

The various menus used for Prepaid, Recharge / Top-up cards are:

Home	Prepaid	Recharge	Replacement	Stock
Re-printing	Reports	Query	Dealer	sales

Figure 15: Sancharsoft example window

Prepaid Menu

- Normal
- Prepaid by choice
- Discount sale

Recharge Menu

- Coupons
- CTOPUP Standard
- CTOPUP Flexi
- DELETE UPLOADED
- Coupon Blocking
- Offline sales

Replace Menu

- SIM Cards
- Replacement – Recharge / Top-Up coupons

Stock Menu

- Stock return
- Stock Diversion
- Stock indent

Reprinting

- Prepaid
- Replacement
- CTOPUP recharge
- PCO/DSA invoice
- stock return

Reports

- Daily statement
- Consolidated sales
- Stock

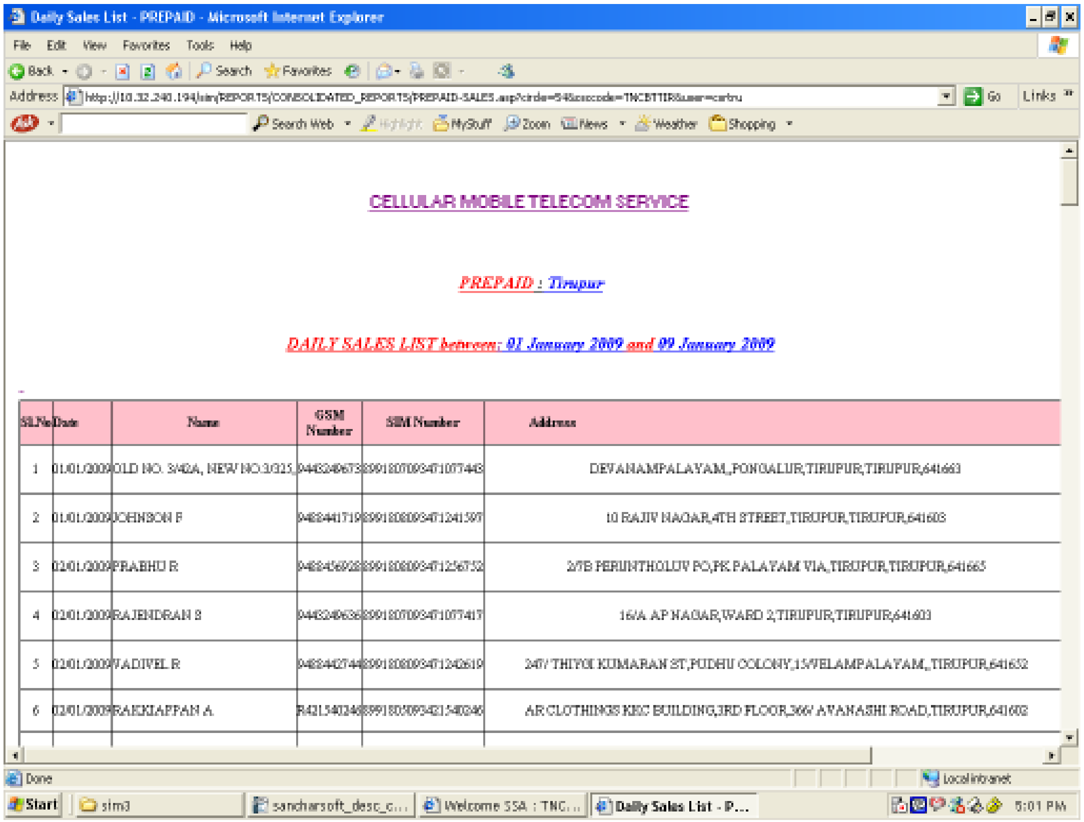


Figure 16: Sample Reports Menu

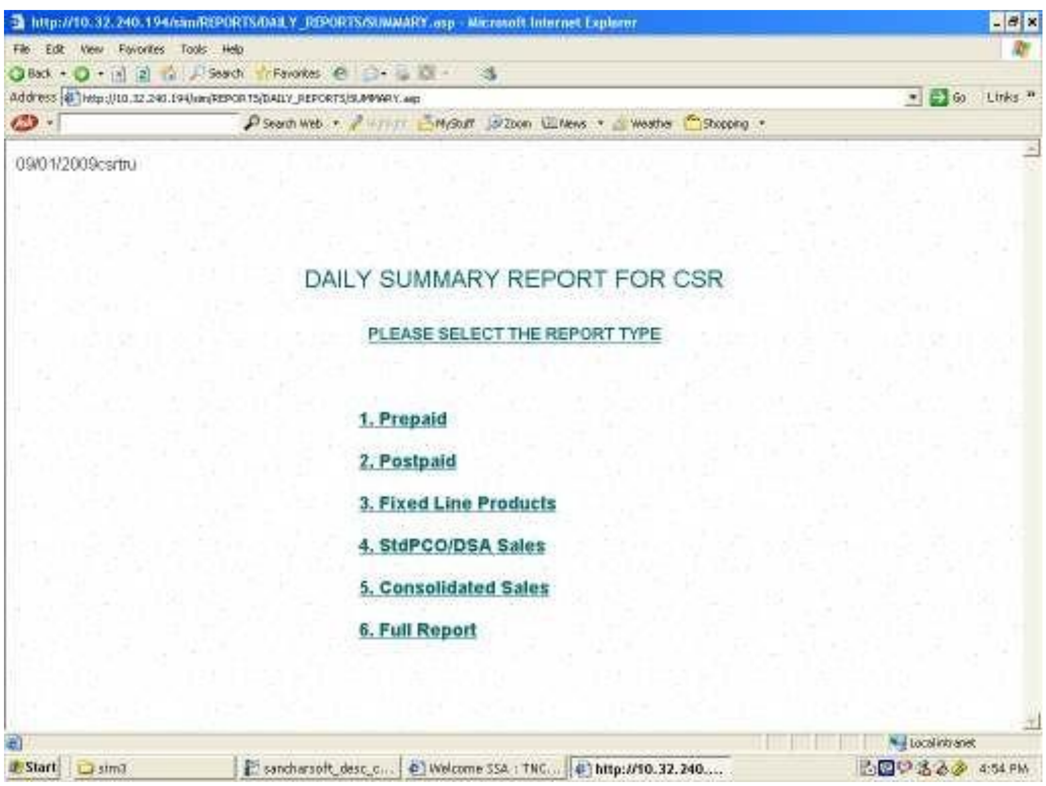
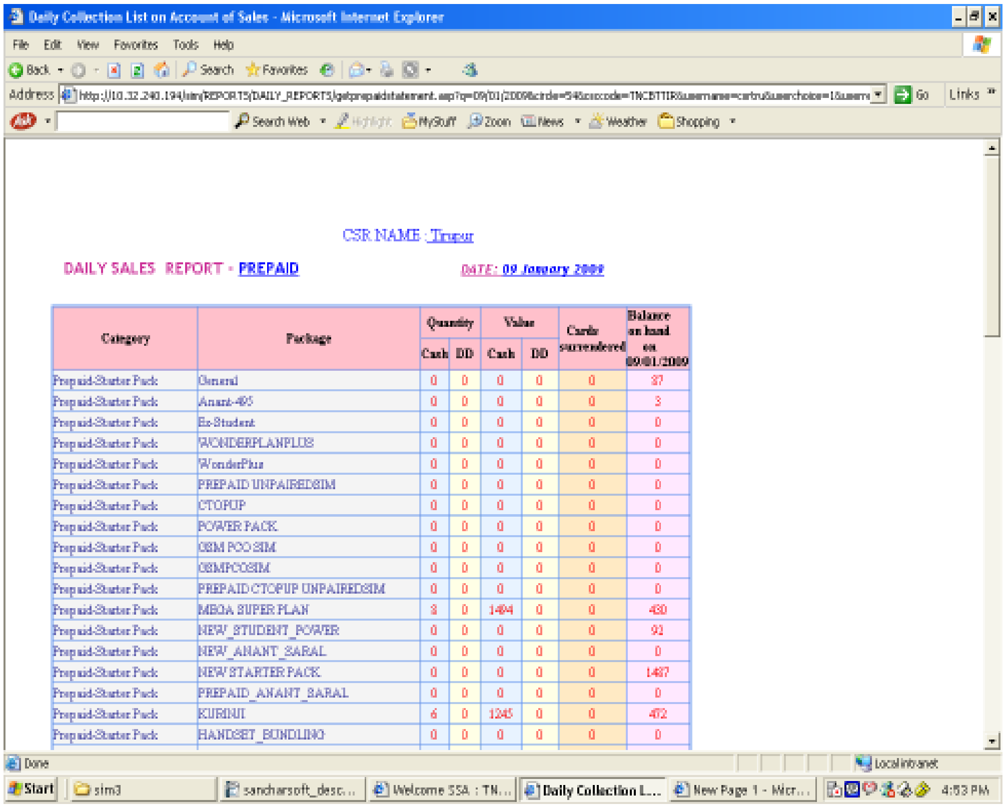


Figure 17: Daily Report



CSR NAME : Tirupur

DAILY SALES REPORT - PREPAID DATE: 09 January 2009

Category	Package	Quantity		Value		Cards surrendered	Balance on hand on 09/01/2009
		Cash	DD	Cash	DD		
Prepaid-Starter Pack	General	0	0	0	0	0	37
Prepaid-Starter Pack	Anant-495	0	0	0	0	0	3
Prepaid-Starter Pack	Ex-Student	0	0	0	0	0	0
Prepaid-Starter Pack	WONDERPLANPLUS	0	0	0	0	0	0
Prepaid-Starter Pack	WonderPlus	0	0	0	0	0	0
Prepaid-Starter Pack	PREPAID UNPAIREDSIM	0	0	0	0	0	0
Prepaid-Starter Pack	CTOPUP	0	0	0	0	0	0
Prepaid-Starter Pack	POWER PACK	0	0	0	0	0	0
Prepaid-Starter Pack	OSM POO SIM	0	0	0	0	0	0
Prepaid-Starter Pack	OSMPOOSIM	0	0	0	0	0	0
Prepaid-Starter Pack	PREPAID CTOPUP UNPAIREDSIM	0	0	0	0	0	0
Prepaid-Starter Pack	MEGA SUPER PLAN	3	0	1494	0	0	430
Prepaid-Starter Pack	NEW_STUDENT_POWER	0	0	0	0	0	92
Prepaid-Starter Pack	NEW_ANANT_SARAL	0	0	0	0	0	0
Prepaid-Starter Pack	NEW STARTER PACK	0	0	0	0	0	1487
Prepaid-Starter Pack	PREPAID_ANANT_SARAL	0	0	0	0	0	0
Prepaid-Starter Pack	KURINJI	6	0	1245	0	0	472
Prepaid-Starter Pack	HANDSET_BUNDLING	0	0	0	0	0	0

Figure 18: Form of Report

17.5 MIS-MANAGEMENT INFORMATION SYSTEM

- HTML is used for front-end screen design.
- ASP used for necessary logic for submitting/updating/modifying the Data.
- Java script is used for data validation at client side.
- Database is implemented in Oracle on Linux.
- MIS Reports are developed in VB 6.0 using DLLs to enhance the speed and performance of report generation.

17.5.1 Management Information System Salient Features

- It has more than 30 input forms for submitting Management Information.
- System data/report as per new format of BSNL HQ Basic MOC and then MIS data is keyed by SSA level users and data is stored at central database server
- For the identical fields in MOC & MIS, once entered in MOC, same fields data entry automatically updated in MIS
- Application generates MOC & MIS reports dynamically based on SSA, Month

MIS deals with preparation of templates and maintaining uniform and standardized formats for various circles. The application is Web-based and field units from anywhere in the BSNL network can access the system located at Trivandrum through Internet. User-friendly interfaces are provided for entering data and any report as per requirement can be generated. The application follows three-tier architecture for BSNL, Circles and SSAs respectively.

17.5.2 Management Information System Concepts used

- Package is a Web based application having the two-layer Architecture (2 Layers).
- Layer one encompasses Business logic along with the input forms and the next
- layer includes Database server. These two layers can be accommodated in a single machine or on separate machines.
- It has 40 input forms for submitting Management Information System data as per the new format of BSNL HQ.
- The basic MIS data is keyed by SSA level users and data is stored at central database server.
- In a single window concept, user can input the data and obtain the respective output report.

Figure 19: Management Information System Menus

- Admin
- OTE (One Time Entry)
- MOC (24 -point reports)
- QPI (Qualitative Performance Indicator)
- DP (Development Performance)
- U/P (Rehabilitation /Up gradation)
- HRD (Human Resource & Development)
- FP (Financial Performance)
- BD & MKTG
- MIS report is available at the following levels:

17.5.3 Management Information System Reports

- Form Level Report
- Module Level Report
- SSA Level Report
- Circle Level Report
- BSNL HQ Report (Final)

17.5.4 Management Information System More Details

- Separate input forms are available for inputting one time data (Closing status for previous year ending) for DP, HRD, UP (Circle/SSA Administrators are only permitted to input this data).
- It is a two -stage process.
- In first stage data flow is from SSAs into central data store. In the next stage data is processed based on the selected SSA/Circle/ BSNL HQ, Month and Year for generating the Reports.
- Before storing the data (inputted by end users) into database, package takes care of validation and correctness of the data, as it is required for generation of correct MIS report.
- End users (SSA level) inputted data is stored in tables and are maintained Report

wise like. QPI, DP, UP, HRD etc., in a single MIS Database.

- Each SSA Data is stored in the database uniquely.
- Each row is identified with the Circle name, SSA name, month and year.
- For avoiding data duplication and maintaining data consistency normalization techniques are used.
- The basic data used for generating the MIS Report at all levels and is strictly adhering to the format of MIS supplied by BSNL HQ.
- Completion status of Form can be viewed and modified by Module Level users.
- Module can be viewed and modified by SSA Level Administrators and viewed by users at SSA.
- All the Modules of all SSAs of a Circle can be viewed by respective Circle Administrator and Users at Circle.
- All the reports SSAs and Circles can be viewed by Administrator and Users at HQ.
- Application generates MIS reports dynamically based on SSA, Month and Year of selection.

17.6 MIS FOR INTELLIGENT NETWORK SERVICES

17.6.1 MIS For Intelligent Network Services Uses:

MIS on IN Services is a web -based software application. It is Software Designed and Developed by O/o CGM, IT Project Circle, BSNL, Pune. Software enables to User to feed MIS data on IN services for ITC cards (50, 100, 200, 500, 1000, 2000, and 5000) and other services (ACC, FPH, UAN, VPN, UAN, PRM, VOT) for every month at City/SSA/Circle level and final consolidation at Corporate Office.

This has four levels (BSNL Corporate Office, Circles, SSAs and Cities) having two types of users at each level –admin user and common user, except City level user. The users of application will have unique username and password. Transaction data for different services will be maintained at city level for each SSA on monthly basis. Startup data entry at city level will be onetime and compulsory.

17.6.2 MIS For Intelligent Network Services Technical Details

The IN software has (a) HTML as front end, (b) JavaScript for client side validation, (c) PHP for server side scripting, (d) oracle-9i as database and (e) Linux as operating system.

This software application is hosted at BSNL Intranet server located at Trivandrum.

Minimum requirement for user side machine is that it should have Pentium-II or better configurations with 64 MB RAM and any jvm enabled Web browser like Internet

Explorer 5.0 and above.

Access to Application The user can access the application through internet or on dial. The user will get login screen by typing URL http://mis.bsnl.co.in/in

17.6.3 MIS For Intelligent Network Services users

The details of functional features of this application are described below. The Users of this application are:

(1) City User (2) SSA Admin (3) SSA User (4) Head Of SSA (5) Circle Admin

(6) Circle User (7) BSNL HQ Admin and (8) BSNL HQ User

17.7 CDR BILLING PACKAGE

- CDR based convergent billing and customer care system is Under Implementation stage in BSNL.
- This is a biggest project taken by any TSP (Telecom service provider) in India.
- This project is going to replace all the existing systems of Commercial, TRA (Telecom Revenue Accounting), FRS (Fault Repair Service) and DQ (Directory Enquiry).
- The project will cover the customer care and billing for the following services:
    1. Landline
    2. Broadband
    3. Leased line
- The project is not simply a replacement of the existing systems, but it is much more than that. For the first time in the history of BSNL, we are going to have State-of-the-Art Customer Relationship Management (CRM) software.
- This software will take care of all types of requests from the customers and integrate with other systems such as Order Management and Billing systems.
- This software will also provide a Web Self Care (WSC) module which will enable customers to access the system through Internet for placing any request, for making payments, or for general enquiry.

17.7.1 What is CONVERGENT BILLING and What are advantages:

- This project shall implement a convergent billing system, which enables us to issue a single bill for a customer taking any type of service from BSNL.
- The electronic stapling software shall be implemented in all the four zones.
- A customer having presence only in a particular zone, spanning across SSAs and

Circles, can have a single bill for all the services he takes from BSNL whether the bill for the particular service is prepared or not from this system.

- The electronic stapling software installed at Hyderabad, shall take care of Corporate customers having All India presence.
- This system will have interfaces with other zonal billing systems, GSM billing systems and the NIB billing system.
- With these interfaces, it is possible to issue a single bill to a Corporate customer having All India presence.
- The system is also capable of taking the payments against this single bill and then distributing the payments back to the original billing systems of the different services taken by the customer for proper accounting.
- This is one of the biggest advantages of this project.
- The system will also help us introduce Combo Plans, offering flexible tariff plans to customers availing Landline, Broadband and GSM services.

Table 15. Zones for Implementation of CDR project

CDR Project	Zone	Circles
Project-1	SOUTH	Andhra Pradesh, Chennai District,Tamilnadu, Karnataka, Kerala (Data centre at Hyderabad)
	EAST	Kolkata Telecom District, West Bengal Circle, Orissa, Jharkhand, Bihar, Assam, North East-I, North East-II, Andaman & Nichobar (Data centre at Kolkata)
Project-II	WEST	Maharashtra, Gujarat, Madhya Pradesh,Chattisgarh (Data centre at Pune)
	NORTH	Punjab Circle, UP-East, UP-West,Haryana, Rajasthan, Himachal Pradesh,Uttarakhand, Jammu & Kashmir (Data centre at Chandigarh)

17.7.2 Implementation Data Centres for CDR Project:

The entire project is going to be implemented with four Data Centres Hyderabad Kolkata Pune Chandigarh.

❖ These four Data Centres will take care of all the activities of the Circles in the respective Zones.

❖ The South and East Zones are considered as one project

- The North and West Zones are considered as the second project.

Disaster Recovery in CDR Project

- The customer care and billing and other related operations of 334 SSAs are going to be migrated to the four Data Centres.
- It is very important therefore to have a business continuity Plan in case of a disaster.
- A disaster is defined as an event that makes continuation of normal functions of a Data Centre impossible.
- An event could be any one of the incidents like Flood, Fire, prolonged power shut down, strike, earthquake, etc.
- In this project, Hyderabad is configured as the DR site for Kolkata and vice versa.
- Similarly Pune is configured as the DR site for Chandigarh and vice versa.
- The degradation of performance for the applications failing over to the DR site is permitted up to 50%.
- This means for example, a billing operation taking 8 hours in the normal course, can take up to 16 hours in case of a disaster.

17.7.3 HARDWARE for CDR Project

- As far as hardware is concerned, we are buying Data Centre (DC) Class servers which are high-end servers having 64 cores/CPUs in each machine.
- These high end machines shall be used for hosting the main applications such as Billing and CRM.
- We are buying low end servers which are two-CPU servers for small applications like Anti-virus, HTTP, Web servers, Authentication etc. They are mostly Windows or Linux based servers.
- In the Hyderabad Data Centre alone, we are going to have 18 DC class servers and around 200 low end servers.

17.7.4 NETWORK for CDR Project

- This project shall implement a country-wide Intranet.
- This network will connect all SSAs, Circles and the Corporate Office, providing connectivity to all its main exchanges, all officers dealing with customers, such as

JTOs, SDEs, AOs, and the entire management.

- So far, each SSA or Circle has established networks for implementing DOTSOFT and other local systems. This project is going to integrate all the networks and provide a country-wide IP network with MPLS as the backbone.
- This network will be used not only for implementation of the CDR project, but also for implementing all other IT projects in future, such as ERP.

The following figure shows in general the exchange network and the collection methodology of CDRs:

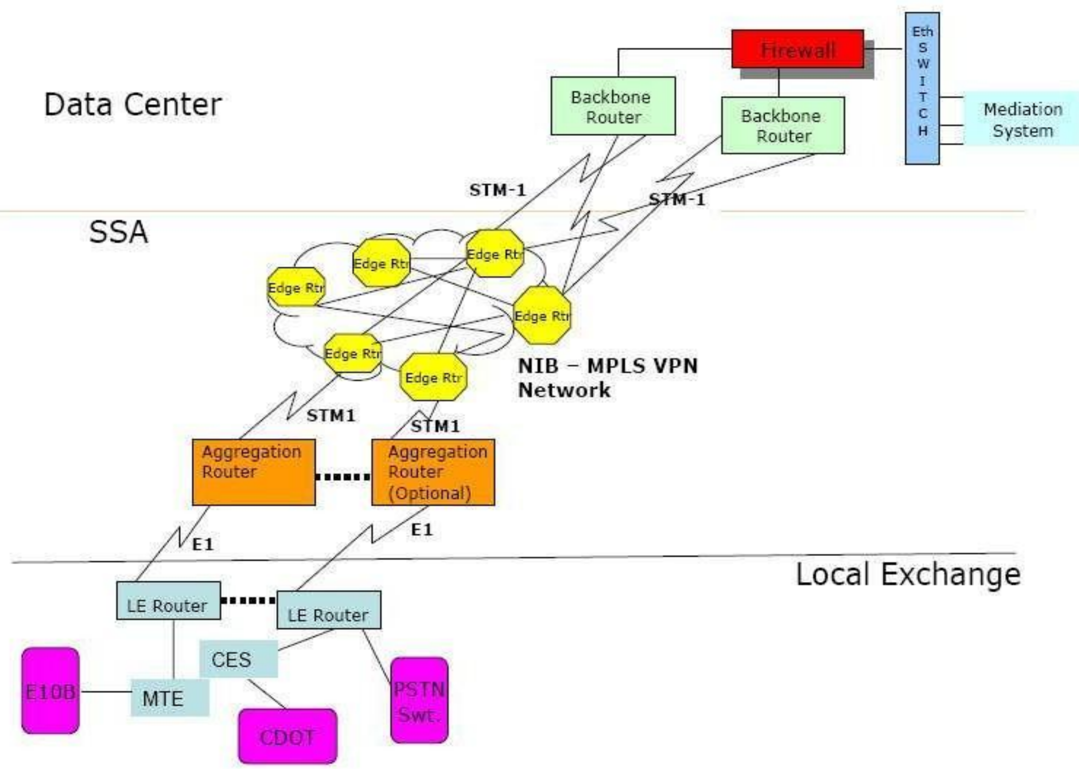


Figure 20: CDR Project Connectivity to exchanges

- Each exchange is connected to a router, which is called LE router (Local Exchange router).
- All new technology switches such as OCB, EWSD, 5ESS, AXE, shall be connected using X.25 cards and Ethernet interface (wherever available).
- All CDOT exchanges will be connected to the LE router using CES equipment supplied by CDOT through HCL.

- All E10B exchanges will be connected to the LE router through MTE (Magnetic Tape Emulator).
- Each LE router is connected to the Aggregation Router through E1 links.
- All the E1s coming from the different exchanges w aggregated to the Aggregation Router.
- Each Aggregation Router in each SSA shall be connected over STM-1 link to the nearest MPLS node.
- For redundancy purposes, the connectivity shall be established to two MPLS nodes. The Data Centre is also connected to the MPLS network presently through TM-1 links, to start with.
- This end link will be enhanced to 1 GBPS link or more, later.
- Thus, each exchange shall be connected to the Data Centre over E1 end links and through the MPLS network.

CDR Project Connectivity to terminals

- The existing CSR network will also get connected to the Aggregation Router.
- Thus, all the terminals of Commercial, TRA, FRS and Directory Enquiry which are now connected to the local systems, will be connected to the Data Centres through the Aggregation Router.
- **The project envisages –**establishment of new network for collection of CDRs from the exchanges, usage of existing CSR network, with addition of a few CSRs, if necessary, and re-utilization of existing PCs in the network.

17.8 CDR PROJECT ALLOTMENT OF PC'S

- A few numbers of PCs are allotted to each SSA either for new locations, or for replacement of old PCs. In case SSAs require more PCs than are provided in the CDR project, then SSAs have to take necessary action to procure those PCs.
- In general, as per Corporate Office orders, all PCs which are more than 5 years old, are eligible for scrapping and replacement. If existing PCs can be upgraded, then it has to be done by upgrading the RAM to 256 MB (Minimum) if possible. If new PCs are being bought, then they have to be purchased with 512 MB RAM, minimum if WINDOWS XP is the Operating System, or 1GB RAM, if WINDOWS VISTA is the Operating System.
- The project will not have in general any client software to be loaded. Applications shall be Web based. Therefore, the end user's PC needs to have a browser with at least WINDOWS XP as the Operating System.
- WINDOWS 98 PCs have to be either upgraded to XP or replaced.

CDR Project IVRS and Integration with Call Centres

- This project is going to have centralized IVRS (in each zone), CTI (Computer Telephony Interface), IP EPABX, etc.
- The core equipment required for Call Centre operations will therefore be installed at the Data Centres.
- The existing Call Centres, mostly one per each Circle, will then be connected to the Data Centres.
- In future, the 1500 calls and the 198 calls will be routed to this IVRS.
- Depending upon the Number or the CLI, the call will be routed through the IP network to the respective Call Centres.
- IP phones are provided to each Circle as part of this project.
- The Call Centre Agent will therefore have one IP phone and a PC connected over an IP network to the Data Centre.
- The customer data is displayed on the screen of the computer and the IP phone provides the voice communications with the customer.
- This is how the existing Call Centres will be integrated with the Data Centres.

17.9 SOFTWARE COMPONENTS OF CDR PROJECT

- CRM (including FRS)
- Billing
- Accounting
- Mediation
- Provisioning
- Web Self Care (WSC)
- Bill formatter
- Revenue Assurance (RA)
- Inventory management, which takes care of customer inventory such as MDF
- particulars, Pillar, DP particulars, etc.
- Directory enquiry
- Inter Operator Billing and Accounting system (IOBAS)
- Fraud Management System (FMS)
- Enterprise Management System (EMS)
- Enterprise Application Interface (EAI)
- RDBMS

17.10 AFTER CDR PROJECT

- The introduction of this new project will eliminate the need of individual SSAs maintaining and operating TI systems for all the four functionalities, i.e. Commercial, TRA,FRS and DQ.
- The SSAs shall be the end-users of the systems and will have better tools and software at their disposal to provide better customer services.
- The database related jobs will be with the IT team at the Data Centres.
- change certain business processes within BSNL, a few of them are explained below:

Business processing going to change due to CDR Project. Because of the introduction of new systems and to take advantage of the features of the system, it is proposed to change some Business processes within BSNL that are proposed to change for CDR project.

- Revenue Accounting:
- Surcharge/Late Fee
- PCO Billing
- Deposits
- Billing Cycles
- CDR based billing

1. Revenue Accounting:

- In the new system Balance brought forward accounting method shall be used instead of invoice -based accounting. For example, a June Bill issued to a customer if not paid, will be added to the July Bill and the July Bill will be issued for an amount which is equal to both the June and July amounts.
- Every customer will be identified by an Account Number which shall be unique throughout the country.
- Revenue booking shall be based on the Account even though the services under the account are scattered across the various SSAs.
- The customers can pay any amount at any time and it shall be credited to the account and adjusted against the outstanding

2. Surcharge/Late Fee

- Surcharge will be treated as late fee, which will be a percentage of the outstanding instead of at the slab rate as is being done today.
- The late fee concept is already introduced in the GSM billing system and the same shall be followed here.

3. PCO Billing

- For PCO billing, the commission payable and the minimum guarantee will be as per the billing cycle instead of on a monthly basis.
- PCO operators are now eligible for discounts instead of commission.
- These changes are already done in the existing systems and shall be continued in the new system.

4. Deposits

- Deposits are already made uniform i.e. Rs.500/- for Local, Rs.1000/- for STD and Rs.2000/-for ISD. This shall be common for all the Plans.
- Therefore, we shall not be offering any OYT or TATKAL deposits/schemes.
- The existing OYT subscribers shall continue to be billed till the completion of 20 years.
- However, no new OYT connection shall be provided.

5. Billing Cycles

- The number of billing cycles in an SSA may increase. The new system is going to have a centralized billing process common for all the SSAs in a zone.
- Therefore, the customers in the entire zone shall be divided into different billing cycles to evenly distribute the process load on the servers.
- The number of billing cycles may even go up to 15 once the project is rolled out in all the SSAs.

6. CDR based billing

- The existing tariff which is based on MCUs and number of calls will get migrated to MOU (Minutes of Usage) based system.
- The discounts may be given not in terms of Free Calls, but shall be in terms of Free Talk Time given as Minutes per month or Rupees per month.
- Though the system offers lot of flexibility in configuring different Plans, BSNL in turn may have to follow certain discipline in offering various Plans to the customers.
- It is proposed to authorize the Circle Office team to configure the plans as per business requirements and in future SSAs may not be able to configure new Plans on their own.
- Each Plan shall be identified by a Plan Code in the system.
- This discipline will help the organization in monitoring the launch of tariff Plans across the country and it will help BSNL to take correct business decisions.

What the SSAs did in preparing for the project:

- Providing connectivity of exchange routers to MPLS VPN.
- Each exchange must be connected through one E1 link to the Aggregation Router.

- A redundant (second) E1 link will be connected to the second Aggregation Router.
- Connectivity of Aggregation Router of SSA to two of the nearest MPLS nodes through STM-1 links
- Connecting the existing CSR network to the Aggregation Router of the SSA.
- Providing Transmission media to all this connectivity. Coordination with the Telecom Region to get channel allocation and connectivity to the MPLS node.
- Coordination with NIB (Data network Circle) for allotment of STM-1 ports at all the MPLS nodes.
- Cleaning and preparation of the data in the existing systems for data migration – to follow the guidelines given already by DDG(TRF).
- Reconciliation of data between switches and the billing systems.
- All the numbers found working in the telecom switch should be reconciled with those working in the billing system also.
- The number of disconnected/closed connections must also be reconciled between the switch and the billing system.
- All connections which are closed must be settled and accounts finalized and are not to be transferred to the new system.
- Thorough review of outstanding must be done and fictitious outstanding and other outstanding must be written off as per the Corporate Office guidelines.
- Deposits data must be verified and corrected in the existing system before we take up data migration.
- All the facilities like CLIP, STD, ISD, Call forwarding, etc., must be gathered for all the customers and kept ready before data migration.
- All the accessories being charged to the customers in the existing billing system must be thoroughly verified.
- FRS data for all the customers regarding MDF, Pillar, and DP must be gathered and kept ready.
- To start with, it is important to collect the information regarding Localities and Sub-localities, Pillars and DPs. Mapping of the External plant inventory to the Locality and the JTO Outdoor is very important. Instructions issued in this regard by CGM IT may please be followed.
- All the new technology switches, CDOT and E10 B exchanges must be kept ready for CDR generation for 100% of calls.
- The requirement of X.25 interface cards and cables must be projected to the Corporate Office, keeping IT Circle informed.
- The up gradation and procurement of PCs as mentioned earlier in this Article

must be done on top priority.

- SSAs may ensure availability of Bar Code Scanners at all online counters and availability of A4 page scanners for scanning the application forms.
- All the Circles must review the existing network and project requirement of network elements for the Roll-out phase of this project to the IT circle.
- All the SSAs are requested to watch the CDR Project link provided in the BSNL Intranet Portal for regular updates and information on the progress of this project.

Preface

- This project can be successful only with the coordination and cooperation of all the Wings of BSNL and in the SSAs, especially those of IT, Planning, Accounts, and Engineering officers.
- This is one of the biggest IT Projects taken up by any Telecom Operator in India and it is our duty to see that it is a success.

17.11 ERP

Definition of ERP

Enterprise -Is an entity where Business Activities are conducted profitably

Resource-Various Resources available within an enterprise such as, Finance, Materials, Manpower, Equipment, Facilities and infrastructure etc.

Planning-Activity to optimize the utilization of resources

17.12 ERP BASIC WHAT IS ERP?

- ERP stands for Enterprise Resource Planning.
- It is packaged software designed for client/server architecture.
- It integrates the majority of business process and transactions.
- It is based on a single, enterprise-wide database allowing access to data on a real-time basis.
- It allows integration between process and planning and supports multiple currencies, languages, etc.
- It can be customized without programming.
- It ensures discipline in working of entire organization by ensuring no data gets posted without fulfilling all laid down business rules.
- ERP attempts to integrate all departments and functions of a company into a single system that can serve all departments' needs.
- An extensive change management concept ensures the acceptance and motivation of the end users.

- Enterprise Resource Planning (ERP) is a term usually used in conjunction with ERP software or an ERP system which is intended to manage all the information and functions of a business or company from shared data stores.
- An ERP system typically has modular hardware and software units and "services" that communicate on a local area network or on Intranets .
- The modular design allows a business to add or reconfigure modules (perhaps from different vendors) while preserving data integrity in one shared database that may be centralized or distributed
- In its simplest form can be explained as an attempt of

Area of Computerization in an Organization

- Financial Activities
- Material Management and its procurement
- Sales and Marketing
- Quality Management and assurance
- Human Resource Development
- Payroll
- Training Management
- Business Intelligent Warehousing
- Project Planning and Monitoring
- System Maintenance

ERP Functional Scope – Modules

- Financial and controlling (FICO)
- Material Management (MM)
- Project Systems (PS)
- Plant Maintenance (PM)
- Sales and Distribution (S&D)
- Quality Management (human Resource and Payroll (HR)
- Business Intelligent Warehousing (BIW)

BSNL's Present Status of computerization activities

Financial activities Present Status

- DotSOFT Package.

- In house developed packages for computation and preparation of financial Statements.
- Other locally developed software.

Material Management and Procurement Present Status

- Inventory Management system
- MIS for IN Service Web package
- Sancharsoft package for Cellular Services
- Other locally developed softwares

Project System and Monitoring Present status

- DOTSOFT Package
- Other Local packages System Maintenance Present Status
- DOTSOFT FRS
- TVARIT

Human Resource Development Present Status

- HR Package
- HR Pay Roll
- HR Leave Module
- CTMS

17.13 ADVANTAGES OF ERP

- Integrate financial information
- Integrate customer order information
- Standardize and speed up manufacturing processes
- Reduce inventory
- Standardize HR information
- Some security features are included within an ERP system to protect against both outsider crime and internal control

ERP Systems centralize the data in one place. Benefits of this include:

- Eliminates the problem of synchronizing changes between multiple systems
- Permits control of business processes that cross functional boundaries

- Provides top-down view of the enterprise (no "islands of information")
- Reduces the risk of loss of sensitive data by consolidating multiple permissions

and security models into a single structure.

17.14 BSNL’S ERP SOFTWARE IMPLEMENTATION

The ERP have at 13 modules integrating BSNL’s finance procurement & HR functions as well as material & real estate management ,QOS, Business intelligence etc.

The HCL infosystems is selected to implement “System Integration Project “For BSNL. The prime objective of ERP system is to improve the information flow to facilitate better decision making leading to overall improvement in the performance of the organisation by way of improvements in the productivity, cycle time, financial performance and information transparency.

The project entails installation, operations, maintenance, training and customization by consolidating the different systems onto a single ERP platform As a part of the BSNL’s business transformation programme, HCL will migrate company’s Finance, Commissioning & operations functions onto a single ERP system.

The project rollout includes setting up of the main Data Centre at Hyderabad and the Disaster Recovery Data Centre at Kolkata.

Installation and commissioning at these centres streamlined these business processes, provide a single view of the business, aiding compliance to storage system, security system, enterprise management system, network management systems, access management system etc. of existing data centres.

The decision to cover the whole organization country wide by investing in ERP licenses clearly communicates BSNL management intent to create a single seamless platform all over the corporation.

To deliver on this project HCL is drawing from its deep experiences of implementing many turnkey projects for BSNL including deploying prestigious contracts such as National Internet Backbone (NIB), Implementation of Call Detail Record (CDR) based customer care & convergent billing systems and the more recent WiMax Rural project, that involves setting up of infrastructure for providing internet connectivity to rural Community Service Centres through Wireless Access Network (WAN).

17.15 CONCLUSION

The **software** packages reduce the workload and automation of activities. It also assists in elimination of human errors, as a result, improves effectiveness and consistency. These are various types of business **software** commonly used in BSNL. These Software’s are responsible for accomplishing different tasks in no time, enhancing customer satisfaction and improving efficiency.

18. E- OFFICE

18.1 LEARNING OBJECTIVES

- The need for transforming conventional government offices into more efficient and transparent e-offices, eliminating huge amounts of paperwork has long been felt.
- The e-Office product pioneered by National Informatics Centre (NIC) aims to support governance by using more effective and transparent inter and intra-government processes.
- e-File, an integral part of e-Office suite is a system designed for the Government departments, PSUs and Autonomous bodies to enable a paperless office by scanning, registering and routing the inward correspondences along with creation of file, noting, referencing, correspondence attachment, draft for approvals and finally movement and tracking of files as well as receipts.

18.2 INTRODUCTION

e-File is a workflow -based system that includes the features of existing manual handling of files in addition to more efficient electronic system. This system involves all stages of working in a file, including the diarisation of inward receipts, creation of files, movement of receipts and files and finally, the archival of records. With this system, the movement of receipts and files becomes seamless and there is more transparency in the system since each and every action taken on a file is recorded electronically. This simplifies decision making, as all the required information is available at a single point.

It envisions a paperless office, with increased transparency, efficiency and accountability of the organization.

A revolutionary product aimed to make office work like never before in the history of Indian Governance, is based on the Thirteenth edition of Central Secretariat Manual of Office Procedures (CSMoP) of the Department of Administrative Reforms & Public Grievances (DARPG), Govt. of India.

18.3 NEED OF E-FILE

Information technology has changed the lifestyle of people over a period of time. At the same time, the environment plays a major role in the innovation of technology, and later technology becomes the need of the society.

Files and receipts became an important entity in any organization. There may be thousands of paper documents in the form of Files/Receipts being dealt in an organization on a daily basis. Keeping record of these paper documents, their movement and safety involves lots of time, money and efforts which in turn decreases the efficiency and productivity of an organization.

So, any organization looking for a solution that will allow it to capture the documents in digital form, archive them with some basic information for fast retrieval, movement of the document with the comment/remark, opening of file to bring all related documents in one folder, noting on file, movement of file for approval finally issuance of letter to the sender, can go for this product.

What began with the development and implementation of the “File Tracking System” which was a major step towards Less Paper Office, NIC (National Informatics centre) always in forefront in the adoption of new enabling technologies in information and communication technology to meet the need of the organization/society, paved the path for the e-File a workflow -based product enabling end to end electronic file movement across the government.

Manual techniques for diarizing, moving and recording of Files/Letters, makes the tracking of those files/letters a very difficult task, thus delaying the work and decreasing the efficiency. Due to the inefficiency of tracking with the manual system, there arose a need for a Computerized File Tracking System. An automated office attempts to perform the functions of ordinary office by means of a computerized system. In a manual office scenario, there are thousands of letters and files and their manual tracking is not a very easy task. A computerized File Tracking System enables users to track these letters and files within seconds. Also, dispatch and record keeping are made easy. It ensures proper distribution of work load, thus increasing the efficiency of the system and bringing transparency to the system. The system simulates the manual system in a digital environment.

e-File Login

- Enter the **Login ID** &**Password** in the e-Office portal, click 

button as shown in **Fig 21.**

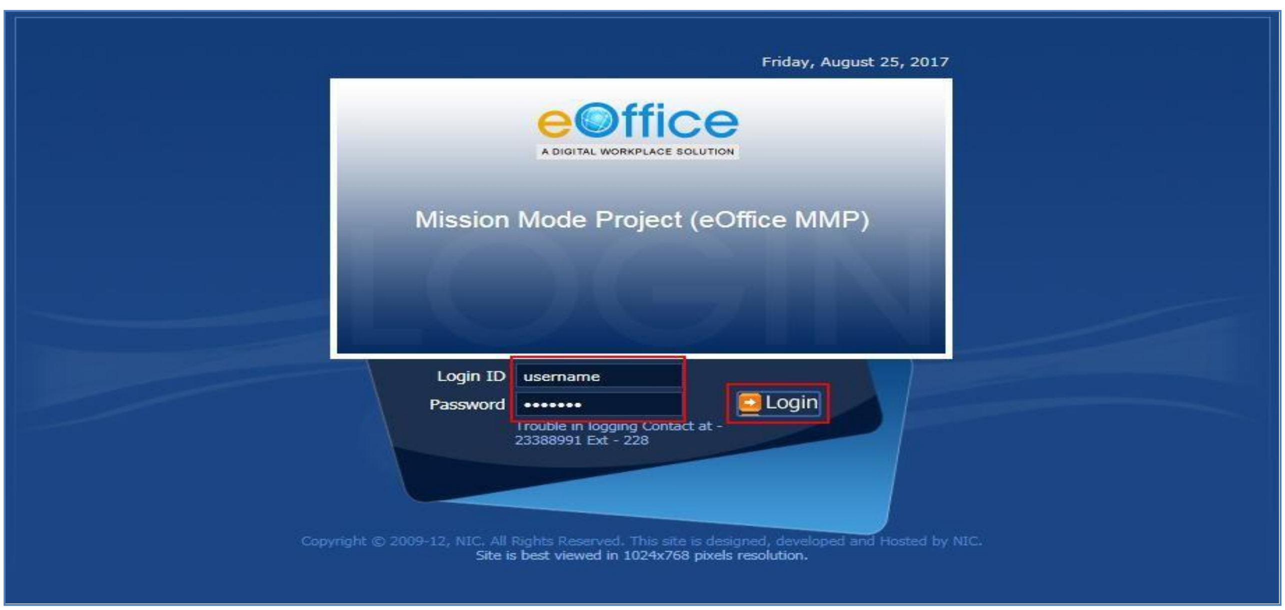


Figure 21: Login page

- e-Office homepage is displayed on successful login.

- To open the **File Management System**, click the link mentioned in the left panel as highlighted in **Fig 22**.

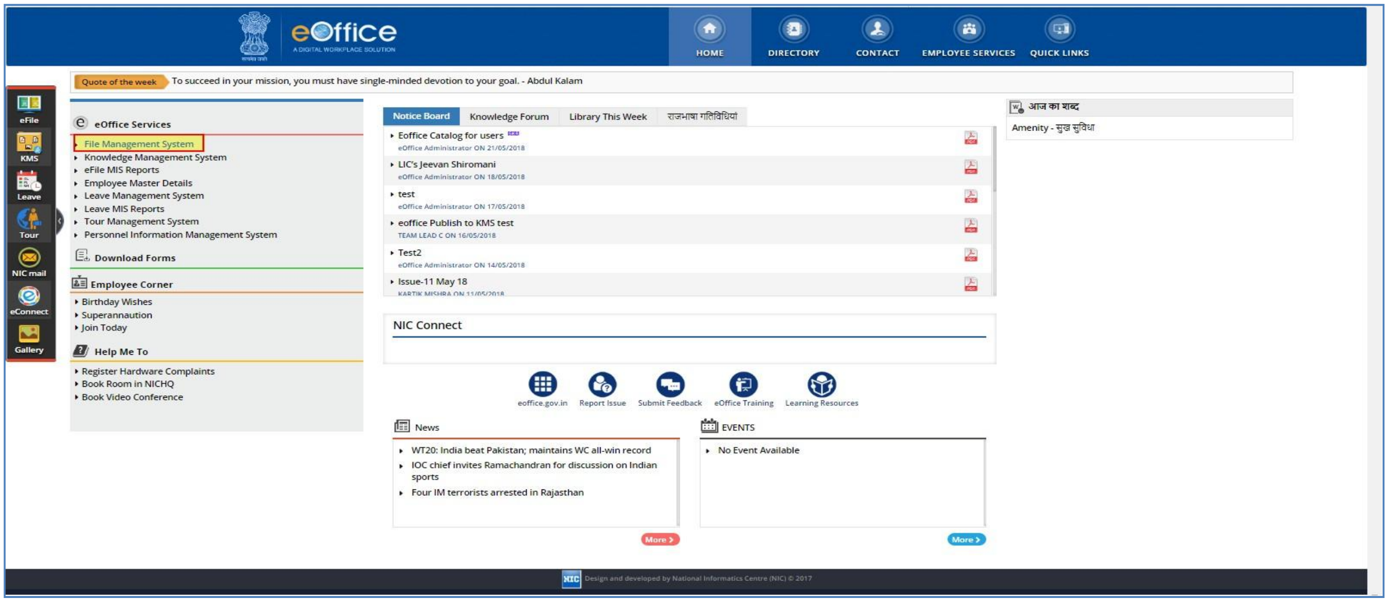


Figure 22: E-file management system

User is then redirected to the application, as shown in **Fig.23.**

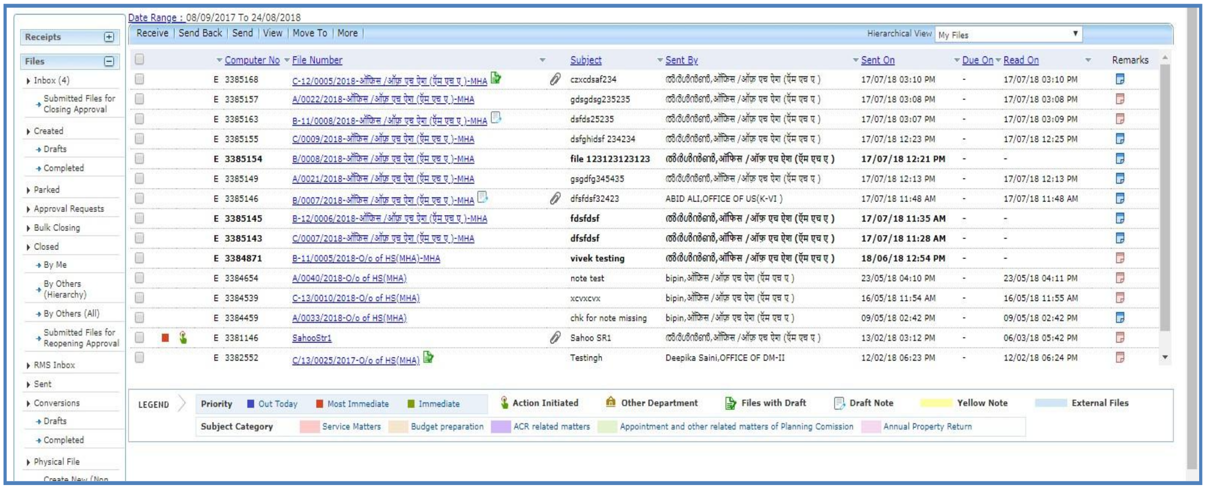


Figure 23: Receipt Inbox

e-File Modules

File Management System (FMS) or e-File, comprises of different modules which are inter-linked and manage the official work flow of the entire life cycle of a Document/DAK from the moment it is received by the organization till the time it is disposed of with proper set of actions.

The different modules in FMS are Receipts, Files, Dispatch, Notifications, Settings and etc. Each module comprises of different sub modules (links) with actionable menus that help the users to accomplish different official procedures in an electronic environment.

First of all, let’s learn how to use the **Receipts** module of e-File.

Receipts

Once a DAK/ letter is diarized and a unique receipt/ diary number is allocated then it becomes **Receipt**. The links available under Receipt module are shown in **Fig 24.**

Figure 24: Menu

18.3.1 Description of Sub Modules

Let’s learn about these subs - modules one by one:

- **Browse & Diarize:** It is used to generate receipts which can be either physical or electronic.

- **Physical**: The unique number for the DAK is generated by the system, and further processing of the receipt can either be physical (manual) or electronic in nature.
- **Electronic**: The unique number for the DAK is generated by the system, and

further processing of the receipt is always electronic in nature.

Electronic DAK/ letter Idolization

The DAK/ letter must be scanned as a single PDF (preferably a searchable PDF).

To diaries the Electronic DAK/ letter, perform the following steps:

- Click the **Electronic** link under **Browse & Diarize** sub-module, as shown in **Fig 25**.

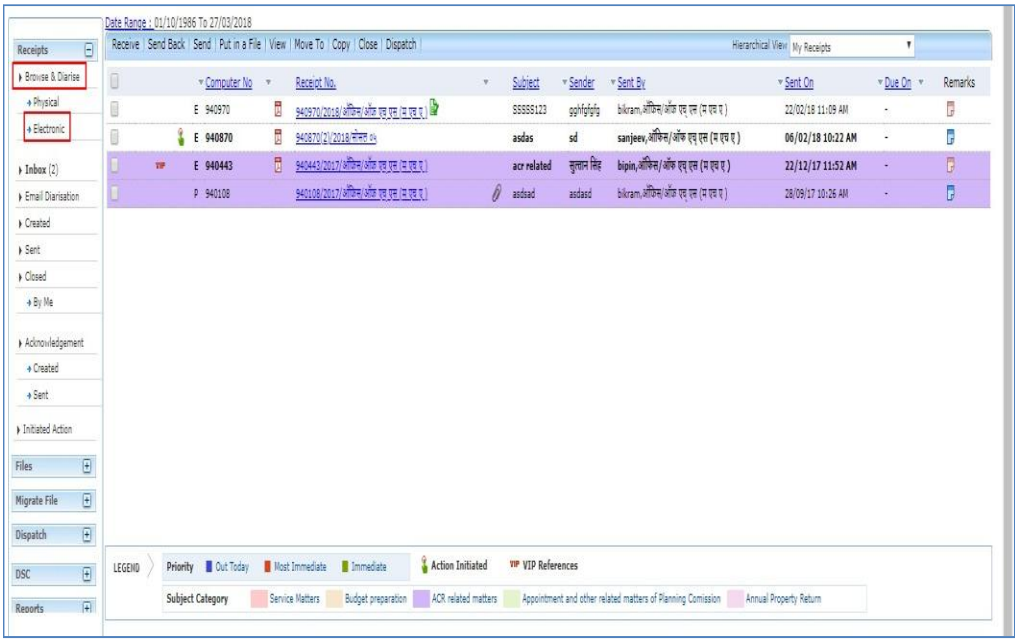


Figure 25: Electronic files

- Click the Upload File button. The File Upload dialog box appears. Select the desired scanned PDF document (**upto 20 MB**) and click Open button as shown in **Fig 26.**

- Once the scanned DAK/ letter is uploaded, enter the required metadata (various details in the fields available on the right of the screen) and then, click

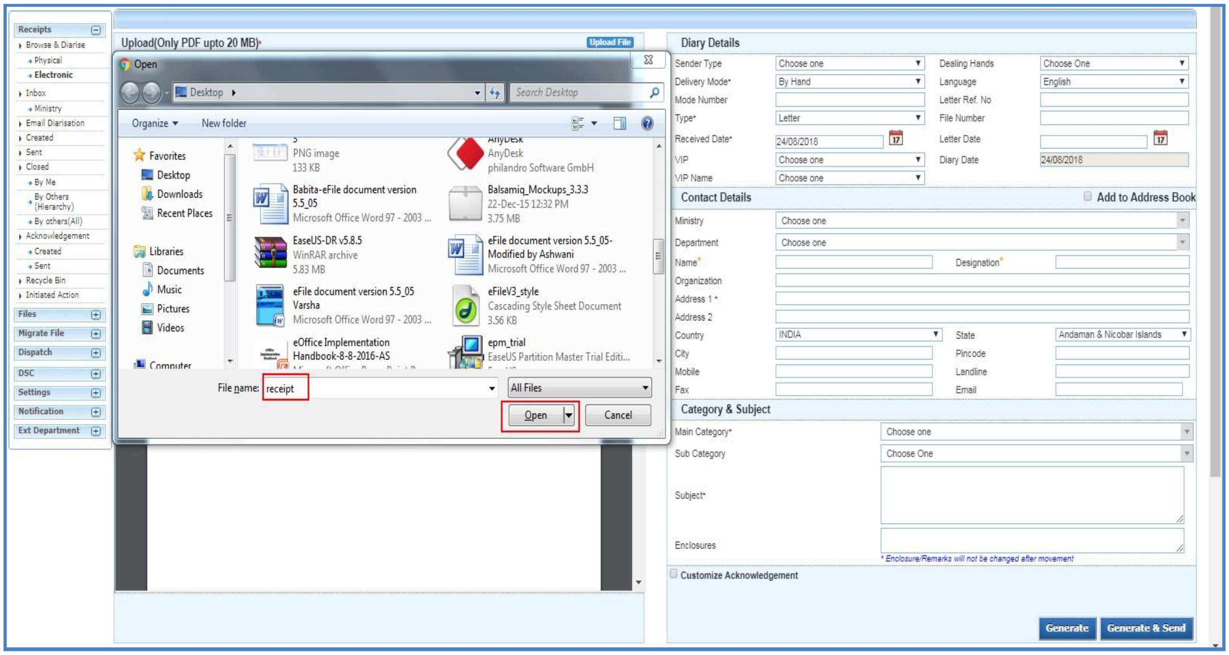


Figure 26: Upload document

- The DAK / letter gets diarized and a unique **Receipt Number** is generated as shown in **Fig 27**.

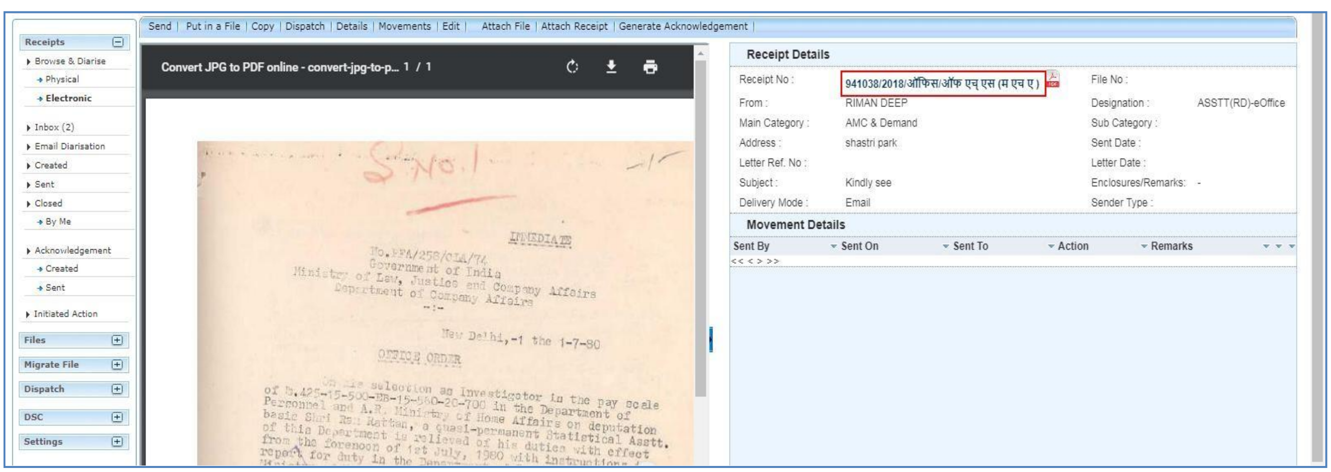


Figure 27: Receipt created

- The generated receipts are saved in the "**Created**" sub-module till they are marked to other user(s).

button (***This feature is configurable***): Generates the Receipt Number and redirects the user to diary screen retaining the content (pdf) and metadata (***Copying the pdf content is also configurable feature***) of the receipt.

The actions that can be taken on a receipt are shown in **Fig 28:**

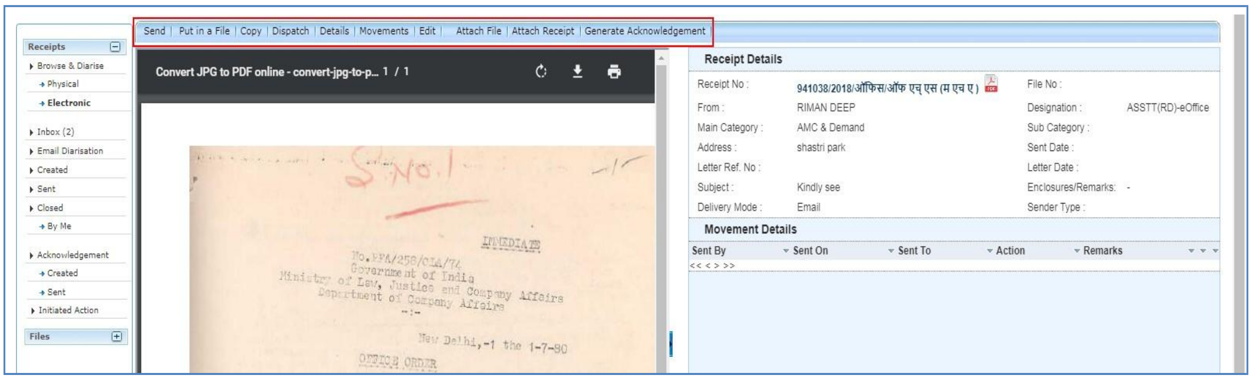


Figure 28: Options for receipt

These actions are explained below:

Send: This option facilitates the user to mark the receipt to the intended recipient (s). Click

tab, the send screen is displayed as in **Fig 29.**

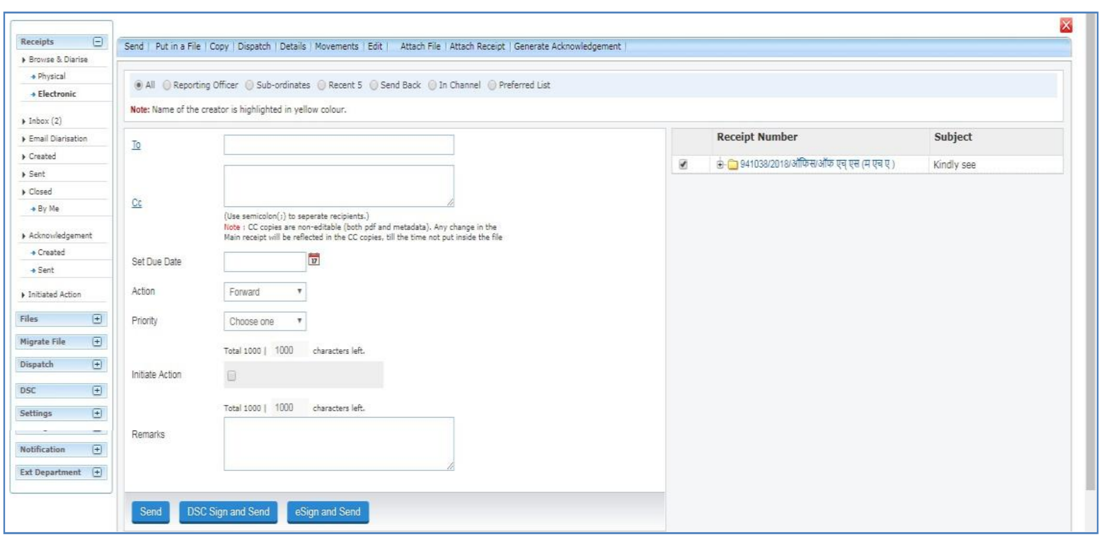


Figure 29: Send Option

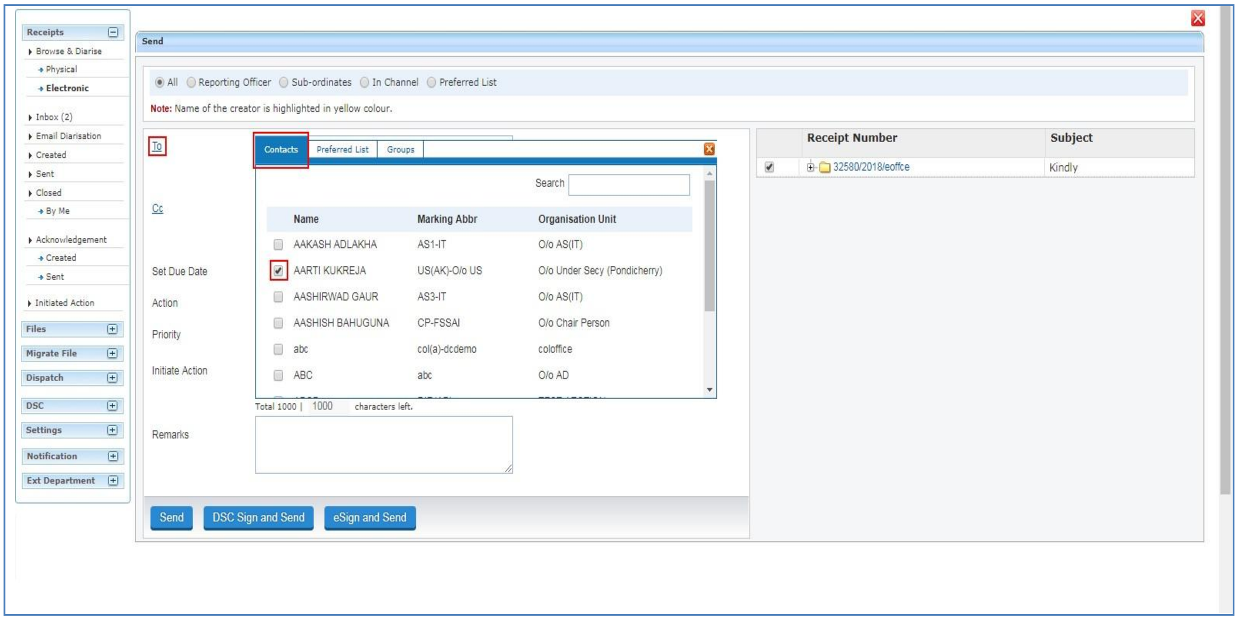


Figure 30: Contacts

- User can also click the '**To'** link, then, click **Contacts tab** and select user from the list box as shown in **Fig 30.**

1. **All**: By default, "**All**" remains selected giving the logged in user option to view and select a recipient from all the active users in the department.

2. **Reporting Officer**: When "**Reporting Officer**" is selected, the 'Send To' list will display the official just above in the hierarchy of the logged in employee.

3. **Sub-ordinates**: When "**Sub-ordinates**" is selected, the list will display the officials just below in the hierarchy of the logged in employee.

4. **In channel**: It helps the user to mark the receipt to officials who are already in the submitted channel of the receipt.

5. **Preferred List**: It helps to select officials from the list of "**Preferred List**" already created by the user.

b) **Cc:** It is used to mark copies of the receipt to users other than main recipient selected in **To** field.

c) **Due date**: Date by which work is supposed to be done. Assign a **Due Date** to the recipient using the **Set Due Date** option.

d) **Action**: An easy way to notify the recipient the action that is required on receipt. Select **Action** which is to be taken, from the drop -down menu.

e) **Priority**: It is the preference assigned to the receipt based on its urgency. Set the **Priority** of the receipt, from the drop -down menu.

f) **Initiate Action**: It is used to track the set of action(s) taken on any receipt. The receipt can be tracked even after it is put in file. Check the **Initiate Action** check box, provide initiation type to **initiate** action and **track** the actions that will be taken on the receipt.

g) **Remarks**: These are the forwarding comments given on receipt while sending them to recipient. Type forwarding remarks in the Remarks field.

After selecting the recipient(s) and entering other details, user can send the receipt using any of the following **Send**

options:

➢ **Send**: On clicking 

button in **Fig 31**, the receipt will be marked to the intended user(s).

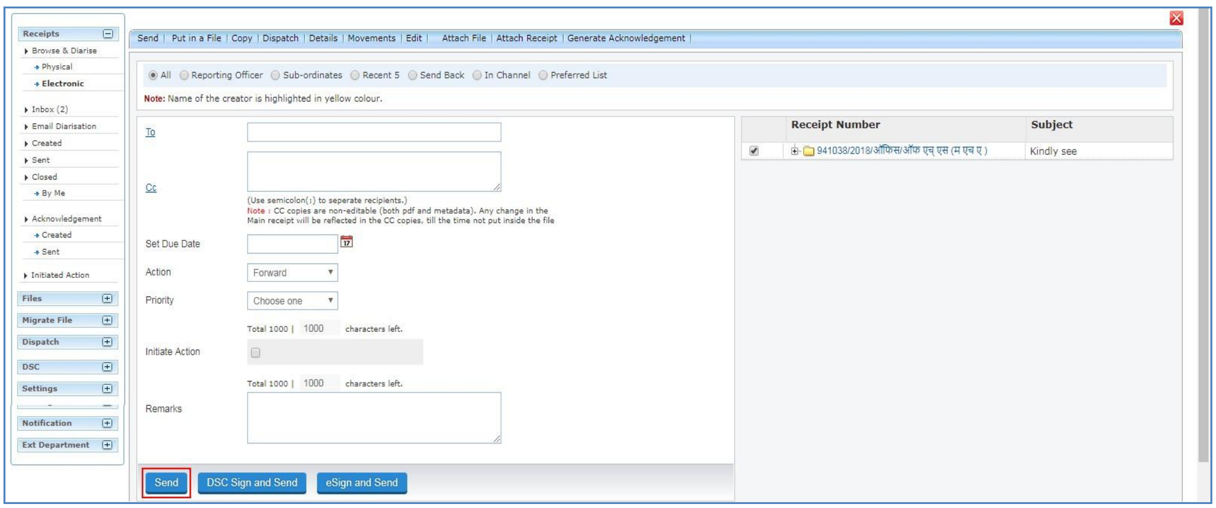
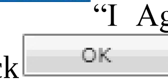


Figure 31: Click send

DSC token Pin. Enter the **Pin** and click 

button and the receipt is sent.

e-sign and Send: On clicking 

button, a pop window appears asking to continue the agreement with "I Agree". Enter the **OTP** received on Aadhaar registered mobile number and click 

button, the receipt is sent.

- The Digital Signature/e-Sign appears on the Receipt Remarks in Movement Details Page.

- Once the receipt is sent using any of the above Send option, the receipt will be visible in the Inbox of recipient. The user who sent the receipt can check the details of the receipt in his/her own Sent folder.

2. **Put in a File**: To **put** the **generated receipt** into a **concerned file,** perform the following steps:

- Click Put in a File tab. A list of files appear**,** as shown in **Fig 32.**

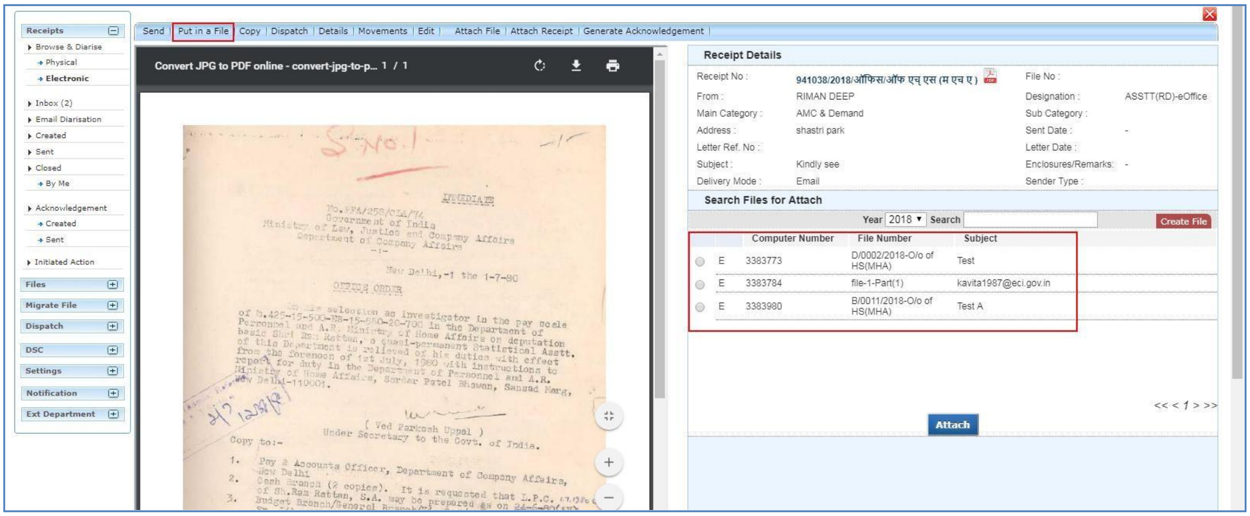


Figure 32: Put receipt in file

Select the file in which the receipt needs to be put In. Attach Click the

- User can also **search** the file using **Year** and **Search fields**.

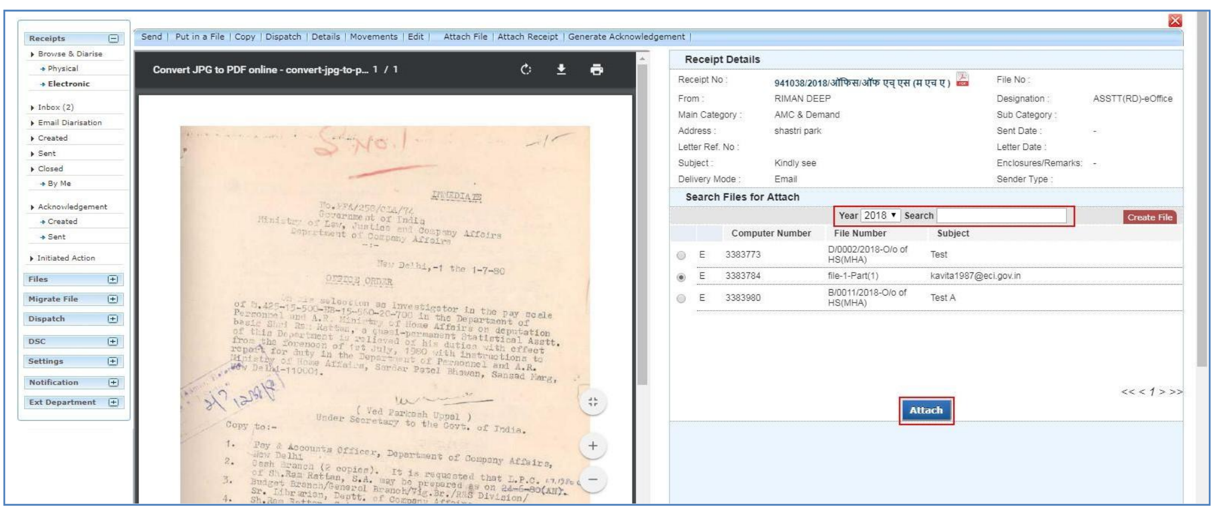


Figure 33: Search file

OR

- Create the **New File** (non-SFS File) from the receipt Put in a File list screen itself using Create File button as shown in **Fig 34**

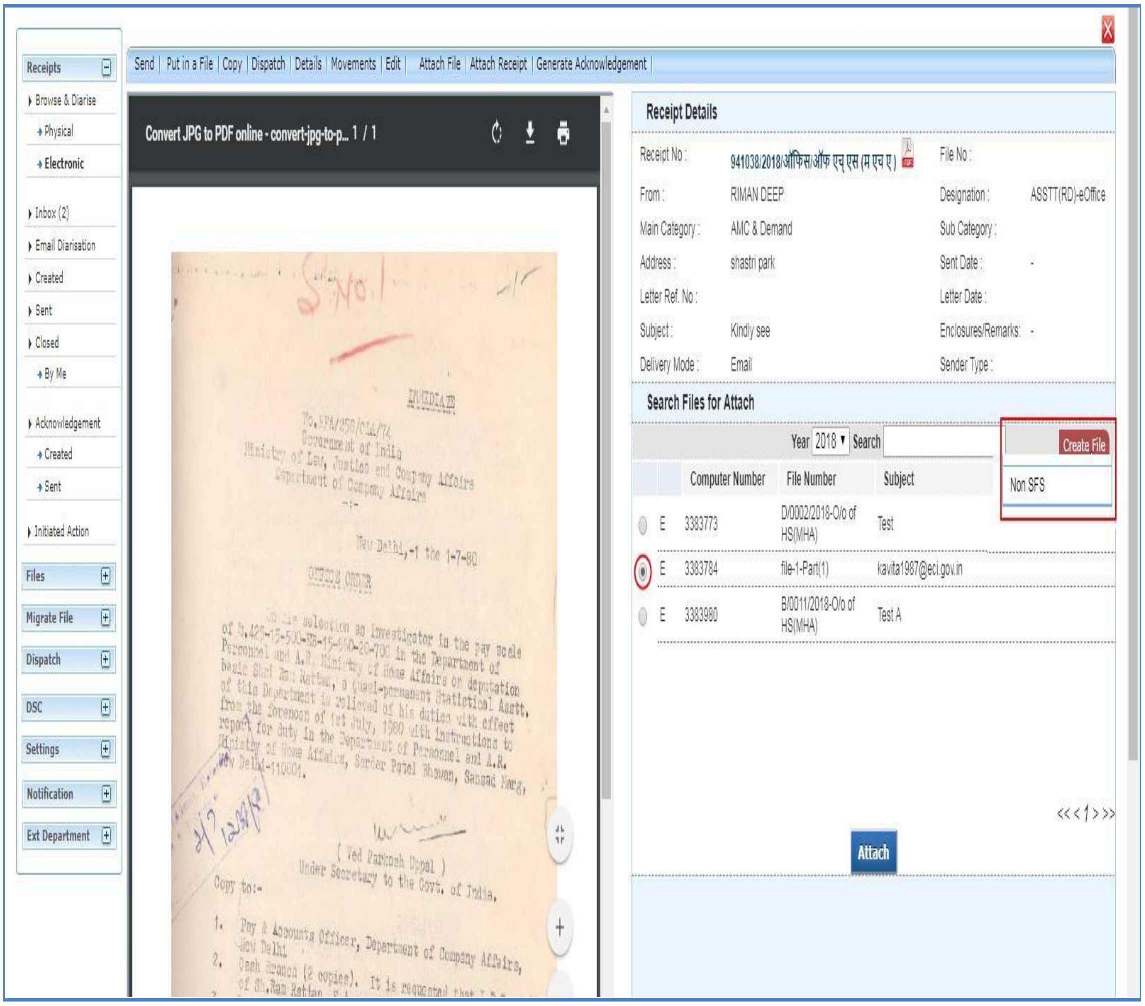


Figure 34: Create_new_file

- Click Create File button and click **Non-SFS,** from dropdown menu. The new file creation screen appears, as shown below in **Fig 35.**

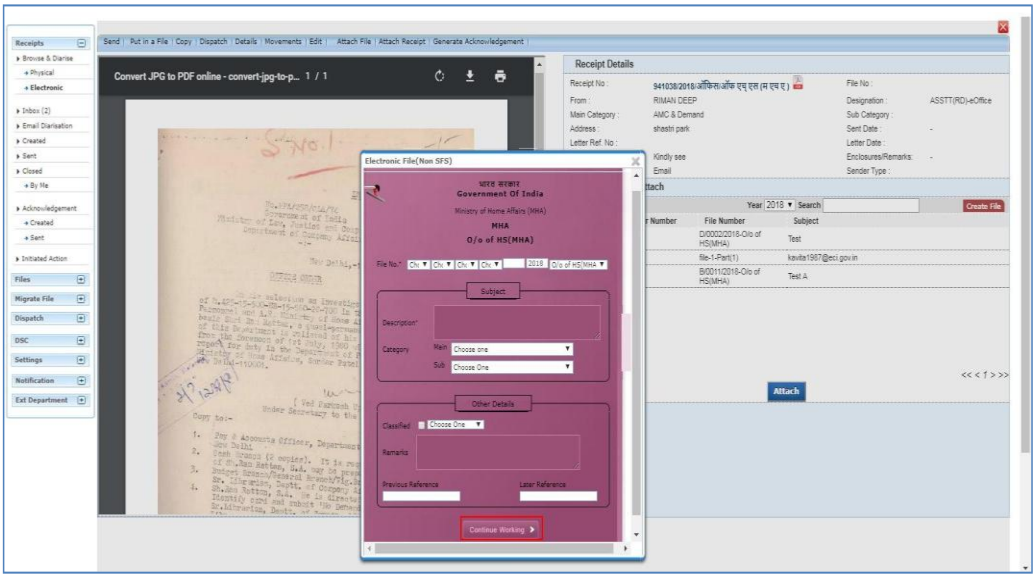


Figure 35: E-file

- Click Continue Working button, the receipt gets attached in the correspondences of the created file.

3. **Copy**: It can be used, in cases where DAK/letter are diarized for same subject nature. Generates the Receipt Number and redirects the user to diary screen retaining the content (pdf) and metadata (***Copying the pdf content is configurable feature***) of the receipt.

4. **Dispatch**: It is a process of issuing an official reply to the concerned sender (user/department/ministry) after the approval from the internal competent authority.

To Dispatch an issue against a Receipt, perform the following steps:

- Click the Dispatch tab, a confirmation pop-up message appears:
- After confirming, the dispatch screen is displayed with the pre-filled receipt metadata on right side.
- The generated receipt will be moved to the Inbox for dispatching.
- To create the Draft for Approval (DFA), type the draft content or copy the content from already created word/ text files and paste it or choose a pre-defined template by clicking Choose from Template(s) or upload the doc/ pdf by clicking Upload File button.

- After creating the DFA, click the Save button, **Fig 36.**

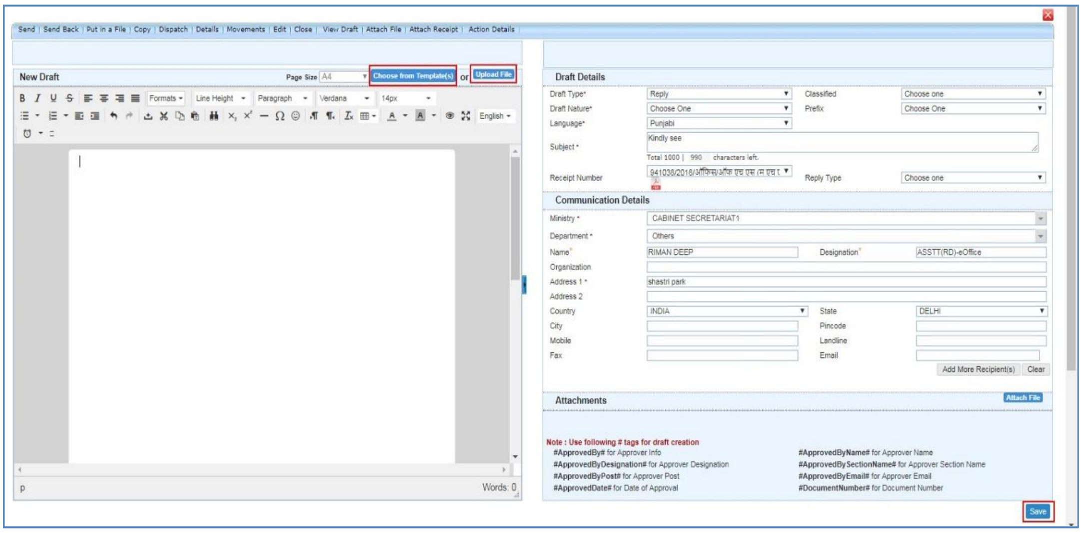


Figure 36: Draft creation

- A newly created draft has three actions:

a) **Preview**: View the Draft content before approval.

b) **Approve**: To finalize the DFA. Once the draft is approved no further changes in the content can be done. Only the communication details can be edited.

c) **Edit**: To make the necessary changes in DFA. Each editing of the draft will create a new version of the draft once the receipt along with the draft is moved to the next user.

- Once Approve button is clicked, an approval confirmation popup appears. Click OK button, the Draft gets approved

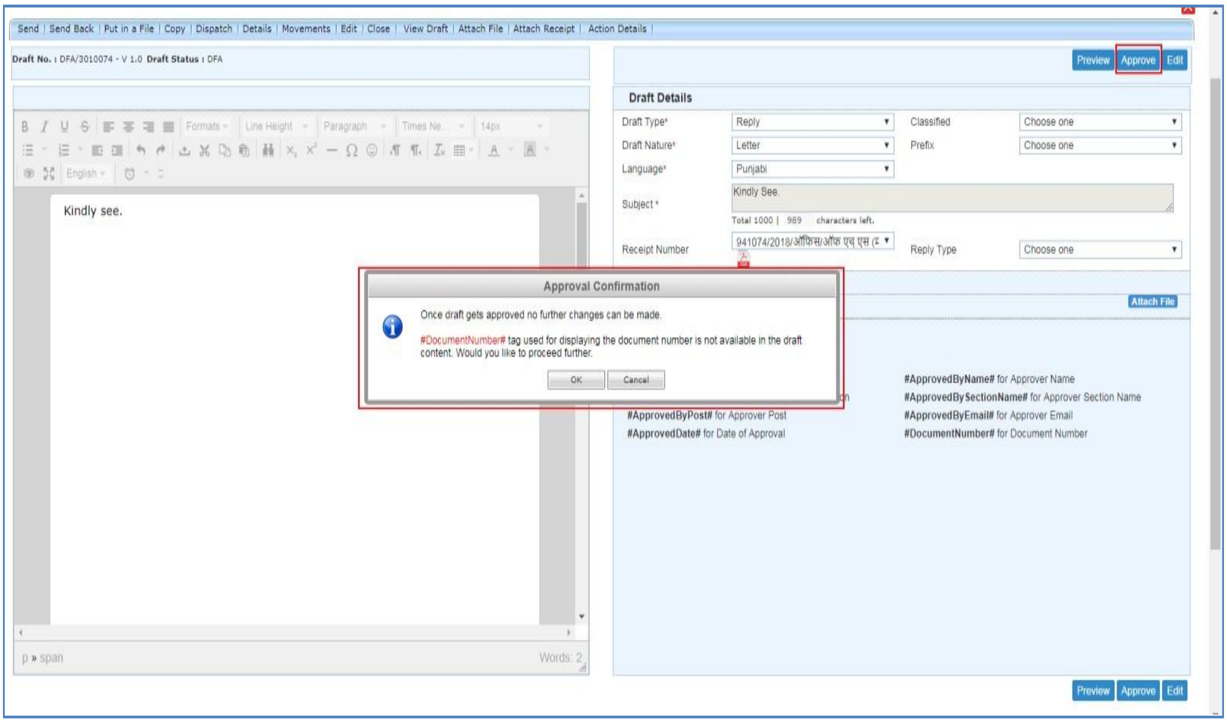


Figure 37: Draft approval

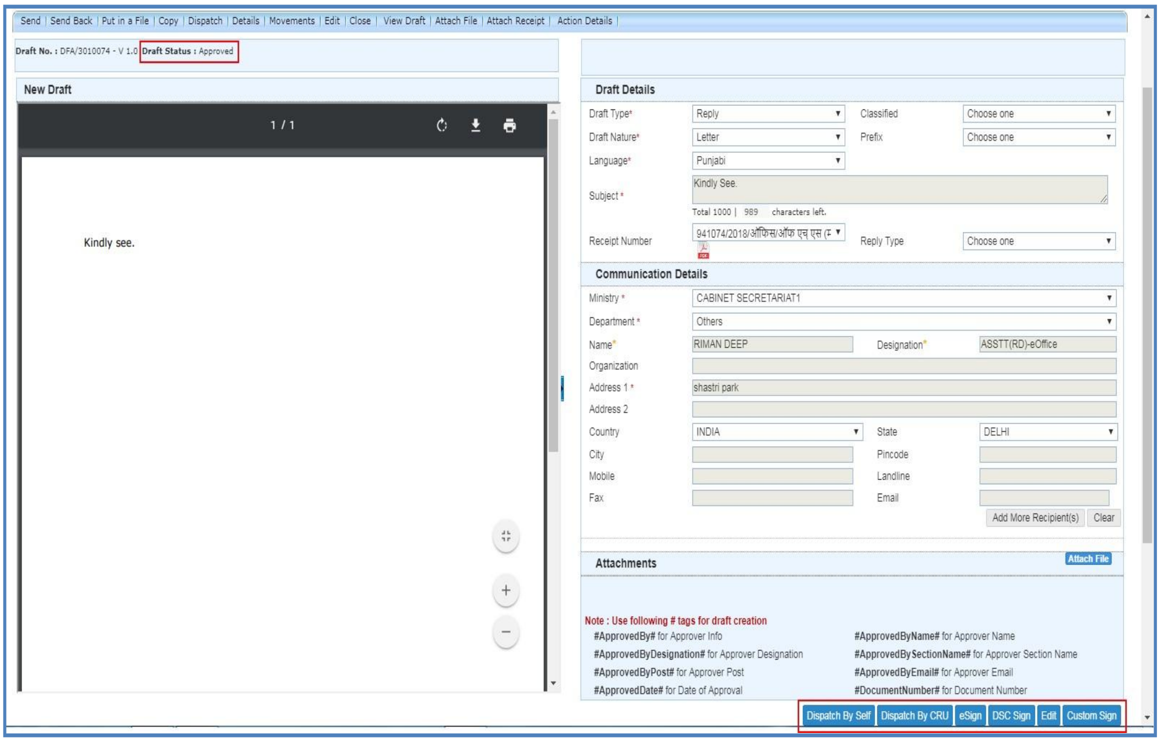


Figure 38: Dispatch draft

- After approving of the draft the actions available are shown in **Fig 38**.

a) **Edit**: To modify the Communication Details only in the approved DFA.

b) **DSC sign**: To sign the approved DFA with digital signature using DSC token device.

c) **E-Sign**: To sign the approved DFA with digital signature using Aadhaar authentication.

d) **Custom Sign**: The provision to select the desired location in the approved draft to DSC sign /e-Sign.

e) **Dispatch By Self**: It is used, if the person, who has the receipt with the approved/ signed draft, wants to dispatch (send the issue) himself/ herself. The issue can be dispatched electronically through mail

(by using "Email Details") or physically through post(by using "Postal & Out Register Details").

- Further the two options **Send with Follow-up** and **Send without Follow-up** appears, as shown in **Fig 41.**

➢ **Send with follow-up:** It helps to set a follow up notification in anticipation of a reply which could be received against the dispatched letter.

- Click 

button, select the required action, enter the description message and due date for the follow-up and click button, as shown **in fig 39 .**

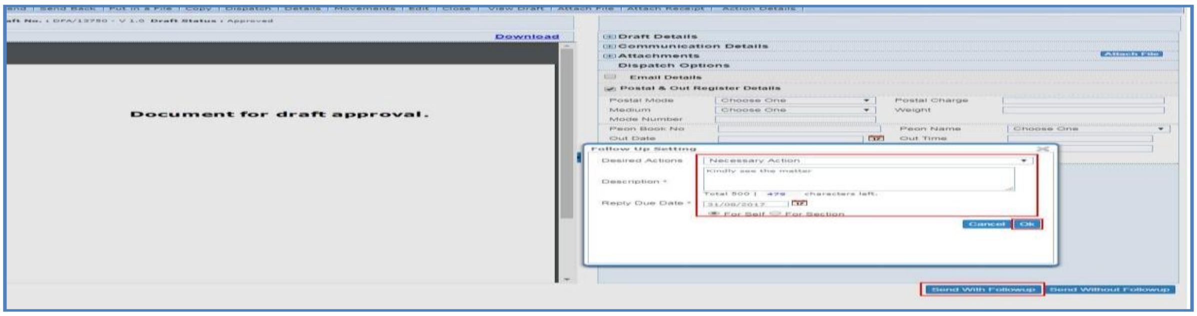


Figure 39: send draft

- The draft gets dispatched, and an entry of the dispatched draft gets displayed
- in **Sent** sub-module under "**Dispatch module**" with status "**Issued and dispatched**" as shown in **Fig 40**.

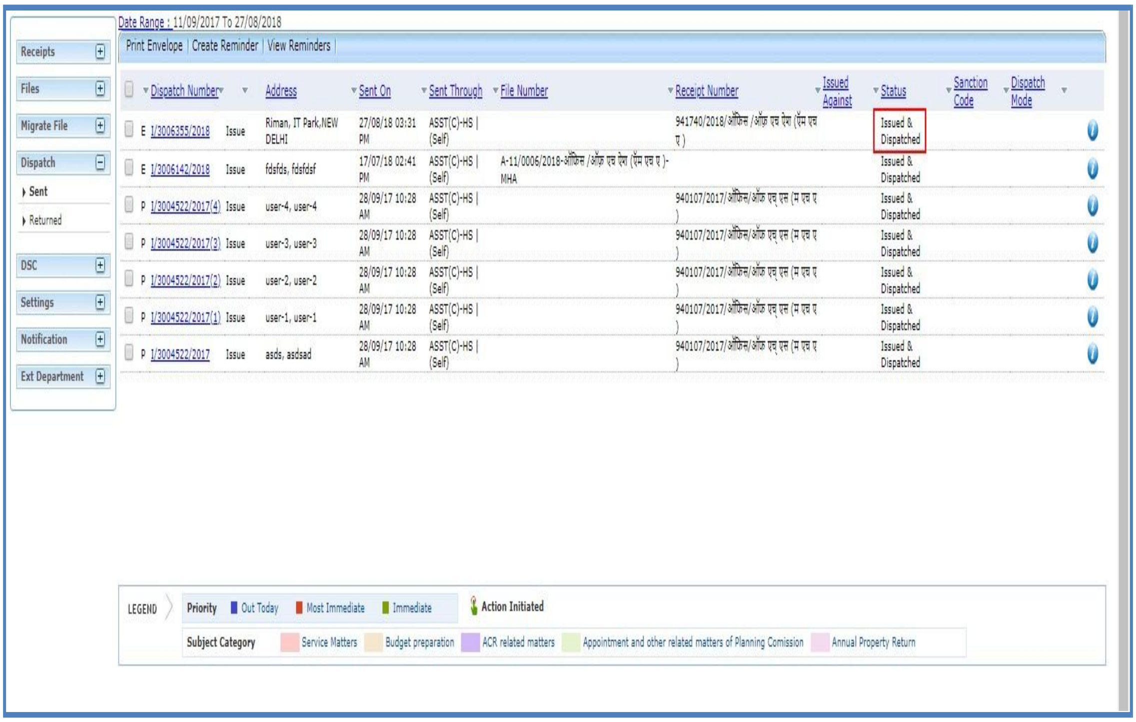


Figure 40: Dispatch inbox

Inbox

File Inbox sub module displays all the **incoming** files that have been marked to the logged in user. There are **six** action tabs provided in Files Inbox as shown in **Fig 41.**

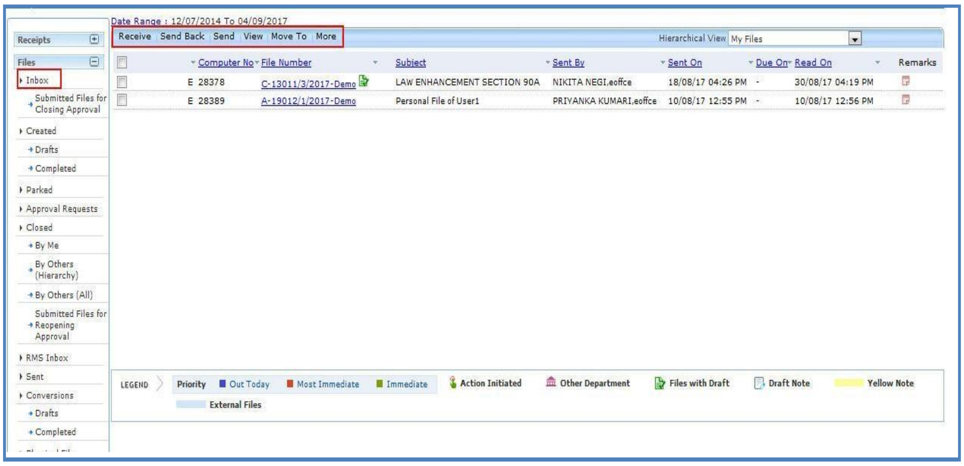


Figure 41: File inbox

- Click the File number to view the content and other details of File.

Let's study about these menus in detail.

1. **Receive**: It is used to receive the Physical File as shown in the **Fig 42.** Without receiving the physical file user cannot take any action on that particular file.

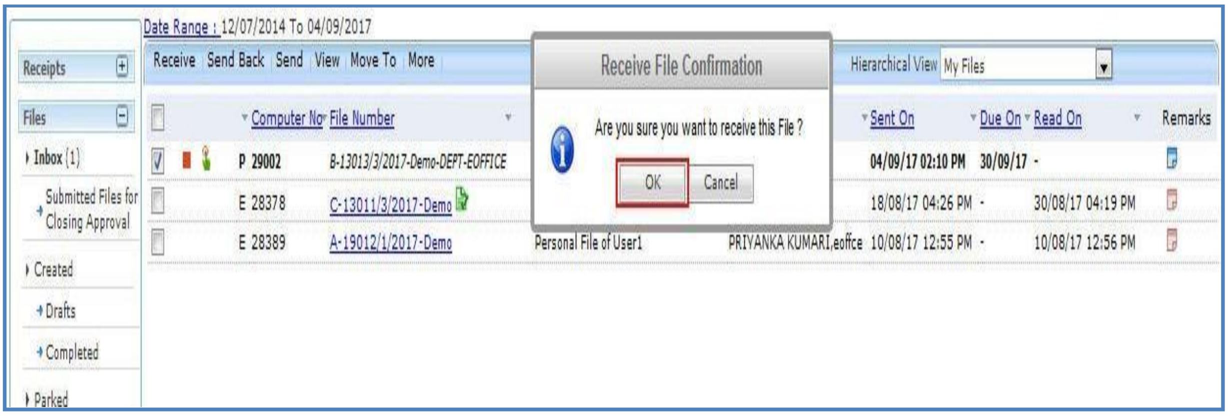


Figure 42: Receive file

2. **Send Back**: It is used to send the file back to the sender of the File.

- Select the file and click the Send Back tab,

Electronic Files Action tabs:

Let us learn following different options available in the menu bar for electronic files.

1. **Noting**: It consists of line actions with regard to the correspondence or as per the subject matter of the file subject. It is used to add Yellow Note and Green Note in the existing File and to view the noting **By Name** and **By Date** or **All** the noting together, as shown in **Fig 43:**

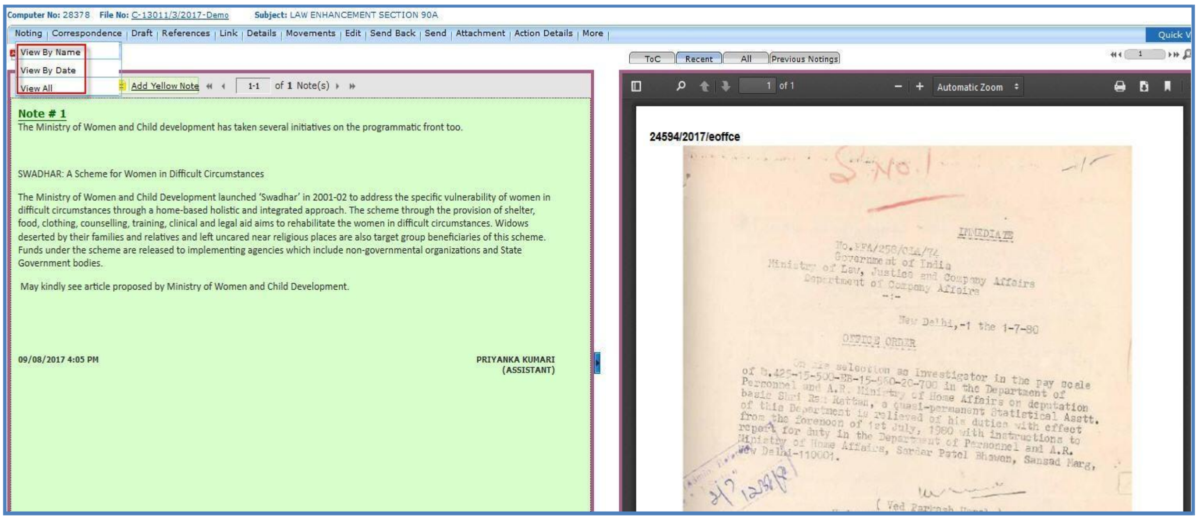


Figure 43: Option with noting

a) **Yellow Note:** Yellow Note is to add a draft note in a file for taking approvals from reporting before finalizing the green note. Once the yellow note is confirmed, it changes to green note sheet.

b) **Green Note:** Note is the document in file on which all decision making/ major facts/ approvals are recorded. Anything recorded on green note of file stays permanently on file if the file is moved at least once.

To add a Yellow Note, perform following steps:

- Click 

link

- The Noting screen becomes active. Type the note content manually or copy the content from already created word/ text files and paste it. After adding the content, click 

button.

- After the note is saved, the actions provided as per authorization are shown in **Fig 44.**

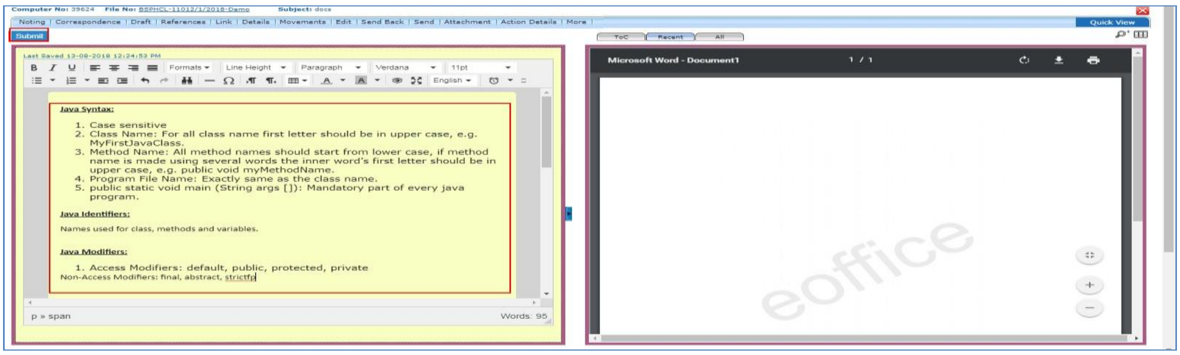


Figure 44: Yellow note

Edit: To edit the content of note. After each editing a new version of the note is created.

a) **Discard:** To delete the note.

b) **Confirm:** To confirm Yellow Note into Green Note. Once the yellow note is confirmed, the confirmed versions of note will displayed.

To add a Green Note, perform following steps:

- Click Add Green Note link, as shown in **Fig.45**.

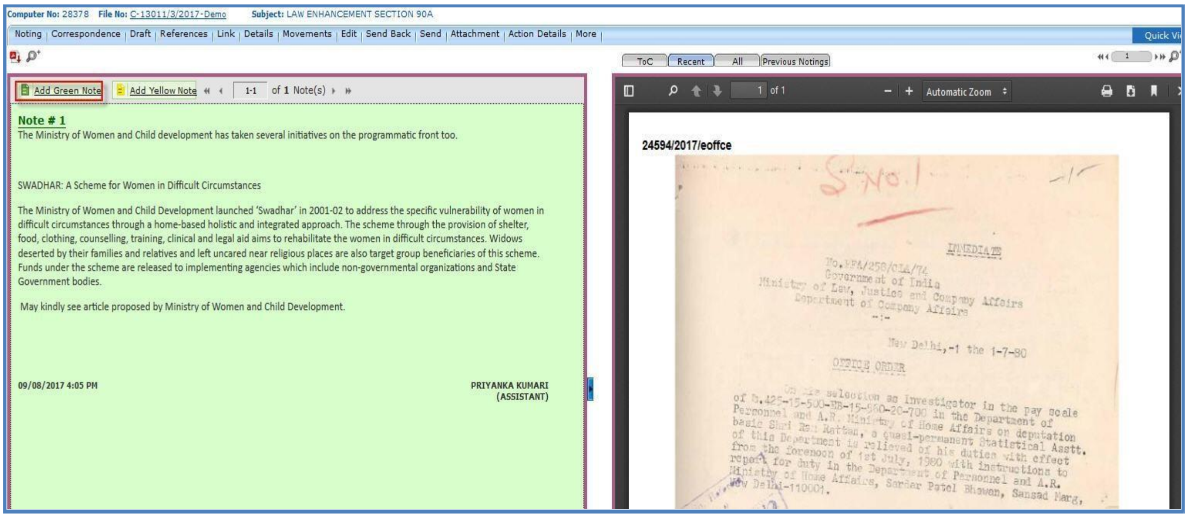
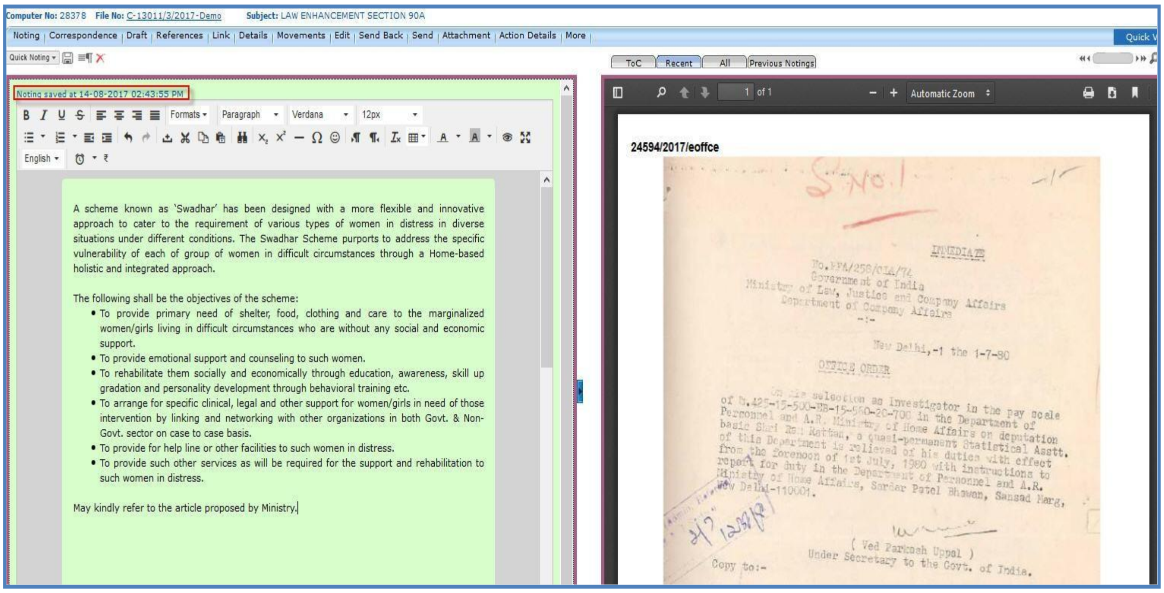


Figure 45: Green note

- The Noting screen becomes active. Type the note content manually or copy the



content from already created word/ text files and paste it., as shown in **Fig 46**.

Figure 46: Active green note

- Noting done gets saved automatically.

- A pre-defined or created by user (In English or Hindi), one-liner noting in Green Note can be added by using Quick Noting feature. It is used to create a customized list of one-liner noting frequently used in organizations.

The User can also attach supporting documents (PDF Format only) by clicking on Attach

button at the bottom of the noting portion as shown

2. **Correspondence**: Correspondence is any letter/ DAK which is diarized for action to be taken in file. It is used to attach Correspondence/ Receipt to the working File.

- Clicking on **Correspondence (** Correspondence button, the list of Correspondence and Issues appears on right side, as shown :
- Click Attach button, a list of receipts appears, select the receipt and click Attach button as shown :
- User can also search for the receipt using Year and Search fields.

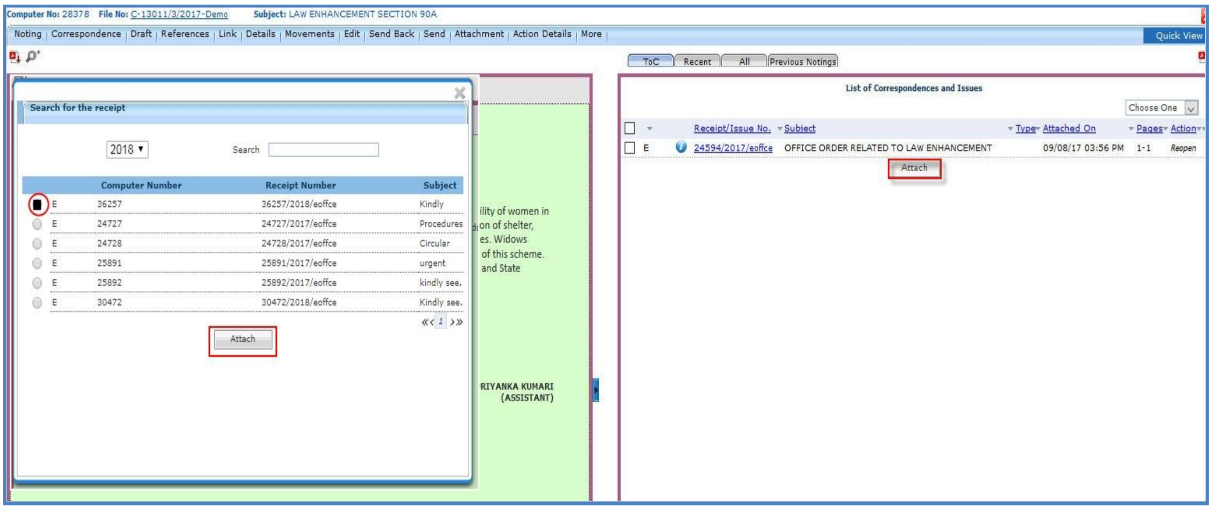


Figure 47: Search option

eFile MIS Reports

To optimize the usage of eFile & provide real-time monitoring, an explicit MIS-Report application has been integrated in the pre-existing eOffice application suite. The product has been designed with role-based scope privilege for users to access different reports based on user's department, OU and hierarchy.

The product has been broadly categorized into File, Receipt, Dispatch, VIP, My Reports and Miscellaneous modules to provide seamless monitoring of all the actions & entities involved in the decision-making process. System facilitates reports for all the available parameters in the eFile application, along-with provision of customized output. Additionally user can generate these reports in different formats viz. HTML, EXCEL and PDF.

The eFile MIS Reports is totally based on your eFile Hierarchy i.e. The person can view the reports of only those Department(s)/Section(s)/OU(s) in which either he belong or which are under him/her. For Example consider the scenario of an Office, where the Head of the Office can view reports of all the employees as he is on top of hierarchy, while as we go down the hierarchy the scope decreases and user can only view report as per his post/Designation in the office.

To select the module, click on the tab from Menu bar.

File: This is to view the MIS reports of file. It has the following subheadings

· File Closed

· File Conversion

· File Forwarded

· File Parked

· File Migration

· File Monitoring

· File Pendency

· File Received

· File Register

· User Wise Files Received and Forwarded

Employee Master Details (EMD)

EMD is an application in eOffice which helps building the organization structure and the employee data in the eOffice product.

It is the backbone of the product that maintains the employee details which is used by various applications part of eOffice product suite.

The administration of the application or rather the employee data in the application is done by administrators at two levels –

1. Super Administrator – Administrator at the entire eOffice instance level (CBIC).

2. EMD Manager (also known as Local Administrator) – Administrator at the level of the respective organization / department, for example, ALTTC-BRBR-ADMN.

The responsibility of the Super Administrator is, creation of master list of designations, posts etc. along with the creation of organizations/departments and their nominated user(s) as EMD Manager(s) respectively.

Whereas, the EMD Manager is mainly responsible for creating the organization units (list of Offices/Sections), employees, assigning employees post and etc. to get the end-user accounts created in eOffice.

An EMD manager to be able to create users in the system and assign roles in eOffice (i.e. functional accounts for working in 'File Management System).

IMPORTANT NOTE

1. For users to be able to create eFiles in the 'File management System', the list of File codes is to be entered in the application by the Super Administrator.

2. The file codes are entered against each 'Organization Unit' name.

3. Hence, Super Administrator can only enter the list of File Codes against OUs, once the EMD Manager has created all OUs.

4. Once the EMD Manager has created all OUs, he/she must communicate the same to the Super Administrator for further population of File Heads in the application.

CONCLUSION:

The utilization of ERP & e-office software allows companies to decrease the time it takes the company to get paid for its goods or services after the sale. Employing an ERP & e-office system allows for increased cash flow. The utilization of the ERP & E-OFFICE system's integrated system architecture removes the necessity for multiple, different systems to be used within the company and consolidates to the same system across multiple geographies.

Different locations can use and see the same data regardless of the physical geography and eliminates the knees for storing redundant data in multiple physical locations. The ERP & E-OFFICE system also eliminates the requirement for each location to upload or extract data to and from the central data storage site. ERP & E-OFFICE systems increase productivity by integrating data and processes across multiple departments and location which allows our company to move product faster, process orders quicker, invoice customers more aptly and reconcile shipments sooner. Information flow is the lifeblood of any company.

Utilizing an ERP & E-OFFICE system allows access to a multitude of company information. The ERP & E-OFFICE system also tends to have more accuracy and relevancy because it all comes from one source, not multiple sources. The ERP & E-OFFICE system will provide the company various reporting tools and make generating time sensitive and up-to-date information faster and more user-friendly.

19. LATEST BSNL SERVICES, DIGITAL MARKETING OF PRODUCTS AND SERVICES

19.1 LEARNING OBJECTIVES

1. Introduction
2. Mobile Commerce
3. What Is Digital Marketing?
4. On-Line Product/Service By BSNL

19.1 INTRODUCTION

BSNL providing new latest services for their esteemed customers. Digital marketing is the replacement of traditional marketing through mode of ON-LINE. Much business organization already implemented this type of marketing strategy to avoid unnecessary burden from traditional marketing. BSNL already implemented digital marketing through ON-LINE mode for selling of various products and services.

19.2 BSNL LATEST SERVICES

Telecom industry is witnessing huge growth as compared to other sectors in India. Tariff for telecom services is reducing day by day and telecom operators are facing problem of lesser ARPU. Hence Telecom operators are searching new ways to increase revenues. BSNL has introduced / going to introduce new services for getting more revenue from the existing setup.

19.2.1 Mobile Commerce

History of Mobile Commerce (World-wide)

Mobile commerce was born in 1997 when the first two mobile phone enabled Coca Cola vending machines were installed in the Helsinki area in Finland. They used SMS text messages to send the payment to the vending machines. In 1997 also the first mobile phone -based banking service was launched by Merita bank of Finland also using SMS. In 1998, the first digital content sales were made possible as downloads to mobile phones when the first commercial downloadable ringing tones were launched in Finland by Radionlinja (now part of Elisa) In 1999, two major national commercial platforms for m-commerce were launched with the introduction of a national m-payments system by Smart as Smart Money in the Philippines and the launch of the first mobile internet platform by NTT DoCoMo in Japan, called i-Mode. iMode was revolutionary also in offering a revenue-sharing deal where NTT DoCoMo only kept 9% of the content payment and returned 91% to the content owner. Mobile commerce related services spread rapidly in early 2000 from Norway launching mobile parking, Austria offering mobile tickets to trains, and Japan offering mobile purchases of airline tickets. PDAs and cellular phones have become so popular that many businesses are beginning to use m-commerce as a more efficient method of reaching and communicating with their customers. Although technological trends and advances are concentrated in Asia and in Europe, Canada and the United States are also beginning to experiment with early-stage m-commerce. The less price sensitive early adopters from the 13-25 age group could drive the initial growth. Growth in mobile products such as ringtones, games, and graphics may displace spending on many traditional youth products such as music, clothing, and movies. This would radically change the dynamics of all visual entertainment and product-service distribution worldwide so marketers could target end-users with diverse youth mind sets. The youth market has historically shown rapid viral growth which later gains acceptance in the mass market. While emerging markets are proving to be the ideal solution for sustaining revenues in the face of falling ARPU, analysts say the rapid commercialization of 3G services is likely to open up new opportunities in developed markets. In order to exploit the m-commerce market potential, handset manufacturers such as Nokia, Ericsson, Motorola, and Qualcomm are working with carriers such as AT&T Wireless and Sprint to develop WAP-enabled smart phones and ways to reach them. Using Bluetooth technology, smart phones offer fax, e-mail, and phone capabilities. Products and services available:

19.2.2 Mobile ticketing

Tickets can be sent to mobile phones using a variety of technologies. Users are then able to use their tickets immediately by presenting their phones at the venue. Tickets can be booked and cancelled on the mobile with the help of simple application downloads or by accessing WAP portals of various Travel agents or direct service providers.

19.2.3 Content purchase and delivery

Currently, mobile content purchase and delivery mainly consists of the sale of ringtones, wallpapers, and games for mobile phones. The convergence of mobile phones, mp3 players and video players into a single device will result in an increase in the purchase and delivery of full -length music tracks and video. Download speeds, if increased to 4G levels, will make it possible to buy a movie on a mobile device in a couple of seconds, while on the go.

19.2.4 Location-based services

Unlike a home PC, the location of the mobile phone user is an important piece of information used during mobile commerce transactions. Knowing the location of the user allows for location -based services such as: Local maps Local offers Local weather People tracking and monitoring

19.2.5 Information services

A wide variety of information services can be delivered to mobile phone users in much the same way as it is delivered to PCs. These services include: News services Stock data Sports results Financial records Traffic data and information Particularly, more customized traffic information, based on users' travel patterns, will be multicast on a differentiated basis, instead of broadcasting the same news and data to all Users. This type of multicasting will be suited for more bandwidth-intensive mobile equipment.

19.2.6 Mobile banking

Banks and other financial institutions are exploring the use of mobile commerce to allow their customers to not only access account information, but also make transactions, e.g., purchasing stocks, remitting money, via mobile phones and other mobile equipment. This service is often referred to as Mobile Banking or M-Banking.

19.2.7 Mobile brokerage

Stock market services offered via mobile devices have also become more popular and are known as Mobile Brokerage. They allow the subscriber to react to market developments in a timely fashion and irrespective of their physical location.

19.2.8 Auctions

Over the past three years mobile reverse auction solutions have grown in popularity. Unlike traditional auctions, the reverse auction (or low-bid auction) bills the consumer's phone each time they place a bid. Many mobile PSMS commerce solutions rely on a onetime purchase or one-time subscription; however, reverse auctions are high return applications as they allow the consumer to transact over a long period of time.

19.2.9 Mobile purchase

Mobile purchase allows customers to shop online at any time in any location. Customers can browse and order products while using a cheap, secure payment method. Instead of using paper catalogues, retailers can send customers a list of products that the customer would be interested in, directly to their mobile device or consumers can visit a mobile version of a retailer's ecommerce site. Additionally, retailers will also be able to track customers at all times and notify them of discounts at local stores that the customer would be interested in.

19.2.10Mobile marketing and advertising

Mobile marketing is an emerging concept, but the speed with which it's growing its roots is remarkable. Mobile marketing is highly responsive sort of marketing campaign, especially from brands' experience point of view. And almost all brands are getting higher campaign response rates. Corporations are now using m-commerce to expand everything from services to marketing and advertisement. Although there are currently very few regulations on the use and abuses of mobile commerce, this will change in the next few years. With the increased use of m-commerce comes increased security. Cell phone companies are now spending more money to protect their customers and their information from online intrusions and hackers.

19.3 WHAT IS DIGITAL MARKETING?

Digital marketing is simply marketing, which is act of promoting and selling products and services by leveraging online marketing strategies like

- Social media marketing.
- Search marketing.
- Email marketing.

As marketing is to make the right offer at the right time and in the right place, today, your customers are online: through social media, staying updated on news sites and blogs, and searching online when they have a need. Digital marketing helps you in those same channels, so your best prospects can see you, learn more about you, and even ask questions to learn more about you and your products or services.

19.3.1 How Does Digital Marketing Work?

Digital marketing is only replacement of traditional marketing, where smart organization seek to develop mutually beneficial relationships with prospects, leads, and customers. It is designed to reach today's customers quickly.

Case Studies: Bighnesh Sharma wanted to bring the Broadband Connection from BSNL at his residence. His friend told, please go to Customer Service Centre of nearest BSNL Office and fill-up a requisite Application Form for Broadband Connection with appropriate fees and submit to Commercial Officer for your area. When your number will come with available feasibility, your Broadband connection will be provided by your area SDO. But another friend told visit your BSNL website by searching Internet and apply through ON-LINE for Broadband new connection. Either you will be asked to pay the requisite fees through different ON-LINE mode or to pay the fees through ON-LINE mode after confirming the feasibility status from SDO. Finally confirmed connection message you will get on any of the Digital Marketing channel. Ultimately Bighnesh thought 2nd friend suggestion will be better for me to get the immediate Broadband connection.

From example under case study, it is observed that regardless of what it was, you probably began by searching the Internet to learn more about available solutions, who provided them, and what your best options were. Your ultimate buying decision was then based on the reviews you read, the friends and family you consulted, and the solutions, features, and pricing you researched.

In digital marketing, most purchasing decisions begin online. That being the case, an online presence is absolutely necessary—regardless of what you sell. The key is to develop a digital marketing strategy that puts you in all the places your followers are already hanging out, then using a variety of digital channels to connect with them in a multitude of ways...

- Content to keep them updated with industry news, the problems they're facing, and how you solve those problems.
- Social media to share that content and then engage with them as friends and followers.
- Search engine optimization (SEO) to optimize your content, so it will show up when someone is searching for the information you've written about...
- Advertising to drive paid traffic to your website, where people can see your offers.
- And email marketing to follow up with your audience to be sure they continue to get the solutions they're looking for.

When you integrate all these pieces together, you'll finish up with successful digital marketing tactics.

19.3.2 What Are the Benefits of Digital Marketing?

1. It will create easier to make awareness and engagement both before and after the sale.
2. It will help you convert new buyers into rabid fans who buy more (and more often).
3. It will kick-start word-of-mouth and social sharing—and all the benefits that come with them.
4. It will shorten the buyer’s journey by presenting the right offers at the right time.

19.3.3 Channels for Digital Marketing

1. Search engines
2. Social media
3. Blogs
4. Online ads
5. Affiliate marketing
6. E-mails
7. Mobile apps

19.3.4 Types of Digital Marketing

Most popular types of digital marketing are:

Search Engine Optimization (SEO)

For getting a business to rank higher in Google search results, SEO helps on marketer’s research words and phrases to search information online. The most important things for SEO strategists and marketers in general to understand about

Content indexing

It is important to allow search engines to clearly “read” what your site content is, by doing things like adding alt text for images and text transcripts for video and audio content.

Good link structure

It is important that search engines can “crawl” your site structure to easily find all the content on your site. There are many things that an SEO specialist can do to properly format links, URLs, and sitemaps to make them most accessible to site crawlers.

Keywords and keyword targeting

Properly deploying your keywords – i.e. the search terms you want your site to be found for—in your content and headers is one of the fundamental building blocks of SEO. It is no longer good practice to “stuff” your content with as many keywords and keyword variations as possible. Writing high-quality content that uses keywords in the headers and a few times in the crawl-able page content is now considered better practice, and will make pages rank better in search results.

Pay-per-Click (PPC)

Like SEO, Pay-per-click is a short-term way to increase search traffic to a business online by paid advertisements and prompted search engine results. Pay-per-click can refer to the advertisements you see at the top and sides of a page of search results, the ads you see while browsing the web, ads before YouTube videos and in ads in mobile apps. The cream of this model is to pay only, when someone clicks on your ad and lands on your website i.e. Google Adwords Campaign. Depending upon more or less competition, the cost of searching of competition key words depends.

Social Media Marketing

In this model, complete business depends upon social media channels. To be more effective, efforts must be coordinated many ON-LINE available tools to be used for social media automation tools by the marketers. The inherent part of social media marketing is the analyzing of performance of posts and creating strategies based on the data with consistent measurement and tracking. In general, it is more complicated than managing personal Facebook or Twitter profile.

Content Marketing

The use of storytelling and information sharing for increasing brand awareness is the content marketing. "Content" can mean blog posts resources like white papers and e-books, digital video etc. Through social media posts and e-mail marketing publication, content marketing provides the path of incorporation of SEO search. Content marketing helps to promote knowledge of brand and increasing the profile information.

Content marketing is a great avenue for people who enjoy writing and/or video and audio production. But as with digital marketing in general, it also calls for strong strategic and analytic skills.

Email Marketing

In addition to all other marketing channels, e-mail is still one of the effective marketing technique and part of a content marketing strategy. According to American Marketing Association, e-mail marketing software can offer many different analytical measures like (1) Create sense of urgency (2) Personalize your e-mail (3) Let Recipients set their preferences.

Mobile Marketing

By using the smart phone or tablet, digital marketing achieved the target by reaching the people through text messages, social media, websites, e-mail and other mobile applications. Similarly, marketers can tailor offer or social content to a geographic location or time.

19.3.5 Digital Marketing Skills

Digital marketers in the online environment support the wider marketing team and the strategic goals of the whole company by rolling out complete marketing strategies. All marketers need strong communication skills and a strong basis in marketing principles. The desire where the customers are at all times means that digital marketers have a significant responsibility to be attuned to changes in technology, social media and software. Technology may change quickly; the hot social media app of today may be all but abandoned by next year, but many of the foundational principles of marketing remain the same.

19.3.6 Requirements of Digital Marketing

Digital marketing requires around these 5Ds:

Digital Devices

These devices may include smartphones, tablets, desktop computers, TVs, and gaming devices that mainly focuses on the target audience's interaction and engagement on websites and mobile applications using a combination of connected devices.

Digital Platforms

Component that involves the analysis of the preferred platforms is the digital platforms or services for the target audience such as Facebook, Instagram, Google, YouTube, Twitter, Snapchat and LinkedIn.

Digital Media

The media refers to paid, owned, and earned communications channels and utilized to build engagement with the target market through several ways such as advertising e-mails, messaging, search engines, and social networks.

Digital Data

Digital data normally consists of audience profiles and engagement patterns with businesses organization.

Digital Technology

Digital technology focuses on building interactive experiences across a wide range of platforms, from your websites and mobile apps to your in-store kiosks.

19.4 ON-LINE PRODUCT/SERVICE BY BSNL

(1)Playbills, Top up/Recharge etc.

(2)ON-LINE Registration

(3)Bulk SMS Services

(4)Wings Service Booking

(5)Register Grievance & status

(6)SMS Alert Service

(7)Choose your Mobile no

(1) Paybills, Topup/Recharge: Through ON-LINE mode, payment can be made of following Products/Services:

(a) Landline/FTTH

(b) GSM/WIMAX

(c) Mobile Recharge

(d) Prepaid Broadband/Recharge

(2) ON-LINE Registration

For registering new connection, like BB, Bharat Fibre, Landline, Aseem, ISDN, Centrex, IN, SIP, Wings, MMVC, VPNo BB & Prepaid BB with selecting Individual/Franchisee/DSA, a separate ON-LINE Registration portal is available, where customer can apply the service.

(3)Bulk SMS Services

BSNL Bulk SMS Service provides a simple and user -friendly way for sending bulk as well as individual messages at affordable rates. This service includes the facility to send both transactional and promotional SMS. Traditional and promotional SMS can be sent by customers through our web portal/API. Promotional SMS can be availed by the customers having telemarketing registration.

(4)Wings Service Booking

Welcome to BSNL Self-registration portal

Landline/Broadband/FTTH services

BSNL offers registration of Landline, Broadband, and FTTH services using self-portal. Now you can book your connection online at your convenience and select the desired landline number & plan and fulfill KYC using this portal. You can also call our customer service for assistance to book your connection on call.

WINGS

BSNL offers Internet Telephony (VOIP) service with brand name "WINGS". To use the service, customer needs to install a SIP client (soft app) on any of its smart devices (laptop/smart mobile handset/tablet etc.) having internet which will act as SIP phone to make and receive calls from anywhere in India and shortly available to make and receive call anywhere abroad on additional tariff basis. The subscriber uses its parent IMS core and IP access network of any location for the voice service through BSNL "WINGS".

NEW USER

- Register for Landline and WINGS services online using Digital KYC
- WINGS offers FREE Audio/Video calling for one year at one time activation for Rs. 1099/- + tax as applicable

BSNL WINGS

- ISD/IR facility is available on WINGS at an additional deposit + Call charges as per tariff.

Easy steps to avail New Landline/WINGS connection

- Select **State**, **Mobile Number and Email address** to register.
- Provide OTP sent to your registered mobile number.
- Select the service you wish to avail i.e., Landline/Broadband/FTTH/WINGS (Service currently not available in Mumbai/Delhi metro cities).
- Upload your KYC documents i.e. Color Passport size photograph, Proof of Identity (POI), Proof of Address (POA), valid ID card for availing discount plans (click here to see the POI, POA list).
- Fill in the Customer Application Form (CAF) and submit.
- Make a note of CAF serial number, receipt number and selected Landline/WINGS number for future correspondence.
- Call Landline helpdesk 1500/1800-345-1500 for any help.

Register for Landline & WINGS service

Select State*

PIN Code*

Email Id*

Mobile Number*

Verify Mobile Number Reset

Landline

For complete list of landline plans click the given link and select your circle Landline Tariff

WINGS

1. One time registration charge Rs. 1099/- + taxes as applicable
2. No fixed monthly charges
3. No Installation and activation charge.
4. ISD/IR is available on paying security deposit + call charges as per tariff
5. Call charges free to any network for one year in India

(5) Register Grievance & status

BSNL has a well-structured and multi layered Customer Grievances Redressal Mechanism including Customer Dispute Resolution Mechanism. For details Click here

- Dial 198(From BSNL Numbers) /18004251500 (for booking through mobile from other service provider)

OR

- Register Online

If your requests/complaints/grievances related to BSNL are unattended, you may register it through link and you can get the status of already registered grievances through this.

19.5 CONCLUSION

BSNL providing new latest services for their esteemed customers. Digital marketing is the replacement of traditional marketing through mode of ON-LINE. Digital marketing is simply marketing, which is act of promoting and selling products and services by leveraging online marketing strategies like Social media marketing, Search marketing, E-mail marketing. Online product & services by BSNL -Playbills, Top up/Recharge etc, ON-LINE Registration, Bulk SMS Services, Wings Service Booking, Register Grievance & status, SMS Alert Service, Choose your Mobile no.

Note: Pl check BSNL website for Latest information/amendment/changes

20. INTRODUCTION TO OCSC, TEEVRA, SANCHAR AADHAR, SANCHAR SOFT AND FMS APPLICATION

20.1 LEARNING OBJECTIVES

At the end of the session, the trainees will be able to learn

1. Learn about Online CSC Portal for Outsourced CSC to channel partner.
2. Learn about Sanchar Aadhaar Portal for D-KYC,E-CAF capturing feature and for maintaining CAF in server.
3. Learn about Sancharsoft for Managing Franchisee Channel Partner and Mobile SIM, Load Inventory, Sales Reports.
4. Learn about Teevra app utilities to know about the status of Network Elements (DSLAM / OLT / TIP-OLT).

20.2 INTRODUCTION TO OCSC

Online CSC Portal launched for giving single window access to Wireline and Wireless services access to CSC partners to service the customers in most effective manner with no cash transaction with BSNL on day -to -day basis.

As per the instructions of Dir CFA, online CSC portal for outsourced CSC operations is developed by ITPC Development wing, Hyderabad for providing the following facilities to the customers through outsourced franchisees and their Agents with single sign on facility.

- ✓ Online Bill collection of all post-paid services of BSNL like GSM post-paid, Landline, Broadband, FTTH etc.
- ✓ Recharge to various BSNL prepaid services like TOPUP, STV etc.
- ✓ Duplicate bill Printing.
- ✓ Receipt generation, sharing through mail and printing of any payment done.
- ✓ Viewing all the reports and transactions.

The operations of CSC can be monitored by Circle and SSA nodals.

20.2.1 CSC Outsourcing Process Flow

Category ‘OCSC’ and ‘CSCA” code creation in Pyro: -

- ✓ Out sourcing CSC functioning follows existing Franchisee retailer Model.
- ✓ SSA MKTG team will create the master “OCSC” category in Pyro in same way as they are creating normal Franchisee. They have to select Category as OCSC.
- ✓ SSA MKTG team will create the Agents as “CSCA” in same way as they are creating Franchisee Retailer chain. They have to select Category as “CSCA”.

- ✓ After creation of “OCSC” and “CSCA” CTOPUP in Pyro Sancharsoft synch the CTOPUP Data.

20.2.2 ERP code creation ‘OCSC’:-

- ✓ OCSC (Outsourcing of CSC) category creation in SAP ERP is to be done by SD L2 of the respective Circle, there is no change in the customer creation process of OCSC Category in ERP.
- ✓ SD L2 of the circle has to select the OCSC category options only from the drop down available under Sales Area data for the following fields in Customer Master in ERP: -

1. Price List: - 19 OCSC.

2. Customer Group: - 29 OCSC.

3. Customer Group 1: - 30 OCSC.

20.2.3 Stock Sync from ERP to SS and SA: -

After mapping of Sancharsoft OCSC code with ERP, stock is to be issued to OCSC through ERP-SS S&D module interface. After ERP stock is received in Sancharsoft the Inventory will be updated to the OCSC location and same is copied to Sanchar aadhar also.

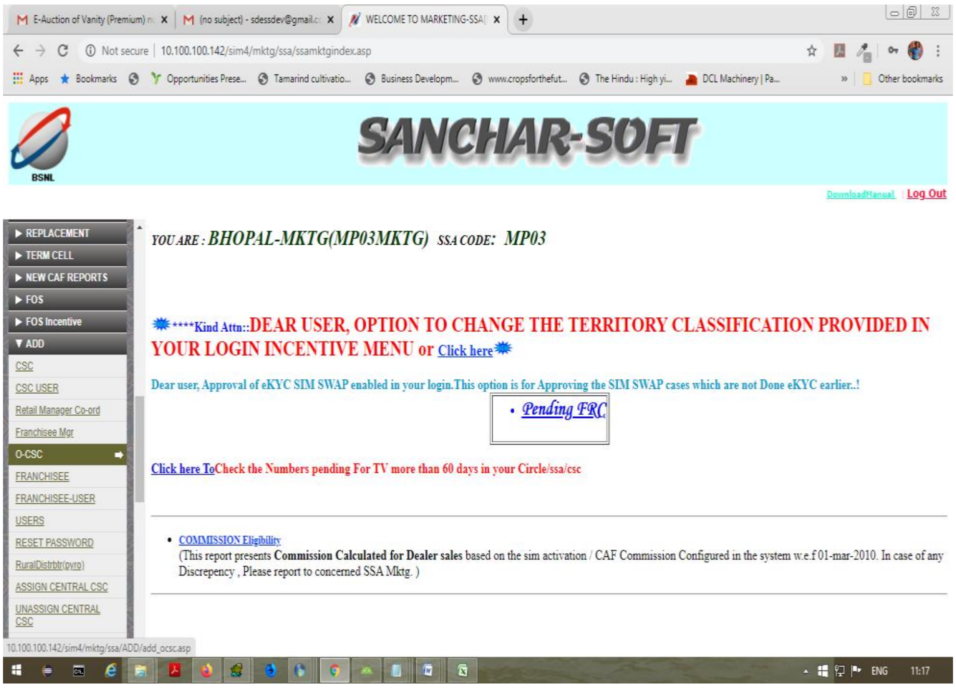
SANCHAR SOFT:

- ✓ SSA MKTG will create “OCSC” Code and its corresponding user in Sanchar Soft for Login Purpose.
- ✓ OCSC master user will Login Into Sanchar soft and Update their CTOPUP number.
- ✓ Once The CTOUP number Update , mapping will be done for CTOPUP and Code .
- ✓ OCSC Master will Add Agents for login purpose.
- ✓ User level 4 will be defined for OCSC for accessibility of menus/restrictions.

OCSC Help document (User Creation in SS):

1. After Creation of OCSC in PYRO, OCSC to be added in Sanchar Soft like Franchisee from SSA MKTG.

Menu: Login with SSA MKTG login go to Menu ADD-->OCSC



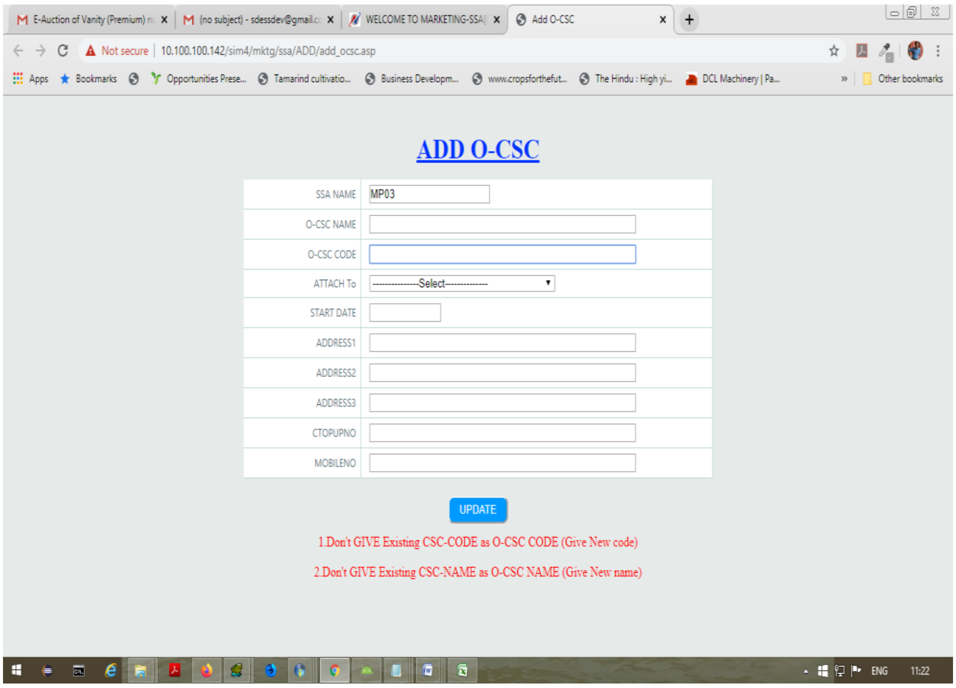


Figure 48: User Creation

OCSC user will be created in Sanchar soft. Username is small letter of OCSC code and Password is user name followed by 123.

CSCA will be created in PYRO, attached to OCSC in SS will be updated Automatically based on the master OCSC CTOPUP number.

OCSC user will login to Sanchar soft following facilities available:

users --> ADD AGENT USER for login creation of CSCA user

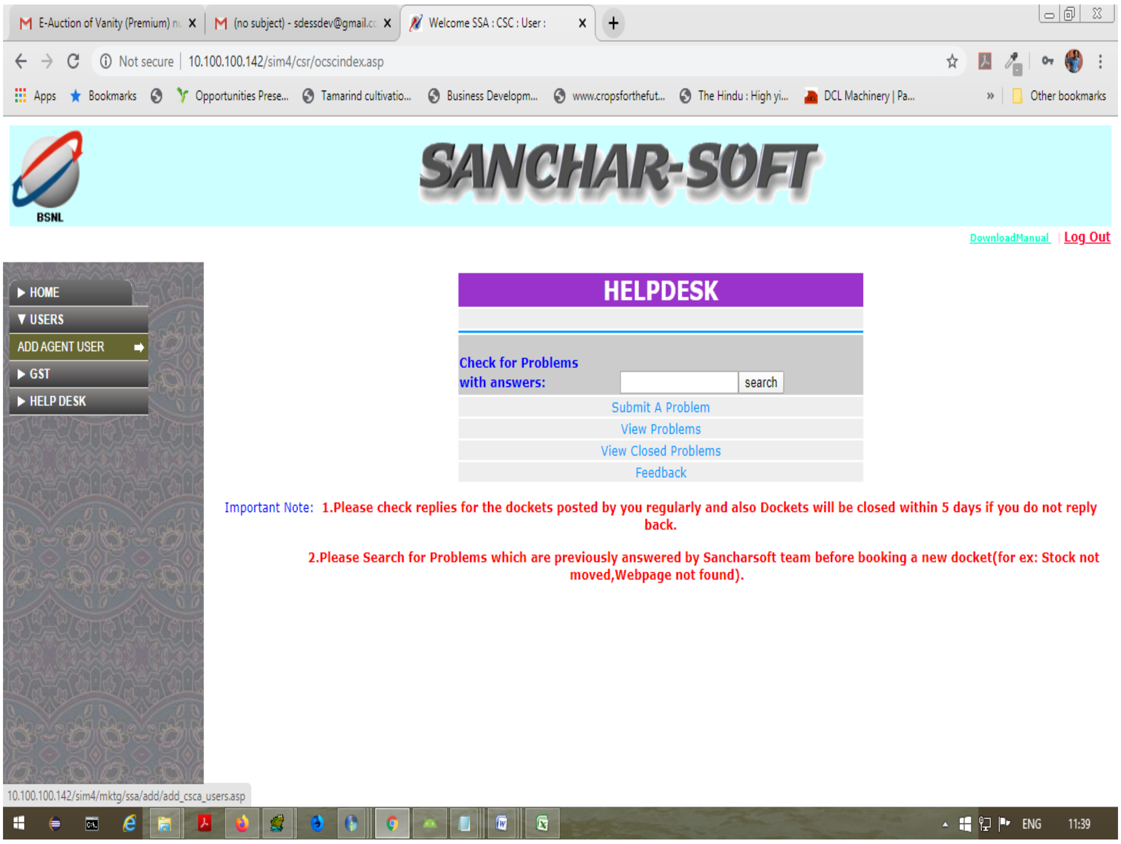


Figure 49: ADD AGENT USER

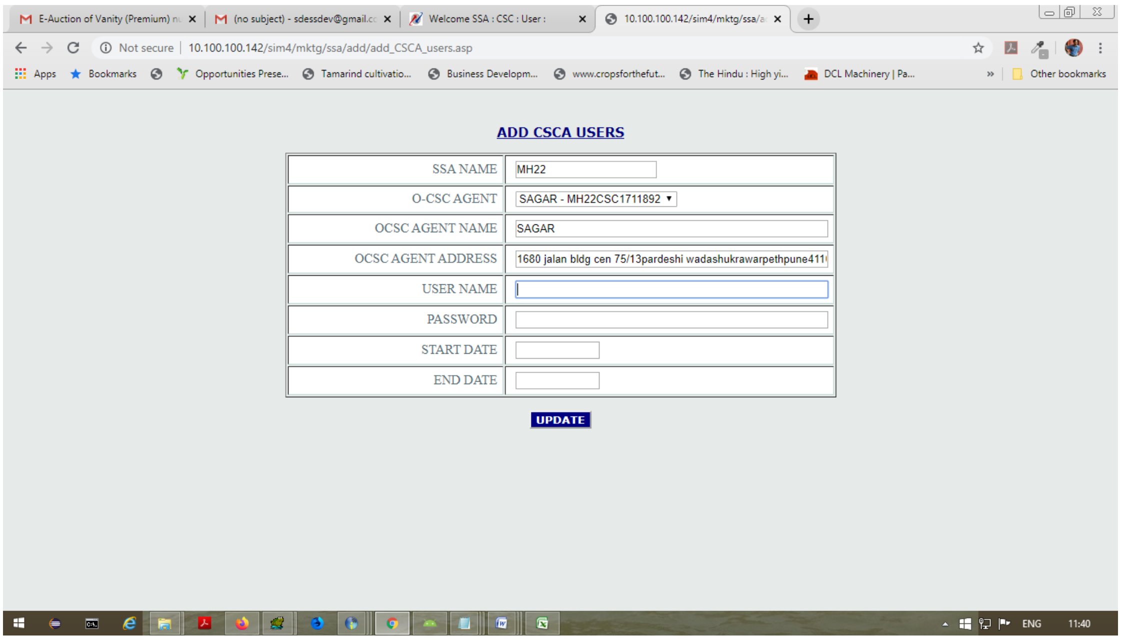


Figure 50: ADD AGENT USER

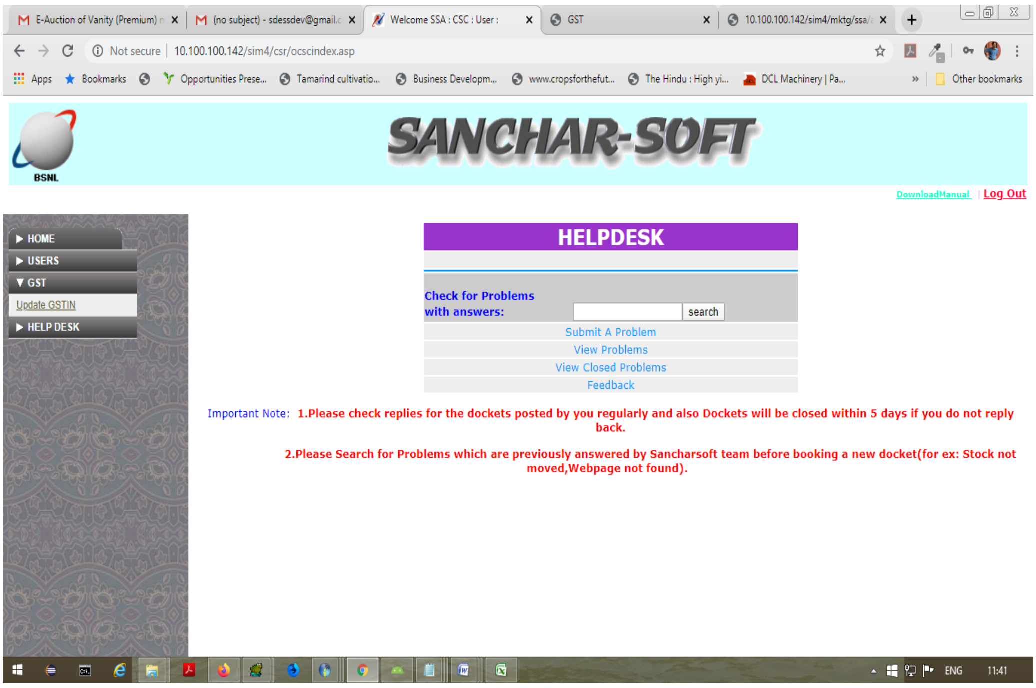


Figure 51: Update GSTN

Help desk for Docket Booking

CSC Portal for Outsourced CSC (Operated by Franchisees and their Counter Agents). An Online Application Interface is developed for the Sales Franchisees who will be appointed for working at BSNL CSC outlets.

All the transactions will be done through CBP/CTOP wallet only Viz LL, FTTH, Mobile Bills and recharge. Application is hosted in intranet to ensure that access to CBP Wallet using Web API will be limited to BSNL premises.

Stock Purchase of the CBP wallet can be done through NEFT/RTGS payments to VAN allotted by Insta Pay Portal.

Single Sign On to Sanchar Adhaar OCOC, Sanchar Adhaar GSM is available.

Single Sign On for CRM is under development. System will facilitate to capture KYC details of the franchisee and counter agents.

Following modules are developed for attaining the desired functionality:

- **User Login Management Module**

User should select the type of user he/she is to proceed further.

User Login Module will support 4 roles:

BSNL Circle Admin Users- One User per circle to be shared by Circle and will be created by ITPC Team. Features available for Circle Admin:

- SSA Admin Creation and modification.
- Franchisee , Agent creation and modification.
- View and download of all the sales SSA wise, Circle Wise.

- BSNL SSA Admin Users- Circle Nodal can create one SSA Admin for each SSA.

Features available for SSA Admin

- Franchisee , Agent creation and modification.
- View and download of all the sales SSA wise, Circle Wise.

Franchisee Agent User

- User should enter username and password allotted after User on boarding by SSA Admin.
- On submission credentials will be validated.
- After first time Login, the counter agent will be asked to create Virtual MPIN for their transaction.
- View all the Counter agents under them.
- Monitoring all transaction and reports done by them and their agents.

CSC Point of Sale Agent (Counter Agent)

- User should enter username and password allotted after User on boarding by SSA Admin.
    - On submission credentials will be validated. After first time Login, the counter agent will be asked to create Virtual MPIN for their transaction.
    - Online Bill collection of all postpaid services of BSNL like GSM post-paid, Landline, Broadband, FTTH, Corporate connections, DID's etc – Bill amount, Advance payment or Partial Payment.
    - Recharge to various BSNL prepaid services like TOPUP, STV loading, plan change of GSM prepaid etc.
    - Duplicate bill Printing.
    - Receipt generation, sharing through mail and printing of any payment done.
    - Viewing all the reports and transactions.
    - Demand note payment(under development).
    - Aadhaar enrolment and up-dation via cash payment(under development).
    - Provision to enter Cash collected for transaction done on the day- All the collected cash will be deposited by Franchisee to VAN allotted by Insta Pay(under development).

Circle Admin Creation

Circle Admin users will be created by ITPC Development wing. Please mail the Circle Admin creation in following Format.

Table 16. Circle Admin Creation

Circle Name	
Name	
Role	
Designation	
HRMS No	
Mobile Number	
Email Id	
Place of Posting	

Once the Circle Admin user is created, they will be able to Login to Application using credentials as **Username:** HRMS NO

Password: password

Note: Please reset the password after first time Login

Circle Admin Login and Functionalities

Role of Circle Nodal

- Circle Admin will create SSA Admin for each SSA.
- Monitoring sales and Franchisees via furnished reports

How to Login to Application

- Navigate to the Link given for OCSC Portal
- Login using username and password

20.3 INTRODUCTION TO OCSC/CSCA – SANCHAR AADHAAR

Pre-requisites for log-in into Sanchar Aadhaar:

- ✓ User to be created in Sancharsoft with dealer type OCSC & CSCA Functionalities in Sanchar Aadhaar DKYC.
- ✓ DKYC based CAF entry available in mobile app.
- ✓ Connection type Prepaid &Postpaid options available.
- ✓ CAF types Paired, CYMN, MNP, FANCY, SIM SWAP & Pre to Post Provided.
- ✓ QR capture of Aadhaar card provided for customer data capture.
- ✓ Option to live photo capture customer photo & agent photo.
- ✓ Option to capture POI & POA documents.
- ✓ E-CAF generated from CAF filled details in mobile app.

- ✓ CAF entry done by OCSC/CSCA users are sent for CSC employee approval of KYC.
- ✓ KYC based CAF entry available in desktop & mobile app.
- ✓ Connection type Prepaid &Postpaid options available.
- ✓ CAF types Paired, CYMN, MNP, FANCY, SIM SWAP & Pre to Post Provided.
- ✓ KYC will have upload option for scanned CAF and documents like POI, POA.
- ✓ CAF entry done by OCSC/CSCA users are sent for CSC employee approval.

Other facilities

- ✓ SIM upgrade facility with CTOP wallet deduction available.
- ✓ SIM swap facility is with CTOP wallet deduction.
- ✓ FRC can be done with CTOP wallet deduction.
- ✓ UPC edit is available for the MNP cases done within SSA.
- ✓ Reports available to check DKC CAF status.
- ✓ Reserve CYMN, Fancy number option provided.
- ✓ Option to add up to 5 agents to do DKYC.
- ✓ User can check uploaded & rejected CAF details.
- ✓ User can raise complaints to Sanchar Aadhaar helpdesk.
- ✓ Outsourced CSCs are not authorized to do CAF Approval, so it is not enabled.

Process flow

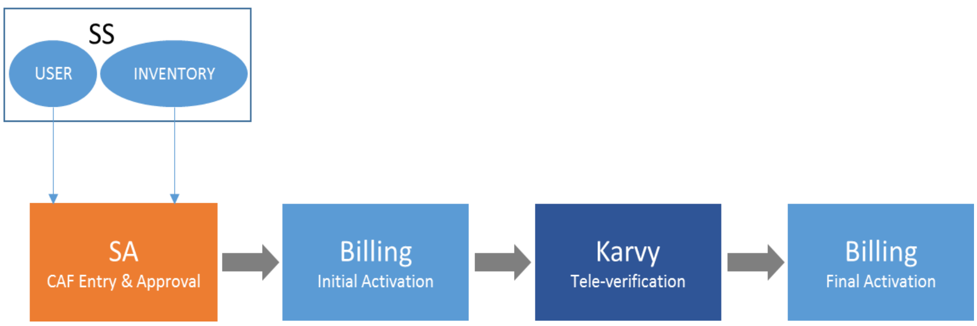


Figure 52: Process flow

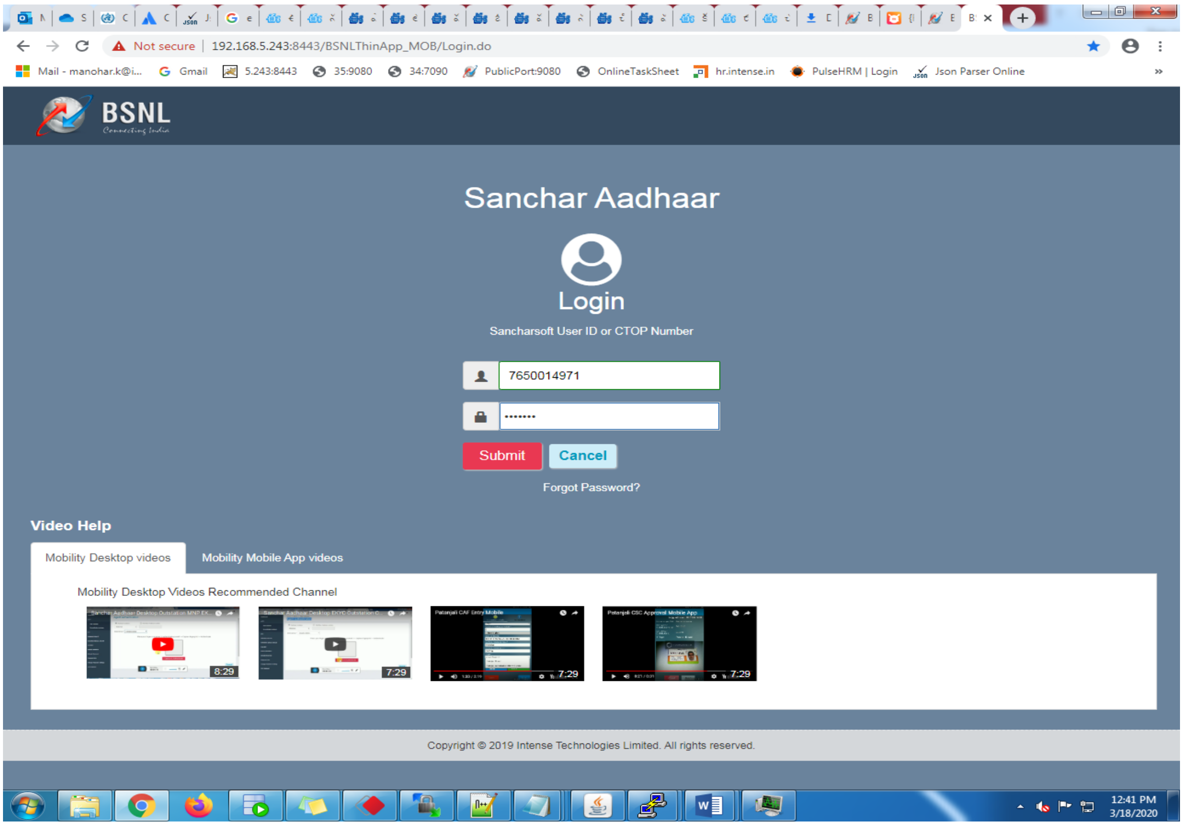


Figure 53: Login

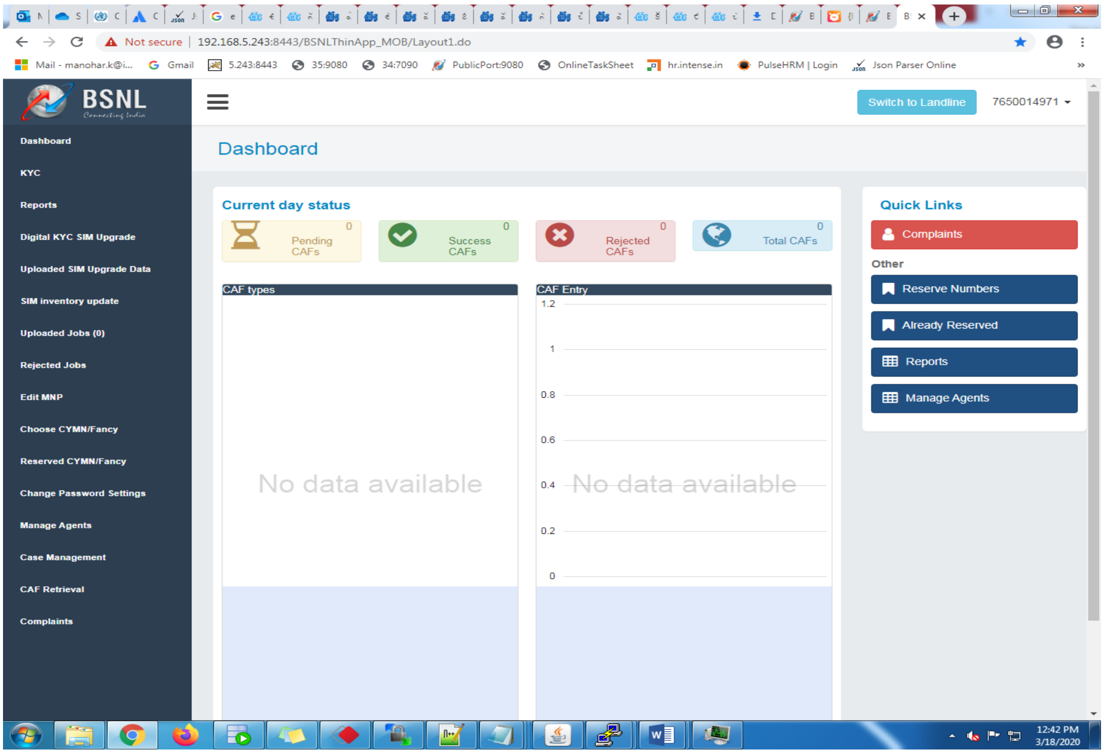


Figure 54: Main view

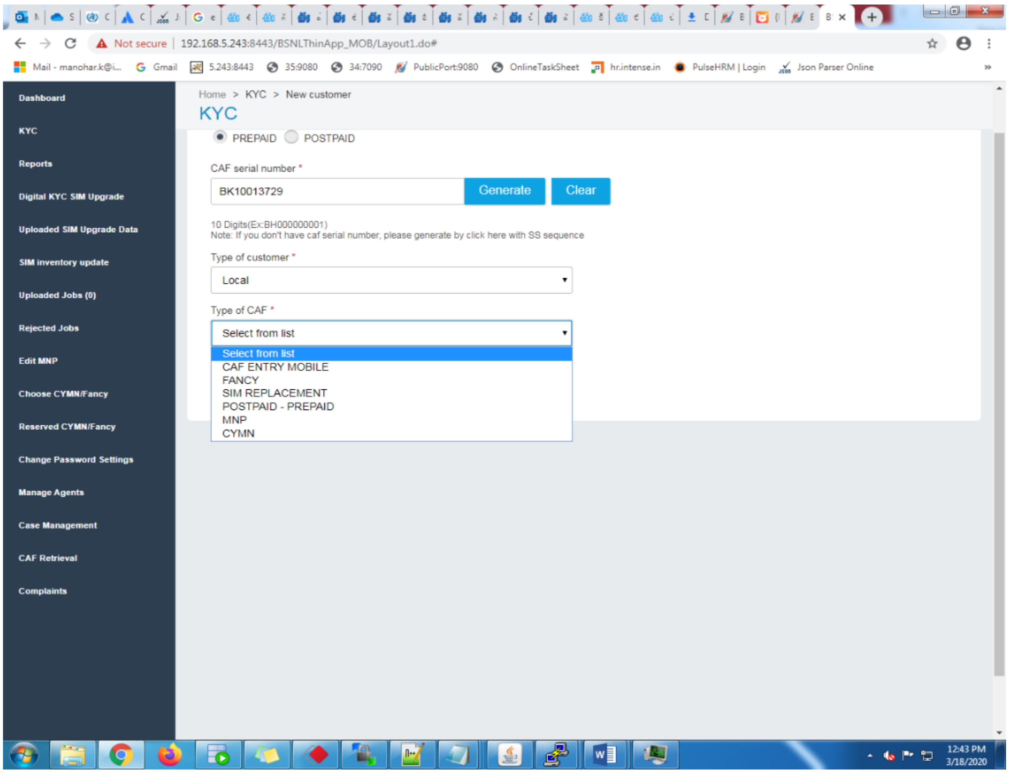


Figure 55: KYC CAF Entry

20.3.1 INTRODUCTION TO SANCHARAADHAR FOR SELF-REGISTRATION

Landline/Broadband/FTTH services

BSNL offers registration of Landline, Broadband, FTTH services using self-portal. Now you can book your connection online at your convenience and select the desired landline number & plan and fulfill KYC using this portal. You can also call our customer service for assistance to book your connection on call.

WINGS

BSNL offers Internet Telephony (VOIP) service with brand name “WINGS”. To use the service, customer needs to install a SIP client (soft app) on any of its smart devices (laptop/smart mobile handset/tablet etc.) having internet which will act as SIP phone to make and receive calls from anywhere in India and shortly available to make and receive call anywhere abroad on additional tariff basis. The subscriber uses its parent IMS core and IP access network of any location for the voice service through BSNL “WINGS”.

New User

- Register for Landline and WINGS services online using Digital KYC
- WINGS offers FREE Audio/Video calling for one year at one time activation for Rs. 1099/- + tax as applicable..

BSNL WINGS

- ISD/IR facility is available on WINGS at an additional deposit + Call charges as per tariff.

Easy steps to avail New Landline/WINGS connection

- Select **State**, **Mobile Number and Email address** to register.
- Provide OTP sent to your registered mobile number.
- Select the service you wish to avail i.e. Landline/Broadband/FTTH/WINGS (Service currently not available in Mumbai/Delhi metro cities).
- Upload your KYC documents i.e. Color Passport size photograph, Proof of Identity (POI), Proof of Address (POA), valid ID card for availing discount plans (click here to see the POI, POA list).
- Fill in the Customer Application Form (CAF) and submit.
- Make a note of CAF serial number, receipt number and selected Landline/WINGS number for future correspondence.
- Call Landline helpdesk 1500/1800-345-1500 for any help.

Register for Landline & WINGS service

Select State*

PIN Code*

Email Id*

Mobile Number*

Verify Mobile Number Reset

Landline

For complete list of landline plans click the given link and select your circle Landline Tariff.

WINGS

1. One time registration charge Rs. 1099/- + taxes as applicable
2. No fixed monthly charges
3. No Installation and activation charge.
4. ISD/IR is available on paying security deposit + call charges as per tariff
5. Call charges free to any network for one year in India

20.4 INTRODUCTION TO TEEVRA

To know the health status of Network Elements (DSLAM / OLT / TIP-OLT) relates to BB/Bharat Fiber Telephone No. and FMS Services

Teevra App Reports - ITPC Dev Hyderabad

App Url --> https://tinyurl.com/teevra-final

Purpose: Version: Android Mobile Version 5.2 and above

How to use the App

1)Download Apk from above url and Install App

2)Signup in App : User Id (BSNL User: HR No) / (Frachisee User : Auto generated) Password : User's choice)

3)BSNL User have to wait for nodal's Approval where as Franchisee or his team member will approved instantly to use the app

4)BSNL User can use the app after Nodal approval

Table 17. Franchisee Sign Up Procedure

Franchisee	Click on TIP Franchisee Radio
Circle	Select Franchisee's Circle
SSA	Choose Franchisee's SSA
User Type	Select Franchisee Owner / Franchisee member
Mobile No	Type Mobile registered in FMS Profile / Teams without 91
Name	Name fetched from FMS
User Name	User Name is auto generated. Should not be changed
Password	User choice. Preferably minimum 9 chars with Alphabets, digits and at least one special character
Register	OTP will be sent if mobile number unique in FMS and not registered in Teevra App
Validate	Re-enter 6 digit OTP received to mobile within time and press Validate. Otherwise OTP will be expired
Problem 1)	SMS will not come when prefixed 91 to Mobile number while typing. Franchisee should not change auto generated username
Solution	Remove 91 before Mobile
Problem 2)	Fails signup if duplicate mobile numbers available in FMS Profile / Teams

Solution	Change duplicate Mobile numbers in FMS Desktop in address book for uniqueness in FMS

Table 18. Features to Franchisee

Broadband Details	This feature auto activated to the Franchisee app users if one of his service type mapped is BroadBand/ Bharath Fibre in FMS Server
FMS	Auto activated to all Franchise app users
FMS Sub Topics	1. Provisions 2.Fault Orders 3.Track Orders 4. Admin
Provisions	Track provision orders to track the order where it is available
Fault Orders	1. Assign a fault to Team member 2. Close a Fault Order 3. Track a fault order 4. Team member can close a fault either assigned to him or an unassigned Fault to anyone
Fault Orders	1. Assign a fault to Team member 2. 2. Close a Fault Order 3. 3. Track a fault 4. order 5. Team member can close a fault either assigned to him or an 6. unassigned fault to anyone
Admn Sub Topics	1. Port Reset 2.Inventory 3.Manage User
Port Reset	Franchisee can reset port belongs to the telephone numbers mapped to him
Inventory	Can edit the inventory data available in App Db
Manage User	Franchisee owner can assign admin role to any of his team member to access FMS Admin tab
Access Level	Franchisee can query the details of Network parameters relates to any telephone number mapped to his in FMS Server.

Table 19. BSNL User Sign Up Procedure

User Id	HRMS No including First digit
Password	Preferably minimum 8 chars including one Upper , one Lower character , one digit and one special character (@#$)
Mobile No.	10 digit Service Mobile Number
Email Id	Valid Email Id
Designation	Choose from List
Working Unit	BB/FTTH/NIB/Admin etc with
Circle	Choose Your Circle
SSA	Your SSA Area including for Circle Office
Register	Click on Register to get OTP
OTP	Valid OTP received to Mobile
Submit	Click on Submit to Complete the Sign Up
Problem	SMS will not come when prefixed 91 to Mobile number while typing
Solution	Remove 91 before Mobile Number

Table 20. User Types

Administrator	One Administrator in each Circle got approved by ITPC Dev Hyderabad
Nodal	At present 2 nodals in each SSA preferably from NIB Units got approved by Admin/ITPC
BSNL Users	To be approved SSA Nodal
Franchisee Users	Auto approved by the App

Table 21. BSNL User Approval Procedure

General Information	Verify User given data Name, Mobile, Email, Designation etc. before approval
Role	Assign User to End Users
Access Level	TRUE to Activate , FALSE to De Activate
Privileges	Choose True based on User Job Profile
Update	Click Update to enable the User

Table 22. Features detailed

Menu	**Feature**
BB Detail	For a given Telephone Number : Customer Name, Address, Mobile,BB Tele No, BB User Id, A/C Status, Out StandingAmt, Static Ip, Bandwidth, DSLAM Port, ADSL Status, Port Profile, Port SNR, Attenuation , Attainable Rate, Current Rate, Internet Connectivity Status and Speed
Inventory	Nodal can Add / Edit / Delete DSLAM / OLT / TIP OLT details in Teevra App Db
Manage Users	Nodals can Activate Users / Deactive Users and Grant Features or Revoke Features to users
Manage Inventory	Nodals can Add / Edit / Delete DSLAM/OLT/TIP-OLT information into Teevra DB
Fault Rectify	For a given BB Telephone No : Port Reset and Profile Change can be done
Search Log	For a give Number : Telephone No, Account Status, Time Statmp
Port Verify	BB Test/Multiplay Test of selected BNG showing the results of Exge code, Port, TimeStamp
NMS	DSLAM / OLTs / TIP OLTs ONLINE / OFFLINE Status alongwith VLAN , Make, DSLAM IP
N/W Health	For a Selected DSLAM/OLT Details of OLT IP, OLT Make, OLT Location, OLT TX-Power, OLT-RX Power, OLT-TX TRAFFIC, OLT-RX TRAFFIC, OLT CARD Slot , Card No and Card Status

Table 23. Features Summary

Menu	Feature
BB Detail	For a given Telephone Number information on 1.Customer General Information 2.Customer DSLAM Parameters 3.Customer Internet Information
FMS	FMS Information
NMS	DSLAM NMS Result of a selected Exchange
Port Verify	BB Test, Multiplay Test of a BNG
N/W Health	Health Status of DSLAM/OLT/TIP-OLT of an Exchange
Search Log	Previous Search Results of a BB/FTTH number
Reports	App related Reports
Admin	1.Fault Rectify 2.Inventories 3. Manage Users

20.5 INTRODUCTION TO SANCHARSOFT

What is Sancharsoft

Sancharsoft is a web -based software created for the management of Prepaid, recharge Coupons & Top up Cards of Mobile Services of BSNL.

SancharSoft Technical Details

It is a web -based package created on MS IIS platform using asp (MS Active server pages technology & Javascript). All the CSR clients can access to the web service and can login be using their username & password.All Dealers, DSA’s and Retailers can use the service via secure network if extended to them.

Sancharsoft Menu

The various menus used for Prepaid, Recharge / Top-up cards are:

Home Prepaid Recharge Replacement Stock

Re-printing Reports Query Dealer sales

20.6 INTRODUCTION TO FMS (FRANCHISE MANAGEMENT SYSTEM)

BSNL is providing unique opportunity to Builders, Resident Welfare Associations (RWAs), Telecom Infrastructure Providers, Franchisees, System Integrators, DIDs, Franchisees of BSNL, any registered company or society, Local Cable TV Operators, Telecom Service Providers, BSNL Retailers, Direct Selling Agents Start-ups or local entrepreneurs for providing BSNL Telecom Services in the existing and upcoming residential/commercial complexes and all other parts of rural and urban areas on revenue sharing basis. Where the Channel Partners Role involves building or extending and maintaining BSNL Network and its customers and to explore the possibility of expanding the BSNL Customer base through extension of last mile connectivity in provisioning of BSNL Services by the prospective partners and to expand the Telecom footprint for BSNL across India.

20.6.1 What is it in for the Franchisee?

Attractive Revenue Sharing Model with commission up to 50% of Revenue generated along with a well-known branding of BSNL whose services are available in nook and corner of the Country along with host of many other benefits.

Geography

- Service presence throughout India
- Can opt for city or State level Franchisee Provider

Services

- Multiple Product Range
- Product Packaging and pricing
- Product Bundling

Commission

- Attractive Commission Percentage
- Activity Based Commission
- Product Based Commission

Payments

- Real-time Revenue Share
- Wallet Based Payments
- App Based Payments

Web App

- Dedicated IT tools
- State of the art IT Infra
- Franchisee Management System
- Sanchar Aadhar

Mobile App

- Teevra App
- EPAY App
- Sanchar Aadhar App

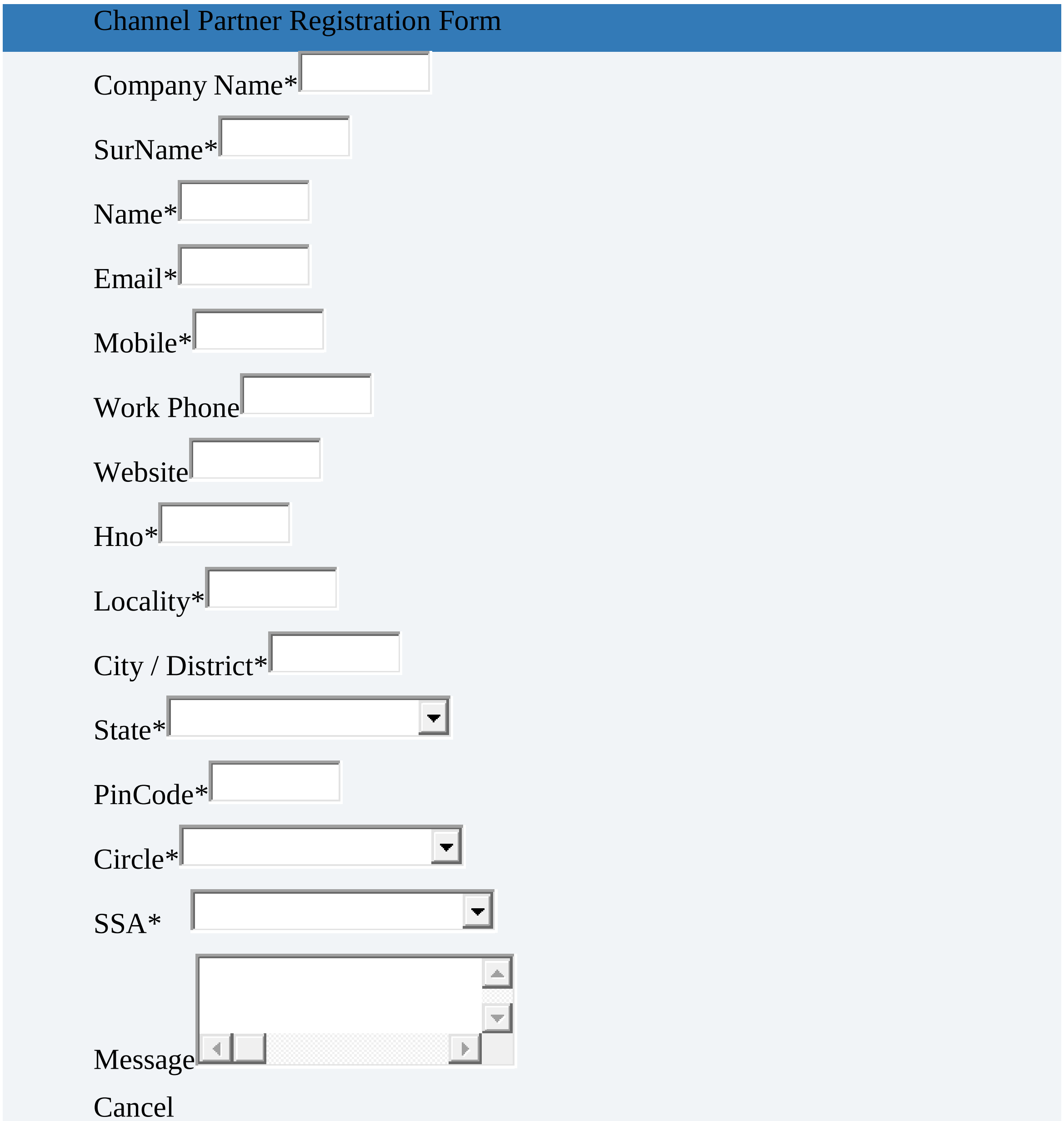
Franchisee Manager

- Dedicated Franchisee Manager
- Circle & SSA Level Support Teams

- Marketing and Sales Support

Support Systems

- 24x7 support
- Web Based Helpdesk
- Email & Mobile Alert


Channel Partner Registration Form

Company Name*

SurName*

Name*

Email*

Mobile*

Work Phone

Website

Hno*

Locality*

City / District*

State*

PinCode*

Circle*

SSA*

Message

Cancel

Figure 56: Channel Partner Registration Form

20.7 CONCLUSION

This study material provides complete introduction to OCSC, TEEVRA, SANCHAR AADHAR, SANCHAR SOFT AND FMS Applications. The **software** packages and Web portals educes the workload and automation of activities. It also assists in elimination of human errors, as a result, improves effectiveness and consistency. These are various types of business **software** commonly used in BSNL. These **Software** is responsible for accomplishing different tasks in no time, enhance customer satisfaction and improve efficiency.