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1 INDUSTRY DRIVEN TRANSFORMATION

1.1 LEARNING OBJECTIVES

This chapter deals with the following information:

- Key Digital Transformation Priorities
- What Happens When Your Company Digitally Transforms?
- Why Industries Have Shifted To Tech Enabled Transformation?
- Changing Dynamics In Industries
- Faster-Moving Ecosystems Of Customers And Suppliers
- Digital Disrupters
- The Digital Transformation Of Industries
- The Transformative Power Of Technology
- Digital Transformation: Value At Stake For Society And Industry
- Examples Of Digital Transformation In Marketing

1.2 OVERVIEW

It is the process of analyzing customer needs and leveraging technology to improve the end-user experience. Digital transformation is about evolving your business by experimenting with new tech and rethinking your current approach to common issues.

- Are you Digitally Mature?
- How far into Your Digital Transformation journey are you?
- Have you struggled to achieve your ambitions?
- Do you know Where to begin?
- Industry is Transforming but the transformation is hard.

1.3 KEY DIGITAL TRANSFORMATION PRIORITIES

Around the globe, modern enterprises are making investments in digital transformation a priority to evolve the way their facilities and assets perform.

1.3.1 KEY DIGITAL TRANSFORMATION PRIORITIES

75% making sense of data utilizing AI 74% fostering collaboration 71% increased safety and real-time visualization through Advanced Process cyber security capabilities and Engineering design

The push toward digital transformation also promises significant new business value across a broad variety of industries but the reality is that, for many businesses, digital transformation is more difficult to achieve than expected.

Table 1. Percentage sharing

81%	86%	42%
Have had digital projects	of businesses have been	are behind schedule or
fail, suffer delays, or get	prevented from pursuing	at risk of falling behind
scaled back	new transformation projects	
	and digital services	

1.3.2 HOW TO OPTIMISE YOUR DIGITAL TRANSFORMATION RETURN ON INVESTMENT?

- Seamlessly share data and insights across multiple platforms.
- Respond to unforeseen events automatically with highly adaptive implementations
- Mitigate risk and protect critical data with stringent cyber security approaches.
- Back your investment with a multidisciplinary ecosystem of technology partners.

1.3.3 WHAT HAPPENS WHEN YOUR COMPANY DIGITALLY TRANSFORMS?

- Value chains:** become digital nervous systems that can quickly adapt to market conditions
- Your brand:** remains customer-centric.
- Products:** become information streams enabling transparency and traceability across the design-to-dispose lifecycle
- Workers:** become problem solvers who bring judgment, imagination, and improvisation for agility and innovation
- Work processes:** become information loops enabling closed-loop feedback, precision control, and continuous improvement
- Physical assets:** become information appliances that are self-aware and increasingly autonomous.

1.3.4 WHY INDUSTRIES HAVE SHIFTED TO TECH ENABLED TRANSFORMATION?

Shifting market dynamics and rising competition compel industrial companies to overhaul their organizations to harness technology.

The most earth-shattering technological breakthroughs are rarely felt all at once. Individual products or innovations may gradually prove their value, spawn other applications, and eventually become part of a broader platform with the potential to reshape business models. As such, incremental progress can suddenly lead to sweeping change that leaves companies scrambling to catch up.

The same holds true for the rate at which entire sectors embrace technological advancements. Some industries incorporate cutting-edge technologies in response to disruption think the digital transformation of entertainment and media. The FAANG (Facebook, Amazon, Apple, Netflix, and Google) and BAT (Baidu, Alibaba, and

Tencent) companies, for example, are regularly resetting the bar for how businesses engage with their customers and suppliers. Their influence on the business landscape and consumers often carries over to other industries.

As these trends sweep across the business landscape, the industrial sector finds itself on the cusp of unprecedented upheaval. Periods of intense change often magnify the importance of placing the right strategic bets. A tech-enabled transformation can equip industrial companies to increase revenues, expand margins, and pursue new revenue streams with different business models. Organizations that move aggressively and develop comprehensive strategies for integrating technology into their operations will maximize their odds of capturing the value at stake. By contrast, companies that choose to sit on the side-lines are essentially ceding their competitive advantage.

1.4 CHANGING DYNAMICS IN INDUSTRIES

There are three factors which are reshaping the industrial sector.

- A changing workforce
- Faster-moving ecosystems of customers and suppliers
- Digital disrupters.

1.4.1 A Changing Work-force

Evolving workforce expectations and increased automation are changing not only the demographics of the workforce but also the ways, in which industrial organizations must adjust their efforts in attracting, retaining and developing talent. Millennial gravitate to jobs supported by digital tools rather than numerous manual tasks. They also actively seek to learn and grow on the job and aren't shy about jumping to a new company in search of advancement.

To remain competitive with other sectors, industrial companies must embrace technology and replace manual tasks with more thought-provoking, challenging roles. Consider, for example, a financial controller in an industrial company. Today, the controller might spend 60 to 70 percent of the workday stitching together reports from different data sources for business partners. If these tasks were automated, the controller could evolve to become a strategic thought partner for the business. At the same time automation, data, and connectivity are changing the nature of work. The overall impact of technology on all facets of the industrial sector, from the shop floor to distribution centers, means that most jobs will evolve and require more tech-savvy employees.

1.4.2 Faster-Moving Ecosystems Of Customers And Suppliers

To date, industrials have lagged behind other sectors, such as retail and banking, in their ability to integrate digital technologies into operations. In retail, Wal-Mart has invested in a range of technologies: from autonomous cleaning robots that free up workers' time to virtual-reality headsets used in training associates. And a number of retailers have at least partially digitalized their stores, increasing visibility and personalization. Likewise, banking is undergoing its own transformation, fueled by the digitalization and integration of processes and tools to make employees more productive.

Even industrial-adjacent sectors have been quicker on the uptake. Mines are increasingly conducting maintenance as needed rather than on a fixed schedule using sensors and machine learning to implement predictive maintenance in 20-ton heat exchangers. The model was able to predict when the exchangers would fail, so the

frequency of repair visits adapted from once every 70 days to once every 160 to 200 days. And with dozens of heat exchangers across the operation, the cost savings have been substantial.

In the logistics industry (a downstream customer of the commercial vehicle industry), leading shippers and carriers have incorporated digital and analytics into demand forecasts and route optimization. These technologies have enabled some shippers to trim inventories by up to 75 percent and warehousing costs by 15 to 30 percent—all while increasing labor efficiencies as much as 80 percent. Similarly, third-party logistics companies have deployed connectivity and analytics to enhance routing, resulting in efficiencies of up to 25 percent.

1.4.3 Digital Disrupters

Since the industrial sector is capital intensive and relies on R&D, companies may believe they are insulated from the incursion of digital attackers—that notion is misplaced. Amazon’s B2B business, for example, reached \$10 billion in revenues in 2018. In business to business transactions, one company re-sells goods and services produced by others (e.g., a retailer buying the end product from the food manufacturer). The reason is that Amazon has one advantage over its competitors: an ability to offer a greater variety of products than incumbent B2B companies.

Fast-moving tech start-ups have also begun to enter advanced sectors such as logistics and pharmaceuticals, in some cases striking partnerships with established companies. For example Fast Radius, which offers 3-D printing on demand, has teamed up with UPS on the global expansion of its production capabilities. The company’s vision is to offer a 24-hour turnaround on the production and shipping of parts, allowing manufacturers to take advantage of a virtual inventory

1.5 FOREWORD

Digital Transformation of Industries (DTI) is a project launched by the World Economic Forum in 2015 as part of the Future of the Internet Global Challenge Initiative. It is an ongoing initiative that serves as the focal point for new opportunities and themes arising from latest developments and trends from the digitalization of business and society. It supports the Forum’s broader activity around the theme of the **FOURTH INDUSTRIAL REVOLUTION**. A key component of the DTI project in 2015 has been the quantification of the value at stake for both business and society over the next decade from the digital transformation of six industries. The “compass” for these industry sectors is being set and it is imperative that all stakeholders collaborate to maximize benefits for both society and industry. Digitalization is one of the most fundamental drivers of transformation ever and, at the same time, a unique chance to shape our future. The World Economic Forum is committed to helping leaders understand these implications and supporting them on the journey to shape better opportunities for business and society. In 2016, the DTI initiative will focus on the impact of digital transformation on an additional 10 industries, further deep-dives into industries from this year’s project, as well as examine a number of cross-industry topics such as platform governance, societal impact, and policy and regulation. The report was prepared in collaboration with Accenture, whom we would like to thank for their support. We would also like to thank the Steering Committee, the Working Group members, as well as the more than 200

experts from business, government and academia and over 100 Industry Partners who were involved in shaping the insights and recommendations of this project.

1.5.1 THE DIGITAL TRANSFORMATION OF INDUSTRIES

Rapid advances in digital technology are redefining society. The plummeting cost of advanced technologies (a top-of-the-range Smartphone in 2007 cost \$499; a model with similar specifications cost \$10 in 2015) is revolutionizing business and society. And the combinatorial effects of these technologies – mobile, cloud, artificial intelligence, sensors and analytics, among others – are accelerating progress exponentially. Technology is the multiplier. Digital transformation provides industry with unparalleled opportunities for value creation. It used to take Fortune 500 companies an average of 20 years to reach a billion dollar valuation; today’s digital start-ups are getting there in four. Digital technologies are creating new profit pools by transforming customer expectations and how companies can address them. At the same time, digitalization could produce benefits for society that equal, or even surpass, the value created for industry – the mass adoption of autonomous vehicles and usage-based car insurance, for instance, could save around 1 million lives by 2025. At present, digital transformation is not well understood, and a number of myths are obscuring the path to realizing its potential for value creation. The initiative demystifies some of the most common myths about digital, revealing, for example, the true extent of disruption by digital start-ups and how the impact of automation on employment is likely to be very different from today’s received wisdom on the subject. Action will be needed to realize the benefits to society and industry of digitalization. The importance of realizing the combined value of digital transformation cannot be overstated, given digitalization’s central role in tackling many of the challenges we face today. For example, the world’s energy and natural resource usage is unsustainable. Also, further increases in life expectancy are at risk without resolving the growing cost structures of overburdened health systems. Yet the benefits of digitalization will not accrue automatically to industry or society, and there is a risk that the promise of digital transformation will go unfulfilled. Moreover, organizations do not always understand what impact their digital initiatives will have on different aspects of society – from employment to the environment and beyond – or what responsibility they should bear for addressing any unintended consequences of digitalization.

1.6 THE TRANSFORMATIVE POWER OF TECHNOLOGY

The cost of advanced technologies is also plummeting. Consider just one example: a top-of-the-range drone cost \$100,000 in 2007; in 2015 a model with similar specifications could be bought for \$500. As technology becomes cheaper, world demand is being met at lower price points and fueling an explosion of devices with ever more connections. Sophisticated artificial intelligence devices are now mass-market and better known as personal assistants by the names of Alexa. In less than five years, basic queries such as “What is the time?” have quickly moved onto more sophisticated requests such as “Does the person I just talked to like me?” Technology has been the multiplier. The combinatorial effects of these technologies mobile, cloud, artificial intelligence, sensors and analytics among others are accelerating progress exponentially. Once we overcome physical and chemical limitations that are inhibiting exponential gains in mass-market technologies such as battery storage and wireless charging, it is likely that the pace of change will accelerate even faster.

1.6.1 INDUSTRY DIGITAL INITIATIVES IDENTIFIED IN PHASE 1 OF THE DTI PROJECT**Media**

- 1) Personalized Advertising.
- 2) Personalized Content
- 3) Data Privacy and Transparency Reform
- 4) Physical: Digital Media becomes Physical.

Health

- 1) Patient Engagement at Scale
- 2) Precision Medicine
- 3) Robotics
- 4) Medical Printing
- 5) Intelligent Devices.

Logistics

- 1) Analytics as a Service
- 2) Drones
- 3) 3D Printing
- 4) Shared Warehouse Capacity
- 5) Autonomous Trucks
- 6) Digitally Enhanced Cross Border Platforms

Automotive

- 1) Infotainment
- 2) Connected Service and Maintenance
- 3) Automotive Data Marketplace
- 4) Connected Infrastructure
- 5) Self-driving

Electricity

- 1) Energy Storage Integration
- 2) Energy Management
- 3) Real-time Supply and Demand Platform
- 4) Connected and Interoperable Devices

Consumer

- 1) Data as an Asset
- 2) Data Privacy and Transparency
- 3) Physical Store Transformations

- 4) E-commerce
- 5) Smart Factories

1.6.2 DIGITAL TRANSFORMATION: VALUE AT STAKE FOR SOCIETY AND INDUSTRY

- a) **AUTOMOTIVE-** Driverless cars will be significant in automotive in the long term, but even with falling technology costs, adoption rates make it unlikely that autonomous vehicles will form a major proportion of car sales within the next decade. Regulatory constraints exist in some markets, preventing original equipment manufacturers (OEMs) from operating as direct-to-market dealers. Second, without democratizing the flow of profits from usage-based insurance, the telemetric solutions that underpin this business model are unlikely to be installed as standard in most cars. As a consequence, efforts to reduce the global death toll from road accidents (currently 1.25 million people a year) are being held back.
- b) **CONSUMER-** Consumer industries in aggregate are also the largest industry with a global market size of over \$15 trillion, from agriculture to retail. We have identified four digital transformation themes – consumer data flow and value capture, experience economy, Omni-channel retail and digital operating model – that we expect to play an important role in the future evolution of consumer industries. The single largest theme we have assessed so far has been Omni-channel retail. Time savings from shopping online and fewer single-driver cars on the road, coupled with alternative last-mile delivery options such as drones, can have a significant impact on emissions.
- c) **ELECTRICITY-** In economies transitioning to a lower carbon, more decentralized energy system, incentives can be created by regulators and policy-makers to optimize the electricity system. Our estimates of the societal benefits are modest and include just three factors: value creation to customers, reduction in carbon emissions and net job creation.
- d) **LOGISTICS-** The largest impact of digitalization to the logistics industry is likely to come from crowd sourcing. It will allow newer entrants to grab a share of the market from existing players. At the same time, it will allow smaller trucking companies to improve their utilization levels by as much as 20%, which could provide uplift to their bottom line. As these platforms offer better rates, convenience and real-time tracking, it could lead to savings of \$789 billion to the customers. Digital in logistics alone has the opportunity to reduce carbon emissions by 10-11% by 2025.
- e) **MEDIA-** The media industry is already more digital than many other industries, having been transformed by several waves of innovation – desktop internet, mobile, social and now, the Internet of Things. There are significant opportunities for media enterprises if they can successfully personalize their content and adverts to engage the user, create new services that bridge the physical and digital worlds, and industrialize their content production and monetization processes. The sector also faces some significant barriers to realizing value from digitalization. Notably, intellectual property and regulatory frameworks have not kept pace with customer behavior, forcing the industry to make a choice between defending outdated frameworks and evolving legal and commercial frameworks to better meet the needs of customers.

Table 2. Media transformational impact

Traditional Marketing Channel	Digital Marketing Channel	Transformational Impact
Print materials	Digital materials	Reduce cost of print and distribution; ability to score/ grade prospects based on digital interactions
Print mail campaigns	Email campaigns	Reduce cost of print and postage; greater scale and personalization
Print/billboard advertising	Social media advertising	Personalized targeting; lookalike audience targeting
Brick-and-mortar storefront	Website/ecommerce site	Eliminate rent/utilities; accessibility and scale; opportunity to nurture prospects at scale
Loyalty Club Card	Mobile App	Reduce signup friction; reduce cost of printing cards; ability to personalize promotions and trigger offers in real-time; opportunity to push offers and messaging out to customers.

f) **HEALTHCARE-** We have identified four digital themes – smart care, care anywhere, empowered care and intelligent healthcare enterprise – that will be of crucial importance to the digital transformation of healthcare over the next decade. Our recommendations for businesses include formulating an outside-in strategy (through shifting the focus from managing inputs to delivering medical outcomes), creating a culture of iterative innovation and championing the customer experience. For governments and policy leaders, recommendations include liberating data sources, investing in data standards and infrastructure, and establishing interoperability requirements on a global level.

1.7 EXAMPLES OF DIGITAL TRANSFORMATION IN MARKETING

1.7.1 Digital transformation helps marketers connect with individual customers in “welcome to marketing in the age of the customer,”

We take a close look at the most popular digital tools and how marketers can leverage them across the entire customer lifecycle. The entire post is well worth a read, and serves as a great primer on how technologies ranging from cloud computing to artificial intelligence can help you get closer to customers.

The “on-demand economy” has quickly grown from a few upstart apps that hire errand runners and hail cars for busy urbanites to a global movement to, as Forbes put it, “Uberize the entire economy.” A combination of Smartphone ubiquity, electronic payment systems, and apps designed to match demand (consumers) to supply (gig workers) in real time has created a world in which nearly anything you might want is just a swipe and tap away, around the clock.

Talk about digital transformation! With everything from pizza delivery to child care now available at their fingertips, customers are expecting more and more companies and industries to embrace digital as their primary means of doing business. For service departments, that means greater expectations for 24/7 problem-solving on the customer's channel of choice. But it also means greater opportunities to delight buyers and win more business.

Self-service is a service agent's best friend. The self-service portal is a great example. These user-facing tools offer features like password reset, self-logging of incidents, service requests, and knowledge base searches. They can also include more interactive services like collaborative spaces, chat services, and embedded social media feeds that are relevant to service issues.

AI plays a key role in the digital transformation of service- Bringing artificial intelligence into your service organization is a prime example of the power of digital transformation. AI powered chat bots that answer simple customer inquiries serve as a welcoming presence on your website, reducing the time customers have to wait to reach an agent. Deploying chat bots to handle level one inquiry also frees up service personnel to spend time on more sensitive cases. AI-powered bots can serve as the entry point into intelligent case routing systems. When a customer's query is too complex for the Chabot to handle, natural language processing helps map the question to the best available expert to resolve the situation.

1.7.2 Examples of digital transformation in banking

Not so long ago, the majority of transactions were handled in person by bank tellers. Automated teller machines (ATMs) came along and streamlined the basic transaction process, extending business hours and reducing wait times and dependencies on human employees for cash withdrawals and other popular transactions. Over time, atm technology has evolved to accommodate cash and check deposits, more secure transactions, and support for multiple accounts, including credit cards and mortgages. More recently, pcs and mobile devices have given way to online and mobile banking, and cashless payment systems. Consumers now conduct more and more bank business via the web, including paying bills and sending funds directly to friends and family. Mobile banking apps let users take snapshots of paper checks to make remote deposits, and a new wave of payment systems, including paypal and apple pay, let consumers pay for everyday purchases with accounts linked directly to their phones, no cash or plastic card required.

1.7.3 Examples of digital transformation in insurance

Web and app-based self-service portals make it easy for consumers to comparison shop, enroll in coverage, use multiple agents and carriers for different types of insurance (home, car, life, and so on), and file claims. In fact, much of this is now possible without the need to actually speak to an agent, which saves time for consumers and money for the insurance companies. What's notable about digital transformation in insurance is the role the Internet of Things is playing in revamping the industry. Inexpensive, IoT-enabled sensors are giving insurers access to a wealth of data that's informing industry forecasting and claim reviews alike. Take auto insurance as an example: In-vehicle sensors monitor actual driving habits, rewarding consumers who routinely drive safely under the speed limit or log fewer-than-average miles. Sensors connected to phones could also be used to deter texting while driving by disabling a driver's messaging apps while their car is in motion. Connecting vehicles to wearable devices with blood alcohol measurement

capabilities could help prevent drunk driving by temporarily disabling the engine, cutting risk for insurance carriers while also making roads safer for everyone.

1.8 CONCLUSION

The Fourth Industrial Revolution has data analytics at its core, and relies on innovations in fields such as robotics, cyber physical systems, digital twins, virtual simulation, augmented reality, edge computing, artificial intelligence and block chain – innovations all contributing to digital transformation of industrial processes.

2 EFFECTIVE COMMUNICATION SKILLS

2.1 LEARNING OBJECTIVES

This chapter deals with the following topics:

- Effective Communication
- The Communication Process
- Rule Of Five For Effective Communication
- Media Of Communication
- Principles Of Communication
- Communication Skills

2.2 EFFECTIVE COMMUNICATION

Communication is the transfer of information and understanding from one person to another. It is a way of reaching others with ideas, facts, thoughts, feelings, and values. It always involves at least two people – a sender and a receiver. Communication is what the receiver understands and not what the sender says.

Organizations cannot exist without communication. If there is no communication, employees cannot know what their co-workers are doing, management cannot receive information inputs, and supervisors cannot give instructions. Coordination of work is impossible, and the organization will collapse for lack of it. Cooperation also becomes impossible, because people cannot communicate their needs and feelings to others. We can say with confidence that every act of communication influences the organization in some way.

When communication is effective, it tends to encourage better performance and job satisfaction. People understand their jobs better and feel more involved in them. One of the main hindrances for the successful performance of a group or organization is lack of effective communication. Because, individuals spend nearly 70% of their working hours communicating, writing, reading, speaking and listening. So communication skill is one of the essential qualities required for every individual, whether in a group, work place, family or in any situation. It is worth remembering, "Communication can make or break a relationship". As such, communication skill is a personality trait to be developed by all. Like other social skills, communication skills can be taught and learned, and they improve with practice.

Before going into the details of communication skills., we should discuss communication:- its definition, objectives, media, principles, types, barriers etc.

2.2.1 Definitions:

Few of the important definitions of Communication given by Management experts are

- a) **Communication-** It is the interchange of thoughts or information to bring about mutual understanding and confidence of good human relations. (American Society of Training Directors).

Communication is an exchange of facts, ideas, opinions or emotions by two or more persons. (Rumania and Summer)

Communication means Understanding. (C.G Brown)

The dictionary defines communication as a process by which information is exchanged between individuals through a common system of symbols, signs or behavior.

- b) **Skill-** It is defined as a learned power of doing something competently and something that is a developed aptitude or ability. Put the two together and it is obvious good communication skills can be learned and that those skills can be used to effectively deliver your message. Human communication is purposive and so understanding is vital in the process of communication.

Any communication involves four essential elements, viz.

- a) The message
- b) The source
- c) The receiver
- d) The channel

2.3 THE COMMUNICATION PROCESS

The process of communication involves six stages. The first three stages occurring at the sender's end and the remaining three at the receiver's end as shown.

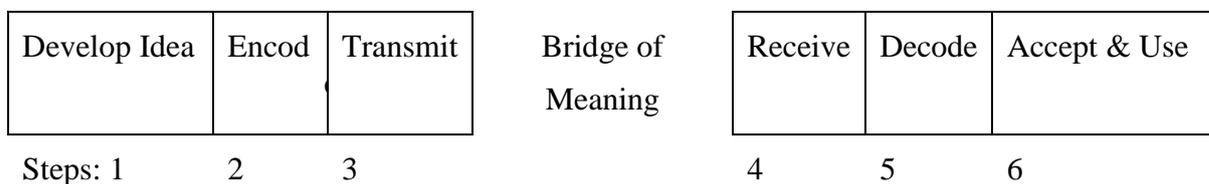


Figure 1: The Communication Process

2.3.1 At Sender's End

Table 3. At senders end

1.	IDEATION	Step 1 is to develop an idea that the sender wishes to transmit. This is the key step, because unless there is a worthwhile message, all the other steps are somewhat useless. This step is represented by the sign, sometimes seen in an office, that reads, “Be sure brain is engaged before putting mouth in gear.”.
2.	ENCODING	Step 2 is to encode the idea into suitable words, charts or symbol for transmission. At this point the sender determines the method of transmission, so that the words and symbols may be organized in suitable fashion for the type of transmission.

3.	TRANSMISSION	When the message is fully developed, step 3 is to transmit it by the method chosen, such as by memo, phone call or personal visit. Senders also choose certain channels, such as bypassing or not bypassing the superintendent and they communicate with careful timing. Today may not be the right day to talk to one's manager about that pay raise. Senders also try to keep their communication channel free of barriers, or interference, so that their messages have a chance to reach the receivers and hold their attention.
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2.3.2 At Receiver's End

Table 4. At Recievers End

4.	RECEIVING	the encoded message sent by the sender is received by the receiver, who tune to receive the message. If the receiver does not function, the message is lost.
5.	DECODING	Step 5 is to decode the message so that it can be understood. The receiver tries to get the meaning or understand from the symbols by the sender.
6.	ACTION	The receiver gets the message and acts or responds in some way.

For effective communication mutual cooperation between the sender and receiver is essential. It is desirable that the receiver pays proper attention, gives feedback or response to the sender so that two-way communication is established. For effective communication, sharing of ideas or thoughts is a necessary condition, which can be achieved only through participation.

2.4 RULE OF FIVE FOR EFFECTIVE COMMUNICATION

When communicating any message, one should ensure for effective communication that the receiver:

- 1) Receives the message
- 2) Understands the message
- 3) Accepts the message
- 4) Uses the message and information in the message
- 5) Sends feedback to the sender

2.4.1 Objectives Of Communication:

Communication can be used for any one or more of the following objectives:

Table 5. Objectives of communication

Information	Advice	Order
Suggestion	Persuasion	Education
Warning	Raising morale	Motivation

The main goals of communication are to build interpersonal relationship and to influence others.

2.5 MEDIA OF COMMUNICATION:

Communication is possible through a vast variety of media. For communication to be effective, the communicator has to be very careful and judicious in the choice of media, which will depend on the factors like the urgency of the message, the time available, the expenditure involved and the intellectual and emotional level of the receiver. Available media of communication can be broadly classified into six groups:

Table 6. Media of communication

Written communication	Oral communication
Face-to-Face communication	Visual communication
Audio-visual communication	Silence

2.5.1 Written Communication

It includes letters, circulars, memos, telegrams, reports, minutes, forms and questionnaires, manuals etc. Merits and limitations of written communication.

2.5.2 Oral Communication

It includes face-to-face conversation, conversation over the telephone, radio broadcasts, interviews, group discussions, conferences and seminars, speeches etc. Merits and limitations of oral communication are:

2.5.3 Face-to-Face Communication

It is another form of Oral communication in most of the situations.

Table 7. Face to Face Communication

Merits	Limitations
1. Saves time and money.	1. Not suitable for lengthy messages.
2. More powerful means of persuasion and control.	2. Cannot be retained for a long time.
3. Speaker gets immediate feedback.	3. Does not have any legal validity.
4. Helps to promote friendly relations Useful at assemblies, meetings etc	4. Greater chances of misunderstanding.
5. Facial expressions and gestures help to communicate better and it is	5. Cannot assign specific responsibilities
	6. Difficult to practice in large-sized

almost perfect. 6. Particularly suitable for discussions.	organizations. 7. Not effective in large gatherings. 8. Ineffective if the listener is inattentive..
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2.5.4 Visual Communication

It includes printed pictures, posters, slides, film strips etc. But visual communication alone is not enough. It can be effectively used only in combination with other media.

2.5.5 Audio Visual Communication

It makes use of telecasts, short films on cinema screen and videotapes are the latest medium of communication. It is a combination of sight and sound and most suitable for mass publicity and mass education.

2.5.6 Silence

It can effectively communicate a number of responses. "Silence is more eloquent than words"- is not a meaningless adage. Silence can very effectively convey such responses as disapproval, anger or indifference.

2.6 PRINCIPLES OF COMMUNICATION: (6 C'S)

The six principles of communication discussed below are of fundamental importance and relevant to all media but they are most important to 'written communication'.

(A) Clarity: - Use Simple words and concrete expressions. Prefer active voice than passive voice. Avoid usage of 'Jargons' and ambiguity.. Jargons refer to special language of an organization. Eg., CGM, PGM, DGM, DE, SDE, JTO, EE, AO, DA etc.

Use short sentences whether in oral or written communication. Long sentences seem to be complex. It is a very common trend in our correspondences to combine two or three sentences into a long sentence. As a convention, if a sentence runs beyond 30 words it is better to split into two sentences.

(B) Completeness:-While answering a letter make sure that the receiver is not in any doubt about anything contained in it. Check for the five "W" questions- Who?, What?, Why?, Where? and When? to ensure completeness.

(C) Conciseness:-Be as brief as possible since brevity in expression effectively wins the attention of the reader. Brevity should not be at the cost of appropriateness, clarity correctness, completeness or courtesy. Organise well, include only relevant facts and also avoid repetition.

(D) Consideration: - Show consideration to the reader/listener. Adopt 'you' attitude than 'we' attitude. Emphasize positive, pleasant facts.

(E) Courtesy:-Following principles help to promote courtesy which demands a friendly behaviour towards others. Answer the letters promptly as far as possible, omit

irritating expressions, especially personal attacks and apologize sincerely for an omission or thank generously for a favour.

(F) Correctness:- Give correct facts, send the message at correct time and in correct style through appropriate media -Telegram, Fax, E-mail, Telephone etc

2.7 TYPES OF COMMUNICATION

Depending upon the purpose and channel there are 5 different types of communication as below.

Downward Communication, Upward Communication, Horizontal/Lateral Communication, Grapevine Communication and Consensus.

2.7.1 DOWNWARD COMMUNICATION:

Downward communication refers to exchange of ideas with subordinates and people at lower levels. Unfortunately, even with the help of elaborate techniques and skilled staff assistance, management has done a poor job on many occasions. Colourful booklets, expensive multimedia presentations and elaborately planned employee meetings often fail to achieve employee understanding. The key to better communication lies not just in colour, action, and electronic aids, but in more human oriented managers who are sensitive to human needs, prepare carefully and anticipate problems.

Objectives of downward communication are:

- To give specific directions to subordinates.
- To explain policies and organizational procedures
- To appraise the subordinates, of their performance.
- To give the subordinates information about the rationale of their job.
- There are four cornerstones that act as prerequisites to a solid approach.
- Managers need to develop a positive attitude.
- Managers must continually work to get informed –seek out relevant information of interest to employees, share it and help employees feel informed.
- Managers need to consciously plan for communication and do this at the beginning of a course of action.
- Developing trust between senders and receivers is important in all communication. If subordinates do not trust their superiors, they are not as likely to listen or to believe management's messages.

2.7.2 DOWNWARD COMMUNICATION

Oral and written media can be used for downward communication. Essentials of downward communication are:

- Adequate information
- Clear about how much to communicate
- Delegation of authority to lower levels

- Pass on to the correct person.

Limitations of downward communication are:

Under communication:- Sometimes superiors act in a presumptuous manner - Incomplete instructions will lead to unsatisfactory performance.

Over communication:- Too much talk by superiors lead to leakage of confidential information.

Delay:-By the time message reaches lowest level it may have lost its relevance.

Loss of information: -When it comes to lower levels unless fully written. Experiments showed that only 20% of communication, sent downwards through 5 levels of management, finally gets to the workers level.

Distortion:-In long lines of communication, information is not only lost but also distorted.

Resentment by subordinates:- Built in resistance - because subordinates do not get opportunity of participation in decision -making.

2.7.3 UPWARD COMMUNICATION

Upward communication refers to exchange of ideas with superiors and people at higher levels. A main objective of upward communication is feedback, which gives employees, opportunity to vent their problems and grievances, constructive suggestions, easier introduction of new schemes and greater harmony and cohesion among the personnel at different levels. If the two way flow of information is broken by poor upward communication, management loses touch with employee needs and lacks sufficient information to make sound decisions. Management needs to "tune in" to employees in the same way a person with a radio tunes in. This requires initiative, positive action, sensitivity to weak signals and adaptability to different channels of employee information. It primarily requires an awareness and belief that upward messages are important.

Essentials of upward communication are:

- Superiors get close to subordinates
- Keep line of communication short
- Prompt redress of legitimate grievance

Limitations of upward communication are:

- Reluctance to express themselves
- Fear of criticism as weakness
- Great possibility of distortion
- Depressed superiors feel insulted.

2.7.4 Horizontal/Lateral Communication

Horizontal communication refers to exchange of ideas between people of same level.

2.8 BARRIERS TO COMMUNICATION:

Even when the receiver receives the message and makes a genuine effort to decode it, there are a number of interferences that may limit the receiver's understanding. These obstacles act as barriers to communication, and may entirely prevent a communication. filter a part of it or give it incorrect meaning.

There are a number of factors, which act as barriers to effective communication. Some of them are:

- Wrong choice of media.
- Physical barriers - Noise, time and distance.
- Semantic - Interpretation of words, by-passed instructions, denotations and connotations.
- Different comprehension of reality- Abstracting, slanting,
- Socio-psychological barriers - Attitudes and opinions.
- Filtering - Sender manipulating information so that the receiver will see it more favourably.
- Selective perception.
- Emotions - How the receiver feels at the time of receipt of a Communication influence how he interprets. In an emotional state of worry, excitement, fear etc., we will not be able to convey or accept Messages in their real sense.
- Language - Words mean different things to different people depending on age, education and culture.
- Source of communication - biased notion.
- Inattentiveness
- Faulty transmission
- Poor retention

2.9 COMMUNICATION SKILLS

Communication skills encompass a variety of strategies and techniques that aid interpersonal interaction. Using good communication skills is not a matter of simply being 'nice'. Rather, communicating well facilitates information sharing, perspective-taking, and genuine understanding. When communication flows well, conflict is more likely to be resolved in a collaborative fashion, rather than escalating to destructive levels. Key elements of effective communication skill are: (1) Active Listening Skills and (2) Feed Back Skills.

2.9.1 Active Listening Skills:

Listening is making sense out of what we hear. This requires

- i) Paying attention
- ii) Following - to give indication to the speaker that you are with him or her.

- iii) Reflecting - to ask the speaker whether you have correctly understood him by repeating what you have heard in your own words

Active Listening Requirements: -

Listen with intensity, acceptance, empathy and willingness to take responsibility. Many of us have bad listening habits. Human brain can handle things at a speed four times the speed at which one speaks. Hence, at the time of listening, our lazy mind will be wandering in other matters like vacation, friends, selecting a vehicle etc, etc. In such occasions, we will not understand the message correctly. An active listener concentrates intensely on what the speaker is saying, summarize and integrate what has been said. If ways to develop active listening skills are:

- Make eye contact.
- Exhibit affirmative head nods and appropriate facial expressions.
- Avoid distracting action or gestures - look into the watch, play with pencil, shuffle the papers etc.
- Ask questions - ensures understanding.
- Avoid interrupting the speaker. Do not over talk.
- Make smooth transitions between the roles of speaker and listen.

2.9.2 Feedback Skills

The Feedback can be positive or negative depending upon the situations.

Table 8. Positive Feedback & Negative Feedback

Positive Feed Back	Negative Feed Back
If positive, feedback is likely to be given promptly and enthusiastically. Positive feedback is always accepted, because everybody likes to hear good things about them.	If negative, feedback is often avoided, delayed or substantially distorted. Negative feedback often meets resistance. Should we avoid negative feedback? No, we should be aware of the possible resistance and at the same time, the negative feedback should be used at a circumstance in which it is likely to be accepted. Experiments show that negative feedback is most likely to be accepted when it comes from a credible source or if it is objective in form.

2.9.3 Ways to develop effective Feed Back Skills are:

a) Focus on specific behaviours.

Eg. Your attitude is not correct, I liked your work etc. are not specific. At the same time, the following are specific. Eg. You came half an hour late in yesterday's meeting and this attitude of you is disturbing me. Your work last week has increased the revenue by 20%. That is good.

b) Keep feedback impersonal

General and impersonal feedback especially, when it is negative. Avoid counterproductive words like stupid, incompetent etc.

c) Keep feedback goal oriented.**d) Make feedback well timed**

Feedback is effective only when it is given immediately. In some cases well-timed means somewhat delayed.

e) Ensure understanding

Remember, every successful communicator requires both transference and understanding.

A breakdown in communication usually takes place due to lack of organizing and planning beforehand. A few basic guidelines will result in successful communication whether it is written down or spoken.

2.10 CONCLUSION

As we have seen, communication skills are important if we are to build meaningful relationships with peers and subordinates. It is especially important that we are able to build these relationships as social practice moves towards more market-based .

3 PROJECT MANAGEMENT

3.1 LEARNING OBJECTIVES

At the end of this lesson, participants shall be able to understand:

- Concept of Project Management
- Project Management Life Cycle
- Skills needed & Job of a Project Manager
- Project planning Technique

Project management is concerned with the overall planning and co-ordination of a project from conception to completion aimed at meeting the stated requirements and ensuring completion on time, within cost and to required quality standards.

Project management is normally reserved for focused, non-repetitive, time-limited activities with some degree of risk and that are beyond the usual scope of operational activities for which the organization is responsible.

3.2 CONCEPT OF PROJECT MANAGEMENT

A project is generally defined as a programme of work to bring about a beneficial change and which has: -

- a. A start and an end
- b. A multi-disciplinary team brought together for the project
- c. Constraints of cost, time and quality
- d. A scope of work that is unique and involves uncertainty
- e. Examples of a project: -
- f. The development and introduction of new services
- g. The development of a management information system
- h. The introduction of an improvement to an existing process
- i. Setting up a new care initiative
- j. The creation of a large tender or the preparation of a response to it
- k. The production of a new customer newsletter, catalogue or Web site.

How is a project different to any other work?

A continuous process is not a project. The development of a new rent or lettings policy is a project but the subsequent day-to-day operation of that policy is a continuous process that is usually managed by an individual or a department.

When is Project Management relevant?

- Relevant to any job if it has the following features:-
- A defined goal

- Time, cost and quality (or functionality) constraints
- Requires expertise and support from other functions
- Involves a unique (to you or the organization) scope of work

Using a project team approach helps to achieve the beneficial gain in a structured, controlled and cost effective way.

3.2.1 Project Management Life Cycle

The process flow of Project management processes is shown below. The various elements of project management life cycle are

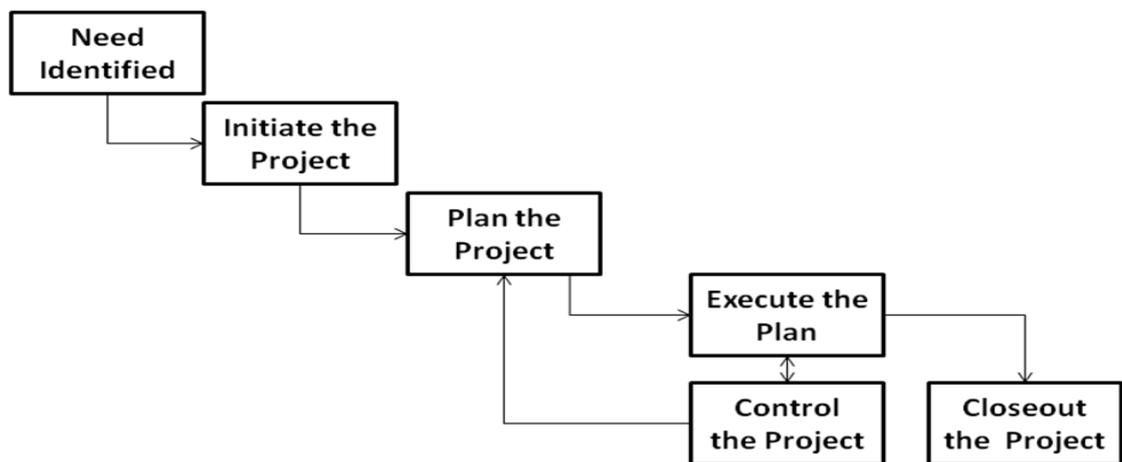


Figure 2: Project Management Life Cycle

A. NEED IDENTIFICATION

This stage involves the project manager and sponsor in the preparation and approval of an outline project justification, plan and project budget.

B. INITIATION

Initiating is the basic processes that should be performed to get the project started. This starting point is critical because those who will deliver the project, those who will use the project, and those who will have a stake in the project need to reach an agreement on its

initiation. Involving all stakeholders in the project phases generally improves the probability of satisfying customer requirements by shared ownership of the project by the stakeholders. The success of the project team depends upon starting with complete and accurate information, management support, and the authorization necessary to manage the project.

C. PLANNING

The planning phase is considered the most important phase in project management. Project planning defines project activities that will be performed; the products that will be produced, and describes how these activities will be accomplished and managed. Project planning defines each major task, estimates the time, resources and cost required, and provides a framework for management review and control. Planning involves identifying and documenting scope, tasks, schedules, cost, risk, quality, and staffing needs.

The result of the project planning, the project plan, will be an approved, comprehensive document that allows a project team to begin and complete the work necessary to achieve the project goals and objectives. The project plan will address how the project team will manage the project elements. It will provide a high level of confidence in the organization's ability to meet the scope, timing, cost, and quality requirements by addressing all aspects of the project.

D. EXECUTING

Once a project moves into the execution phase, the project team and all necessary resources to carry out the project should be in place and ready to perform project activities. The project plan is completed and base lined by this time as well. The project team and the project manager's focus now shifts from planning the project efforts to participating, observing, and analyzing the work being done.

The execution phase is when the work activities of the project plan are executed, resulting in the completion of the project deliverables and achievement of the project objective(s). This phase brings together all of the project management disciplines, resulting in a product or service that will meet the project deliverable requirements and the customers need. During this phase, elements completed in the planning phase are implemented, time is expended, and money is spent.

In short, it means coordinating and managing the project resources while executing the project plan, performing the planned project activities, and ensuring they are completed efficiently.

E. CONTROLLING

Project Control function that involves comparing actual performance with planned performance and taking corrective action to get the desired outcome when there are significant differences. By monitoring and measuring progress regularly, identifying variances from plan, and taking corrective action if required, project control ensures that project objectives are met.

F. CLOSING OUT

Project closeout is performed after all defined project objectives have been met and the customer has formally accepted the project's deliverables and end product or, in some instances, when a project has been cancelled or terminated early. Although, project closeout is a routine process, it is an important one. By properly completing the project closeout, organizations can benefit from lessons learned and information compiled. The project closeout phase is comprised of contract closeout and administrative closure.

3.3 JOB OF A PROJECT MANAGER

Typically a project manager will be nominated to lead a project and will be expected to be fully accountable for meeting its objectives. The project manager will be the leader of the project team and will be responsible for ensuring that following are completed in a timely way:-

- Gaining approval for the project aim and terms of reference
- Selecting and leading the team and setting individual objectives
- Ensuring a feasibility study is complete
- Ensuring that the project is planned in appropriate detail

- Allocating and monitoring the work and cost
- Motivating the team
- Reporting progress back to the organization
- Helping the team to solve project problems
- Achieve the goals, through the team,
- Reviewing and closing down

3.4 SKILLS NEEDED BY A PROJECT MANAGER

Very broad skills and a deal of experience are needed to manage a large project successfully. They include business knowledge, technical skills and individual and team leadership skills.

3.4.1 INDIVIDUAL SKILLS

The personal skills are likely to include good presentation and persuasive skills, good written skills but allied to goal orientation, high energy and credibility.

3.4.2 TEAM SKILLS

They will appreciate the differing needs of both individuals and the project team at different stages of the project. They will be aware of different team types.

3.4.3 TECHNICAL SKILLS

They will have technical skills in setting objectives, planning complex tasks, negotiating resource, financial planning, contract management, monitoring skills, managing creative thinking and problem solving, as well as their own specialist topic.

3.5 PROJECT PLANNING TECHNIQUE -PERT

The *Program Evaluation and Review Technique* (PERT) is a network model that allows for randomness in activity completion times. PERT was developed in the late 1950's for the U.S. Navy's Polaris project having thousands of contractors. It has the potential to reduce both the time and cost required to complete a project.

3.5.1 The Network Diagram

In a project, an activity is a task that must be performed and an event is a milestone marking the completion of one or more activities. Before an activity can begin, all of its predecessor activities must be completed. Project network models represent activities and milestones by arcs and nodes.

PERT is typically represented as an *activity on arc* network, in which the activities are represented on the lines and milestones on the nodes. The Figure below shows a simple example of a PERT diagram.

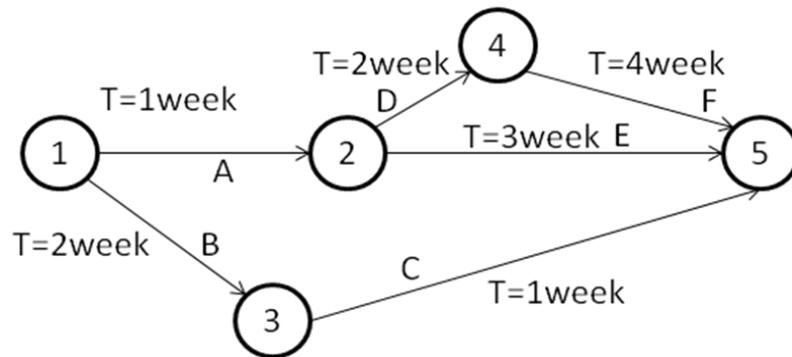


Figure 3: PERT N/W Diagram

The milestones generally are numbered so that the ending node of an activity has a higher number than the beginning node. The activities in the above diagram are labeled with letters along with the expected time required to complete the activity.

3.5.2 Steps In The PERT Planning Process

The steps involved in PERT planning process are as under:

1. Identify Activities And Milestones

The activities are the tasks required to complete the project. The milestones are the events marking the beginning and end of one or more activities.

2. Determine Activity Sequence

This step may be combined with the activity identification step since the activity sequence is known for some tasks. Other tasks may require more analysis to determine the exact order in which they must be performed.

3.6 CONSTRUCT THE NETWORK DIAGRAM

Using the activity sequence information, a network diagram can be drawn showing the sequence of the serial and parallel activities.

Below is an **example** of preparing a **Network Diagram** for the “Installation of new landline exchange”.

Table 9. N/W Diagram for New Landline Exchange

	Activity description	Activity code	Duration	Preceding activity
1.	Sanction of project estimate	A	10 days	-
2.	Equipment/cable procurement	B	180 days	A
3.	Land acquisition	C	30 days	A
4.	Building construction (civil works)	D	180 days	C
5.	Electrical works	E	60 days	D
6.	Battery & power plant installation	F	20 days	B, E

7.	Installation of equipment & MDF	G	30 days	B, E
8.	Testing & Acceptance Testing	H	20 days	F,G

Note: Above is only an indicative list. Each work can further be split into many activities.

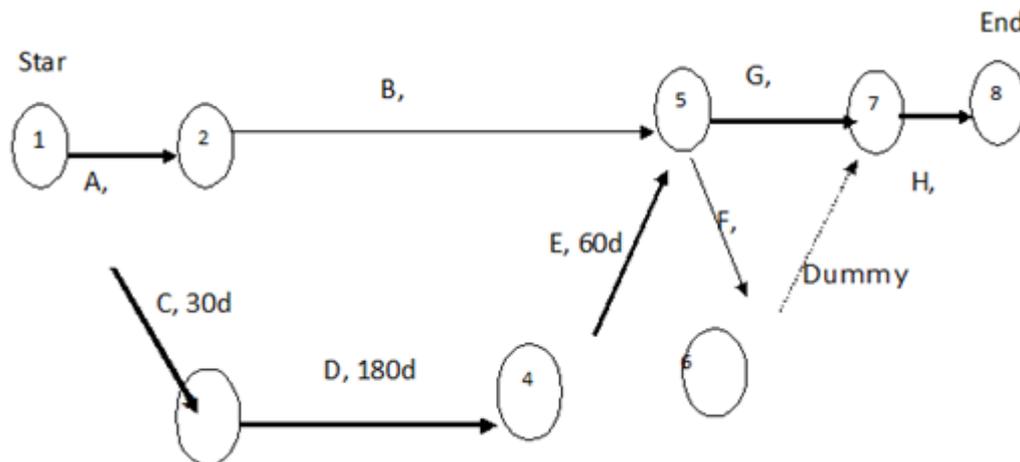


Figure 4: Network Diagram

Above is a very simplistic model for understanding activities. Actual will vary. It can be seen that if land acquisition, civil work, electrical work gets completed early, up to 90days can be saved as equipment delivery takes only 180days. Similarly any delay in one activity affects overall execution time if no slack (margin) is available. For example, delay in equipment supply can be tolerated for 90 days. Applying the definition of critical path, we can easily find it as the darkened path. Project manager has to identify, sequence, plan all activities, allocate resources, manages risk and take dynamic decisions to achieve result in defined time & cost.

1. Estimate Activity Times

Weeks are a commonly used unit of time for activity completion, but any consistent unit of time can be used.

A distinguishing feature of PERT is its ability to deal with uncertainty in activity completion times. For each activity, the model usually includes three time estimates:

Optimistic time (OT) - generally the shortest time in which the activity can be completed. (This is what an inexperienced manager believes!)

Most likely time (MT) - the completion time having the highest probability. This is different from expected time. Seasoned managers have an amazing way of estimating very close to actual data from prior estimation errors.

Pessimistic time (PT) - the longest time that an activity might require.

The expected time for each activity can be approximated using the following weighted average:

$$\text{Expected time} = (OT + 4 \times MT + PT) / 6$$

This expected time might be displayed on the network diagram.

Variance for each activity is given by: $[(PT - OT) / 6]^2$

2. Determine The Critical Path

The critical path is determined by adding the times for the activities in each sequence and determining the longest path in the project. The critical path determines the total time required for the project.

If activities outside the critical path speed up or slow down (within limits), the total project time does not change. The amount of time that a non-critical path activity can be delayed without delaying the project is referred to as *slack time*.

Since the critical path determines the completion date of the project, the project can be accelerated by adding the resources required to decrease the time for the activities in the critical path. Such a shortening of the project sometimes is referred to as project crashing.

3. Update As Project Progresses

Make adjustments in the PERT chart as the project progresses. As the project unfolds, the estimated times can be replaced with actual times. In cases where there are delays, additional resources may be needed to stay on schedule and the PERT chart may be modified to reflect the new situation.

Benefits of PERT

PERT is useful because it provides the following information:

- Expected project completion time.
- Probability of completion before a specified date.
- The critical path activities that directly impact the completion time.
- The activities that have slack time and that can lend resources to critical path activities.

Activities start and end dates.

3.6.1 Software for Project Management

Simpler projects can be managed manually by making Network diagram etc. But for complex projects, it becomes essential to use some project management software. There are several project management software available in the market. Two of them are briefly discussed below:

1. Microsoft Project

Microsoft Project is a project management software program developed and sold by Microsoft which is designed to assist project managers in developing plans, assigning resources to tasks, tracking progress, managing budgets and analyzing workloads.

The application creates critical path schedules, although critical chain and event chain methodology third-party add-ons are available. Schedules can be resource leveled, and chains are visualized in a Gantt chart (in the form of horizontal bars). Additionally, Project can recognize different classes of users. These different classes of users can have differing access levels to projects, views, and other data. Custom objects such as calendars, views, tables, filters and fields are stored in an enterprise global which is shared by all users. The latest version is MS project 2007.

2. Primavera

Primavera Systems Inc. provides project and program management software for the Architecture, Engineering and Construction industry. Focused on project portfolio management, or PPM, Primavera's solutions let users measure progress, assure governance, improve team collaboration and prioritize project investments and resources.

The newest addition to the suite of project management solutions is Primavera P6, which is an integrated PPM (project portfolio management) solution that provides a real-time view of portfolio performance. P6 also offers what-if scenario modeling, tabular scorecards and capacity analysis.

3.7 CONCLUSION

All organizations use projects as the way to translate strategies into actions and objectives into realities. The art of managing projects is about having consistency in achieving stated objectives within limits of time, budget, and stakeholders' satisfaction, by directing and coordinating human and material resources. In order to remain competitive in this fast changing telecom market, it is essential for BSNL to use project management techniques.

4 ISO 9001:2015 QUALITY MANAGEMENT SYSTEM

4.1 LEARNING OBJECTIVES:

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

- Explain what is ISO 9001 standard
- Explain benefits of obtaining ISO 9001: 2015 certification
- Define Quality and understand ISO9001: 2015 quality principles
- Understand BSNL approach to ISO 9001 certification.

4.2 INTRODUCTION

Everyone wants to achieve profits. Profits can come by more sales with some profit margin and by cutting down costs. While good quality can lead to more sales, yet the poor processes can increase the cost to achieve that quality level thereby reducing profits. Cost cutting is possible through better processes while ensuring quality output. Quality cannot be compromised at any cost, as it dents the company image and paves the path for demise of company. Many techniques for improving the processes are available to modern managers. ISO 9001 is one such technique, widely accepted across the world being an international standard and is applicable to all types of industries, business and organizations. Latest version of this standard is ISO 9001:2015. In today's scenario, many organizations decide to buy products/services (including Telecom solutions) only from ISO 9001 certified suppliers. Therefore, ISO 9001 certification for BSNL is necessary.

4.3 WHAT IS ISO 9001 STANDARD?

ISO stands for international organization for standardization. Across the world, page A4 is of same size, size 40 of a shirt is expected to be of same size irrespective of the place of purchase. All such things require adherence to certain standards by the manufacturers. ISO headquartered at Geneva defines standard for almost all the items being sold in the market. In fact, ISO in Greek means equal. ISO has come up with product standards as well as process standards. In India Bureau of Indian Standards (BIS) defines the product standards [ISI mark], which are based on international standard. The process standard of ISO for ensuring quality is called as ISO 9001. At present 2015 version is in effect commonly known as ISO 9001:2015. This standard helps the organizations to develop, establish, implement and maintain a quality management system capable of delivering consistent quality output with focus on continual improvements.

4.4 BENEFITS OF OBTAINING ISO 9001:2015 CERTIFICATION:

Implementing a quality management system brings internal benefits to most Organizations, as well as opening up opportunities vis-à-vis the outside world.

Internal benefits to the company include:

- improved customer focus and process orientation within the company;
- improved management commitment and decision-making;
- better working conditions for employees;
- increased motivation of employees;
- reduced cost of internal failures (lower rates of rework, rejection, etc.) and
- external failures (fewer customer returns, replacements, etc.); and last but not least,
- continual improvement of the quality management system.
- The following external benefits are generated:
 - customers are more confident that they will receive products conforming to their requirements, which in turn results in higher customer satisfaction;
 - an improved image of the company;
 - more aggressive publicity, as customers can be informed of the benefits of their doing business with a company that manages the quality of its outputs;
 - more confidence that the company's products meet relevant regulatory requirements;
 - better objective evidence to defend product liability charges if such are brought by customers.

4.4.1 Quality:

Quality is not absolute, unique, static and by chance. It must be defined, be measurable, achievable and link to customer satisfaction. As per ISO standard, "quality is defined as the 'degree to which, a set of inherent characteristics fulfils requirements of a process, product or system'". There are ten quality management principles on which the quality management system standards of the ISO 9001:2015 are based. The ten quality management principles, Quality management systems Guidelines for performance improvements are detailed.

4.5 TEN QUALITY MANAGEMENT CLAUSES IN ISO 9001:2015:

ISO 9001:2015 has ten clauses instead of eight. The following table shows the relationship of the ISO 9001:2008 clauses to those in ISO 9001:2015

Table 10. ISO 9001-2008

S.N.	ISO 9001:2008	ISO 9001:2015
1.	Scope	Scope
2.	Normative Reference	Normative Reference
3.	Terms & Conditions	Terms & Conditions
4.	Quality Management System	Context of the organization
5.	Management responsibility	Leadership
6.	Resource management	Planning
7.	Product realization	Support

8.	Measurement, analysis and improvement	Operation
9.	-	Performance evaluation
10.	-	Improvement

The first three clauses in ISO 9001:2015 are the same as those in ISO 9001:2008, but there are considerable differences between ISO 9001:2008 and ISO 9001:2015 from the fourth clause onwards.

4.5.1 Scope (First Clause):

This Quality Manual specifies requirements for a quality management system:

- a) Needs to demonstrate its ability to consistently provide product and services that meet customer and applicable statutory and regulatory requirements, and
- b) Aims to enhance customer satisfaction through the effective application of the system, including processes for improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.

All the requirements of this ISO 9001:2015 are generic and are intended to be applicable to any organization, regardless of its type or size, or the products and services it provides;

4.5.2 Normative References (Second Clause):

The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 9001:2015, Quality management systems — Fundamentals and vocabulary

4.5.3 Terms and Definitions (Third Clause):

The terms and definitions given in ISO 9001:2015 apply.

Context of the organization (Fourth Clause):

It has determined external and internal issues that are relevant to its purpose and its strategic direction and that affect its ability to achieve the intended result(s) of its quality management system.

It monitors and reviews information about these external and internal issues.

4.5.4 Leadership (Fifth Clause):

Top management demonstrates leadership and commitment with respect to the quality management system by:

- a) Taking accountability for the effectiveness of the quality management system;
- b) Ensuring that the quality policy and quality objectiveness are established for the quality management system and are compatible with the context and strategic direction of It;
- c) Ensuring the integration of the quality management system requirements into its business process;
- d) Promoting the use of the process approach and risk-based thinking;

- e) Ensuring that the resources needed for the quality management system are available;
- f) Communicating the importance of effective quality management and of conforming to the quality management system requirements;
- g) Ensuring that the quality management system achieves its intended results;
- h) Engaging, directing and supporting persons to contribute to the effectiveness of the quality management system;
- i) Promoting improvement; and
- j) Supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

4.5.5 Planning (Sixth Clause):

Panning for the quality management system for determining the risks and opportunities that need to be addressed to:

- a) Give assurance that the quality management system can achieve its intended results.
- b) Enhance desirable effects.
- c) Prevent, or reduce, undesired effects; and
- d) Achieve improvement.

It plans:

- a) Actions to address these risks and opportunities;
- b) How to:
 - 1. Integrate and implement the actions into its quality management system processes.
 - 2. Evaluate the effectiveness of these actions.

Actions taken to address risks and opportunities are proportionate to the potential impact on the conformity of products and services.

4.4.7 Support (Seventh Clause):

It determines and provides the resources needed for the establishment, implementation, maintenance and continual improvement of the quality management system.

It considers:

- a) The capabilities of, and constraints on, existing internal resources; and
- b) What needs to be obtained from the external providers?

4.4.8 Operation (Eighth Clause):

It planned, implemented and controls the processes needed to meet the requirements for the provision of products and services, and implemented the actions determined in Clause 6, by:

- a) Determining the requirements for the products and services;
 - b) Establishing criteria for:
 - i The processes;
 - ii The acceptance of products and services;
 - c) Determining the resources needed to achieve conformity to the product and service requirements;
 - d) Implementing control of the processes in accordance with the criteria;
- and

- e) Determining and keeping documented information to the extent necessary:
 - i) To have confidence that the processes have been carried out as planned;
 - ii) To demonstrate the conformity of products and services to their requirements.
- The output of this planning is in a form suitable to its method of operations. It ensures that outsourced processes are controlled.

4.4.9 Performance Evaluation (Ninth Clause):

It determines:

- a) What needs to be monitored and measured;
- b) The methods for monitoring, measurement, analysis and evaluation needed to measure valid results;
- c) When the monitoring and measuring is performed;
- d) When the results from monitoring and measurement are analyzed and evaluated?

It evaluates the performance and the effectiveness of the quality management system. It retains appropriate documented information as evidence of the results.

4.4.10 Improvement (Tenth Clause):

General:

It determines and selects opportunities for improvement and implements any necessary actions to meet customer requirements and enhance customer satisfaction.

These include:

- a) Improving products and services to meet requirements as well as to address future needs and expectations;
- b) Correcting, preventing or reducing undesired effects; and
- c) Improving the performance and effectiveness of the quality management system.

Nonconformity and Corrective Action

1. When a nonconformity occurs, including any arising from complaints, It:

- a) Reacts to the nonconformity and, as applicable:
 - 1. Takes action to control and correct it;
 - 2. Deals with the consequences;
- b) Evaluates the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere, by:
 - 1. Reviewing and analyzing the nonconformity;
 - 2. Determining the causes of the nonconformity;
 - 3. Determining if similar nonconformities exist, or could potentially occur;
- c) Implements any action needed;
- d) Reviews the effectiveness of any corrective action taken;
- e) Updates risks and opportunities determined during planning, if necessary; and
- f) Makes changes to the quality management system, if necessary. Corrective actions are appropriate to the effects of the nonconformities encountered.

2. It retains documented information as evidence of:

- a) The nature of the nonconformities and any subsequent actions taken; and
- b) The results of any corrective action.

Continual Improvement:

It continually improves the suitability, adequacy and effectiveness of the quality management system. It considers the results of analysis and evaluations, and the outputs from the management review, to determine if there are needs or opportunities that are addressed as part of the continual improvement.

4.5 CONCLUSION

ALTTC was the first unit of BSNL to obtain ISO 9001 certification in 2001. Since then, BRBRAITT and many other training centers, Maintenance regions & project circles, Civil and electrical wings, Telecom Factories have obtained this certificate. In 2007, BSNL corporate office directed Circles to obtain ISO 9001 certification for all SSAs. Apart from SSAs, circles have also been asked to obtain this certification for customer related sections such as Enterprise Business, CS, Commercial, PG cell etc. Similarly, at BSNL Corporate office, initially CS, EB, PG, Commercial and T&C sections have to get ISO 9001 certification.

It continually improves the suitability, adequacy and effectiveness of the quality management system. It considers the results of analysis and evaluations, and the outputs from the management review, to determine if there are needs or opportunities that are addressed as part of the continual improvement.

5 RESTRUCTURING & NEW ROLES

5.1 LEARNING OBJECTIVES

Organizational change is must to meet the competitive challenges and to keep pace with ever changing scenario. As part of Aspiration Driven Transformation, it was decided to restructure BSNL setup for realizing its shared dream. This chapter discusses the structural changes being effected in BSNL.

- Objectives of Restructuring
- Macro view of New company structure
- Job Description concept
- Implementation of new structure
- Example of Job description

5.2 OBJECTIVES OF RESTRUCTURING

Project SHIKHAR is a holistic transformation exercise with the help of The Boston Consulting Group with a view to strengthen BSNL as an organization and enable it to get back on the path of growth and profitability. In order to implement the new strategy effectively, BSNL's organization structure has been redesigned with a view to provide end-to-end focus on potential growth areas such as Broadband, Mobile, Marketing, Sales & Distribution and Customer Service. A business unit based organization structure is being adopted.

The motive behind adoption of new organization structure is to help BSNL to –

- Create adequate focus
 - On critical growth segments such as broadband, mobile, enterprise and new businesses (e.g., infrastructure sharing, international expansion etc.)
 - On critical skills such as marketing, sales, customer service, network management and IT
- Develop accountability at all levels in the organization along with control
 - Business units driving each of the key businesses with full responsibility for generating revenue with adequate control over all critical functions
- Business unit structure at Head Office, Circle Office and in the field units (i.e. SSAs)
 - Strike the right balance
 - Ensure business units have equitable distribution of work-load and resources
 - Synergy/ Co-ordination
 - Ensure minimal duplication of resources between the different business units as well as ease of co-ordination among them

5.3 MACRO VIEW OF NEW STRUCTURE OF BSNL

The functional Directors on BSNL Board as per new organization structure have been re-designated as: -

Earlier Designation	New Designation
Director (Operations)	Director (Consumer Fixed Access)
Director (P&NS)	Director (Consumer Mobility)
Director (C&M)	Director (Enterprise)
Director (HRD)	Director (HR)
Director (Finance)	Director (Finance)

In the new organization structure, there are four Business Units (BUs) –

Consumer Fixed Access (Headed by a Director): Responsible for products such as landline, PCO, broadband and related VAS, and targets retail customers as well as small businesses. This business unit controls all PSTN and data switches as well as all fixed access media (i.e. the last mile).

Consumer Mobility (headed by a Director): Responsible for products such as GSM (2G, 3G), WiMax and related VAS, and serves retail customers as well as small businesses. This business unit controls the mobility access network (i.e., BTS, BSC, MSC etc.).

Enterprise (headed by a Director): Serves medium and large enterprises (i.e., corporate customers), carriers and ISPs. Enterprise products include voice solutions, data solutions and managed services. This business is also responsible for the wholesale business undertaken on BSNL's National Long Distance (NLD) and International Long Distance (ILD) network. It also controls BSNL's core network (i.e., transmission media assets – OFC, microwave etc.). There is an Executive Director responsible for the core network within this BU.

New Businesses (headed by an Executive Director): In-charge of new business opportunities which BSNL plans to pursue. One such concrete opportunity that has been identified and is being pursued is passive infrastructure sharing. Other areas being evaluated include expanding BSNL's core telecom operations in international markets; leveraging BSNL's real estate assets to earn additional revenues etc.

Each of the above described BUs is responsible for generating revenue and driving profit in their respective areas. They also have control over critical resources needed to drive the business – such as strategy & planning, product management, marketing, sales & distribution, customer service as well as engineering, development and operations of their respective network assets.

Macro view of new verticals with reference to customer, product & assets is given below:

Table 12. Macro View of New Verticals with reference to Customer, Product & Assets

	Director Consumer Fixed Access	Director Consumer Mobility	Director Enterprise	EDNew Business
Customer	Consumers (SOHO) Small enterprises	Consumers SOHO Small enterprises Carriers	Medium & large enterprises Carriers ISPs	depends on nature of business
Products	Landline Broadband VAS	GSM (2G,3G,4G) Wi-Max VAS Roaming	Voice Data Managed Services NLS/ILD wholesale	Depends on nature of business Passive Infra sharing
Network assets	Access Media -Beyond local exchange (PSTN) -Beyond DSLAM (data) All PSTN & Data switches -PSTN (TAX etc.) -Data (BRAS etc.)	AccessNetwork (BTS) -2G/3G/4G -Wi-Max Switches MSC BSC	Transmission media up to local exchange (PSTN) Up to DSLAM (data)	Passive infra-Towers, battery, generator, Air Conditioning etc. Others(depends on nature of business

In addition to the four business units, there are a few critical shared functions to enable the entire organization. These functions comprise –

- HR (including Admin, Legal) –Headed by Director
- Finance – Headed by Director, supported by an Executive Director

Directly reporting to CMD

- ED Corporate Affairs (including Corporate IT, Corporate Planning & Monitoring, Corporate Marketing and Public Relations, Regulation)
- Company Secretary
- Vigilance (CVO)

- GM (Coordination & Monitoring) post has been created directly reporting to CMD

Each business unit will also have elements of these critical support functions, e.g. Finance, IT etc within its organization structure to support respective business units.

Note : *pl check the latest circular of BSNL for any amendment/changes*

The business unit focus, which has been developed at the Head Office, is being replicated at the Circle Offices and Region Offices. Hence each of the four BUs at Head Office will have their representatives at the Circle Office and Region Offices below them. This will ensure that there is a clear chain of command from top to bottom within each BU and accountability can be assigned to people at all levels. The same will also be true for all the critical shared functions.

Circle Office Restructuring: The existing Circles have been categorized as Big, Medium and small and accordingly revised structure has been worked. The categorization of these circles is given below:

Table 13. Circle Office Restructuring

Large	Medium	Small
Andhra Pradesh	Assam	Andaman & Nicobar
Gujarat	Bihar	Chhattisgarh
Karnataka	Haryana	Himachal Pradesh
Kerala	Jammu & Kashmir	Jharkhand
Maharashtra	Madhya Pradesh	North East-I
Rajasthan	Orissa	North East-II
Tamil Nadu	Punjab	Uttaranchal
Uttar Pradesh (E)	Uttar Pradesh (W)	
West Bengal		

All the circles have thirteen distinct sections namely, CFA, CM, Enterprise, Passive Infra, HR, Finance, Business Planning/IT, Civil, Electrical, Architect, Vigilance, Commercial & Regulation, CSC.

BA/SSA restructuring: All Bas/SSAs in BSNL are restructured to align their operations with the new vertical concept. This is being done progressively. In BAs also CFA, CM, CSC, EB, Finance, Vigilance and HR/Admin/MIS/IT roles are defined. Depending on the size of BA, job assignment and reporting structure is being planned.

Dual reporting concept: At circle level head of CSC and C&R posts have dual reporting to CFA and CM heads. Similarly in SSAs, the CSC head of SSA has dual reporting to CFA and CM heads.

5.4 JOB DESCRIPTION CONCEPT

A key feature of restructuring is introduction of Job description for each new post. Besides JD, key result areas and Key performance indicators have also been defined aligned with the new Group Performance Management System. This description enables the officers handling these jobs to have unambiguous understanding of their new role, expectations and measuring yardstick for performance. Few JDs are given at the end of this handout.

5.5 IMPLEMENTATION APPROACH FOR ORGANIZATION RESTRUCTURING

Restructuring exercise is a Top-Down approach. The steps implemented are:

- The organization structure of the Corporate Office has already been redesigned.
- All the officers of corporate office (now called as head office (HO)) have been assigned new job responsibilities.
- The BSNL HO is under the process of smooth transition from old to new structure, having equipped with new job description, and new responsibilities.
- The next phase of organization restructuring is to be implemented in the headquarters of the territorial Circles. Territorial Circles are in the process of carrying out the mapping of Officers to the new structure.
- Proposals of Circles are being examined at Corporate Office , GM (Administration) of territorial circles are meeting officers from Corporate Restructuring cell at HO, for removing the teething troubles of mapping of officers at circle office to new business unit structure.
- After completion transformation of structure at Circle Office the same task has to be further taken up at Regional Office (RO) i.e. BA level.

5.5 EXAMPLE OF JOB DESCRIPTION:

JD of various officers at BSNL CO and Circles are available on BSNL Intranet. JD for a Circle AGM (CM) is given below:

Table 14. Job Description

JD of Head of Customer Service for CM at small Circle – AGM	
Job title/ Designation	Head of Customer Service for Consumer Mobility at Circle – AGM
Job objective	Management of customer service for Consumer Mobility (CM) business unit including Call centers
Reporting to	Direct: Head of Consumer Mobility at Circle – GM Indirect (functional) Head of Customer Service for CM at Head Office

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Development of comprehensive action agenda for CM business unit for delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales), with particular focus on management of Call centers <ul style="list-style-type: none"> ○ Designing Service Level Agreements (SLAs) – internal and external ○ Setting-up of complaint and grievance management systems and processes at Circle level • Interaction with Head Office and Region Office for smooth day-to-day operations <ul style="list-style-type: none"> ○ Liaisoning with DGM (Customer Service) – Head Office on policy matters ○ Recommendations to Head Office based on local environment ○ Guidance to Region Office on business matters • Monitoring performance against business plan at Circle level (by Region) • Development of employees to ensure continuous improvement in individual and company performance and encouraging a performance-oriented culture with emphasis on team-building and mentorship 	
Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • Budget adherence on capex & Opex (Rs. Cr)
Customer/Market	Customer satisfaction (Scale of 1 to 5)
Operations	<ul style="list-style-type: none"> • Customer churn (%) - BSNL vs. market leader • By product (2G, 3G, etc.) • SLA adherence for Call centers (e.g. response time, abandon rate, etc.) • Call center roll-out status
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Table 15. Director (Consumer Fixed Access) – CFA

Job overview	
Job objective	Achieving profitable and sustainable growth of Consumer Fixed Access (CFA) business through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development
Reporting to	Direct: CMD
Reporting from	GM (Strategy & Planning) – CFA, PGM (Products, Sales, Marketing & Customer Service) – CFA, GM (Network Planning) – CFA, GM (Procurement) – CFA, GM (Rural Network) – CFA, GM (Network Engineering & Development) – CFA, GM (Network Operations) – CFA, GM (Network Operations – Enterprise) – CFA, CGM (Data Networks) – CFA (DNW), CGM (NCES) – CFA, CGM (IT Projects Circle) – CFA, PGM (Finance) – CFA, GM (IT) – CFA, Indirect (functional), Head of Consumer Fixed Access at Circle – PGM/ GM

Table 16. Key Responsibility Area (KRAs):

- Formulation of CFA business unit strategy, in line with the overall company strategy
 1. Marketing strategy by liaising with GM (Corporate Marketing & Public Relations) – CA
 2. Product design, pricing and bundling strategy for CFA products such as Landline, Broadband, IPTV, PCO and related Value Added Services (VAS)
 - Sales channel management strategy including margin structure design across products: Landline, Broadband, IPTV sales force, PCO sales force
 - Setting-up and management of sales alliances (e.g., DSAs)
 1. Customer service strategy to deliver best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales)
 2. Network planning, expansion, up gradation and maintenance strategy
 - Access media – Beyond local exchange (PSTN), Beyond DSLAM (data)
 - All PSTN and data switches
- o IT strategy by liaisoning with PGM (Corporate IT) – CA
 - Operationalization of business strategy through multiple levers
 - Creation of annual business plan for CFA business unit by liaisoning with PGM (Corporate Planning & Monitoring) – CA and financial plan by liaisoning with GM

Table 17. Director Consumer Mobility

Job overview	
Job objective	Achieving profitable and sustainable growth of Consumer Mobility (CM) business through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development
Reporting to	<ul style="list-style-type: none"> • Direct • CMD
Reporting from	<p>Direct: GM (Strategy & Planning) – CM, PGM (Products, Sales, Marketing & Customer Service) – CM, GM (Network Planning) – CM, GM (Network Engineering & Development – North) – CM, GM (Network Engineering & Development – South) – CM, GM (Network Engineering & Development – East) – CM, GM (Network Engineering & Development – West) – CM, GM (Network Operations – North) – CM, GM (Network Operations – South) – CM, GM (Network Operations – East) – CM, GM (Network Operations – West) – CM, GM (Procurement) – CM, PGM (Finance) – CM, GM (IT) – CM</p> <p>Indirect (functional), Head of Consumer Mobility at Circle – PGM/ GM</p>

Table 18. Key Responsibility Areas (KRAs)

- Formulation of CM business unit strategy, in line with the overall company strategy
 - o Marketing strategy by liaisoning with GM (Corporate Marketing & Public Relations) – CA
 - o Product design, pricing and bundling strategy for CM products such as GSM (2G, 3G), related Value Added Services (VAS) and Roaming
 - Sales channel management strategy including margin structure design across products, Franchisees, Setting-up and management of sales alliances
 - o Customer service strategy to deliver best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales)
 - Management of access mechanisms – Call centers, online support, CSCs
 - Setting-up of complaint and grievance management systems and processes
 - o Network planning, expansion, up gradation and maintenance strategy
 - BTS – GSM (2G, 3G), WiMax, Switches – MSC, BSC
 - o IT strategy by liaisoning with PGM (Corporate IT) – CA
- Creation of annual business plan for CM business by liaisoning with PGM (Corporate Planning & Monitoring) – CA and financial plan with GM (Budgeting & Financial Control)
 - Fin, including
 - o Financial targets – overall budget (revenue, capex, opex), profitability, etc
 - o Customer/ Market targets – # subscribers, churn, market share, ARPU, etc
 - o Operational targets – network roll-out & operations, customer service, etc
 - Target-setting for Circles by liaisoning with Circle Heads and PGM (Corporate Planning & Monitoring) – CA
 - Monitoring performance against business plan at Corporate level (by Circle) and taking corrective action as and when required
 - Ensuring timely billing, collections and revenue assurance for CM business unit
 - Liaisoning with Circles for smooth day-to-day operations
 - Liaisoning with HR section for adequate staffing and training within CM business unit
 - Employee Development for continuous improvement in individual and company performance & Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Table 19. Director (Enterprise & Wholesale)

Job overview	
Job objective	Achieving profitable and sustainable growth of Enterprise & Wholesale (E&WS) business through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and Development
Reporting to	Direct: CMD
Reporting from	Direct: GM (Strategy & Planning) – E&WS, GM (Solutions) – E&WS, PGM (Platinum – BFSI) – E&WS, PGM (Platinum – Government) – E&WS, PGM (Platinum – IT & Services) – E&WS, PGM (Platinum – Manufacturing) – E&WS, GM (ILD) – E&WS, Executive Director (Core Network) – E&WS, PGM (Finance) – E&WS, GM (IT) – E&WS, Indirect (functional): Head KAM – Gold/ Silver at Circle – GM/ DGM
Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Formulation of E&WS business unit strategy, in line with the overall company strategy • Marketing strategy by liaisoning with GM (Corporate Marketing & Public Relations) • CA • Product/ Solutions strategy for enterprise customers • Developing basic voice, data and managed services offerings, Developing solutions and product bundles by industry vertical – BFSI, Government, IT, Services, Manufacturing • Pricing of basic products, bundles and solutions, Pricing of wholesale product offering • , ensuring compliance with regulations • Key account management (sales) strategy for enterprise customers, Segmentation of customers into platinum, gold and silver accounts based on annual turnover, employee base, etc, Account allocation and organization structure for account managers • Relationship management (sales) strategy for carriers and ISPs for wholesale business • Customer service strategy to deliver best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) • Network planning, expansion, up gradation and maintenance strategy for all Core network assets based on inputs from CFA, CM and sales expectation from enterprise customers 	

- Transmission media – Upto local exchange (PSTN), upto DSLAM (data)
 - Evaluating economic benefits of building own International Long Distance (ILD) network compared to leasing from other operators
 - IT strategy by liaisoning with PGM (Corporate IT) – CA
 - Creation of annual business plan by liaisoning with PGM (Corporate Planning & Monitoring) – CA and financial plan with GM (Budgeting & Financial Control) – Fin, including
 - Financial targets – overall budget (revenue, capex, opex), profitability, etc
 - Customer/ Market targets – market share, share of wallet, etc
 - Operational targets – network roll-out & operations, customer service, etc
 - Target-setting for enterprise business by liaisoning with Circle Heads and PGM (Corporate Planning & Monitoring) – CA
 - Platinum enterprise business targets by industry vertical
 - Gold and Silver enterprise business targets by Circle
 - Wholesale business targets for Head Office
 - Monitoring performance against business plan at Corporate level (by City for Platinum accounts and by Circle for Gold and Silver accounts) and taking corrective action as and when required
 - Liaisoning with industry-wise national KAMs and Circles for smooth day-to-day operations of EB
 - Liaisoning with HR section for adequate staffing and training within E&WS business unit
 - Employee Development for continuous improvement in individual and company performance & Encouraging a performance-oriented culture with emphasis on team-building and mentorship.

5.6 CONCLUSION

In order to implement the new strategy effectively, BSNL's organization structure has been redesigned with a view to provide end-to-end focus on potential growth areas such as Broadband, Mobile, Marketing, Sales & Distribution and Customer Service by Project SHIKHAR. A business unit based organization structure is being adopted.

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

6 ROLE & RESPONSIBILITY

6.1 LEARNING OBJECTIVES

This chapter deals with the following information:

1. Role and Responsibility and their importance.
2. Define the process of identifying one's own role and responsibility and for each position in an organization/ each member of a team and linkage with the unit and organizational targets and goals.
3. To list the generic/universal roles and responsibilities of executives in BSNL.
4. Understand new approach to define role, responsibility in BSNL

6.2 INTRODUCTION

For employees to deliver best results, it is important that they know what they are supposed to do. They also need to know the basis on which their performance is going to be measured. Moreover, each employee is unique and has specific skill sets better suited for certain tasks. Right person at the right job helps the companies achieve desired results efficiently. This lesson deliberates on the concept of role, responsibility, competency mapping and the approach adopted by BSNL

6.3 WHAT IS ROLE AND RESPONSIBILITY - A DICTIONARY DEFINITION?

Role: A function or part performed especially in a particular operation or process. A part, or character, performed by an actor in a drama; hence, a part of function taken or assumed by any one; as, he has now taken the role of philanthropist or SDE(I/D). Role reversal is a situation in which two people exchange their usual duties or positions.

Responsibility: Something that it is your job or duty to deal with like in "It's her responsibility to ensure the project finishes on time". Have responsibility to be in a position of authority over someone and to have a duty to make certain that particular things are done like in "Ramesh, you have responsibility for clearing up the room after the class". The state of being responsible, accountable, or answerable, as for a trust, debt, or obligation. Like being responsible for the trust BSNL has placed in you and the obligation to justify the compensation package availed by you. That for which anyone is responsible or accountable.

Be responsible for, is to have control and authority over something or someone and the duty of taking care of it or them like in "Ravi is directly responsible for the efficient running of the office"

6.4 IMPORTANCE OF ROLE AND RESPONSIBILITY:

Let us look at the family as a unit and see what are the roles and responsibilities the members of the family play, for it to be successful and progress. Let us say that one of the parents plays the roles of a bread winner and the other of a home maker. The bread winner executes the responsibilities faithfully, of providing for all the requirements of the family, he does the work outside and gets money for the family and the homemaker provides the food and manages the home. Both of them know what their responsibilities are and they clearly understand and execute them, then you find there is harmony in the house. All the works that are required to get done are got done and the family as a unit

prosper. If the responsibility of teaching the children is attached to one parent and the person executes it you find the children study well. But if there is no clarity in the roles and responsibilities that the individual parents have to play then there would be conflict and passing of the buck, or there would be total apathy and the works would not be done and the children would get neglected. You have a destructive conflict or apathy and the goals of the family as a unit would not be achieved. We could have both the parents playing the role of the breadwinner and homemaker. In this case also the responsibilities for the functioning of the family as a unit have to be set out for the each of the parents and for them to execute these responsibilities for them to achieve the goals of the family as a unit. This is the case of a very small unit. Consider the implications for a huge organization like BSNL with numerous interlinked and critical activities.

In many organizations, people are not sure what others are supposed to be doing and also what they are supposed to be doing. There may be a perception that others are not doing their jobs; or there may be duplication of effort as several people work on the same thing.

Role charting is used to:

- Clear up any confusion about "who does what."
- Ensure that for each task, there is a responsible party.
- Communicate "who does what" so customers or other staff people are immediately referred to the correct party.
- Facilitate additional communication by helping people who need to work together to get to know each other.
- Prevent duplication of effort.

1. Following aspects assume significance in role charting:

Power-Each system pushes power downwards, so people who do the work can make decisions. Some, like job enrichment and empowerment, made this almost the sole focus. Others, such as balanced scorecards and re-engineering, imply it or make it part of the process. Research shows that pushing power downwards in an organization to the lowest possible level greatly increases innovation, motivation, quality, and productivity. It also, paradoxically, increases the power of executives and managers, by freeing them from much of the day-to-day "firefighting" and trivial decisions, and by providing them with a capable workforce than can carry out their strategic decisions.

Communication-Again, each system relies on increased communication. It takes many forms, but in essence, communication is spreading information up and down the hierarchy, and across departments; sharing it with customers, suppliers, and partners; and even creating information, as in data mining and market research.

Direction-Choosing and leading people in a clear direction is the central thrust of leadership initiatives, mission statements, balanced scorecards, and similar systems. People prefer to work with a clear direction in mind; and, when people are aligned, decisions are faster and easier, and there is far less waste.

Culture.-A shared set of values, beliefs, and norms - in short, a shared language and

perspective which helps diverse people to work together in harmony. The same people working under different cultures - even in the same organization - can act in very different ways. Change culture, and you change the way people act.

2. Competency

Competencies include the collection of success factors necessary for achieving important results in a specific job or work role in a particular organization. Success factors are combinations of knowledge, skills, and attributes (more historically called “KSA’s”) that are described in terms of specific behaviors, and are demonstrated by superior performers in those jobs or work roles. Attributes include: personal characteristics, traits, motives, values or ways of thinking that impact an individual’s behavior. Competencies in organizations tend to fall into three broad categories:

- **Functional/Technical Competencies.** These competencies include specific success factors within a given work function or industry such as Business awareness, Business skills and Technical skills.
- **Managerial Competencies.** These competencies include broad success factors not tied to a specific work function or industry (often focusing on leadership or emotional intelligence behaviors). Examples are Customer Orientation, Organizing skills, Cross functional perspective, Planning skills, Execution skills, Analytical skills, decision making, delegation, leadership, developing and supporting subordinates for effectiveness
- **Human competencies:** These are required for motivating, utilizing and developing human resources such as Communicating; Team working & interpersonal effectiveness, Influencing ability, Achievement orientation and Network Ability.

Three other definitions are needed:

Competency Map. A competency map is a list of an individual’s competencies that represent the factors most critical to success in given jobs, departments, organizations, or industries that are part of the individual’s current career plan.

Competency Mapping. Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role.

Top Competencies. Top competencies are the vital few competencies (four to seven, on average) that are the most important to an individual in their ongoing career management process. “Importance to the individual” is an intuitive decision based on a combination of three factors: past demonstrated excellence in using the competency, inner passion for using the competency, and the current or likely future demand for the competency in the individual’s current position or targeted career field.

Although the definition above for “competency mapping” refers to individual employees, organizations also “map” competencies, but from a different perspective. Organizations describe, or map, competencies using one or more of the following strategies:

1. Organization-Wide (often called “core competencies” or those required for organization success)
2. Job Family or Business Unit Competency Sets

3. Position-Specific Competency Sets

Identification of job competencies and mapping to employee competencies is required for assigning right job to the right person. Written tests alone are not sufficient for identifying required competencies in a candidate. That is why many rounds of interviews and Group discussion besides written exam are used by most of the companies while recruiting new people or promoting existing staff

6.5 YOUR RESPONSIBILITIES AS AN EXECUTIVE OF BSNL

You have got a very vital role to play in area of telecommunications services be it Accounts, Finance, TRA, Indoor, Outdoor, Administration, Planning etc. Since you belong to the senior supervisory cadre having worked for BSNL for a long time, thus gaining good insight into minute details of various aspects related to job, not only you have to work with your own hand but you have also to supervise and lead your team to achieve the goals of the organization. You are the interface between the subordinate non-executives, executives with the top levels in the set up.

We will look at some generic roles and responsibilities of executives across the BSNL which are common irrespective of the function you are currently performing.

Irrespective of the post you hold you have to play the role of the leader and of a follower at different times. You are responsible to keep abreast of the techniques to be both a good leader and a good follower.

Your job has following generic responsibilities:

- To supervise the work of subordinates
- To conduct test, record, analyses, detect and rectify the faults in your work area be it telecom equipment, accounts or administration.
- To maintain telecom installation (premises) directly or indirectly as per your role
- To manage material
- To manage team members (executive & non executives) & ensure development of their KSAs
- To manage relations with the public and to co-ordinate with public and to co-ordinate with other utility services viz. Railways, Municipal Corporation, Defence etc. as required
- To prepare periodical returns and report to assist the management.
- Attend meetings with senior management as required
- Surf BSNL Intranet, BSNL website, competitor website, newspaper and compile latest relevant news and share it with your subordinates.
- To enquire and find out what are best practices for the type of work you are doing and apply them and also find out what are the competitors doing in same situation
- Keep abreast of the targets and goals of the BSNL, Circle and of your own unit.

To define objective targets, quality benchmarks for your team members in line with assigned task and finalize strategy and achieve them (BBSC). Also ensure that the

staff is fully aware of goals and targets of their function and the metrics used to measure performance

- To update and upgrade yourself and to ensure that the staff working under you is updated and upgraded to the current requirements of BSNL. Thoroughly learn about the work practices, the rules, regulations, the methods, the procedures and the functions of the work place in terms of technology that is used and the administrative procedures that are followed.
- To ensure that the staff working with you is knowledgeable of job content, fully familiar and proficient in the use of tools and towards this end are thoroughly trained. Implement a quality management system and to strive for continual improvement, preventive maintenance and customer satisfaction
- Finally not to bad mouth BSNL and if you observe any deficiencies anywhere respective of your jurisdiction to bring to notice of appropriate authority for rectification.

It is your duty as an executive of the organization and also as a citizen to put in your best to enable the organization in achieving its goals, which are meant for the welfare of the society and development of the country.

6.6 THE NEW APPROACH FOR DEFINING ROLE, RESPONSIBILITY IN BSNL

BSNL has introduced restructuring across the company. Many jobs have been redefined and many created afresh. It is very important that everyone taking these jobs understands the new job, role, responsibilities, key performance areas and key performance indicators.

With this objective, job description of all jobs along with KRAs and KPIs are being defined. Job descriptions for BSNL HQ jobs and Circle level jobs have been defined and questions:

1. How important is my job?
2. What is my jurisdiction?
3. What are different activities I am supposed to carry out?
4. Who are my staff?
5. Who is my superior?
6. What are the periodical reports I am supposed to send to my superior or to a higher officer
7. Is there a top priority work in my office/area/jurisdiction? If so, what is the target?
8. Who are on the job and what is the present position?
9. Who is doing what?
10. How and against what parameters my performance is going to be measured.

It also helps the officer to understand and analyze

1. Work distribution amongst staff
2. Existing methods of working
3. Ways to improve work methods for increasing efficiency

6.7 CONCLUSION

You must bring clarity in the role and clearly list or demarcate the responsibilities of the staff working with you so that they know what role they have to play to achieve the units and organizational goals and targets. For the purpose of achieving the goals there are certain activities that are required to be done to be performed by the individual. If these were not done or were done in a different way than you would find that the outcome of those activities would be different from what is desired and the goals and targets of the unit and of BSNL would not be achieved..

7 TRANSACTIONAL ANALYSIS

7.1 LEARNING OBJECTIVE

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

1. Understand Concept of Transaction Analysis
2. Understand Structure Analysis-PAC model
3. Learn & understand Transaction types
4. Understand Strokes and Life positions

7.2 INTRODUCTION TO TRANSACTIONAL ANALYSIS

All of us are social beings and interact with others in the process of satisfying our human needs and achieving our goals. In management, irrespective of your level, you have to interact with others – peers, superiors and subordinates. And most importantly, in some organizations, with general public. You may have to communicate with people of different sexes, ages, education, skills, personalities and temperaments. Ability to understand the nature and dynamics of interactions with others will help an individual to become more effective communicator – which means more positive respect for self, better performance and achievement of organizational goals, more satisfied and committed employees, effective relationships with superiors and peers, more satisfied consumers or clients. Transactional Analysis deals with improving these interactions.

7.2.1 What Is Transactional Analysis?

“Transactional Analysis (T/A) is one of the tools developed by behavioral scientists which is used for analysis of transactions” or understanding of communications that occur between people. It is a rational approach to understanding behavior and is based on the assumption that any person can learn to trust himself or herself, think rationally, make independent decisions, and express feelings.

“Transactional Analysis” is a tool but also a complete theory of personality, containing techniques of psychotherapy for personal and social growth. A “transaction” means any exchange or interaction that occurs between two or more persons.

Transactional analysis concerns itself with the kinds of communication both verbal and non-verbal that occur between people. The emphasis of Transactional Analysis is upon positive communication. Transactional Analysis is widely utilized as a consultation method in educational programmes, social institutions, business, hospitals, churches, government organizations, and other organizations, but more recently it is widely used in family, couples and individuals work.

7.2.2 What Does Transactional Analysis Do Or Not Do?

Transactional Analysis increases understanding of self and others. It decreases tendency to be critical of self and others. Transactional Analysis helps reduces stress, frustration and anxiety levels! A few hours exposure to Transactional Analysis is not necessarily going to result in any person being transformed in to a happy and an effective person. Transactional Analysis does not erase all human relations difficulties. Many companies have successfully incorporated Transactional Analysis training in to their overall personnel development programmes. These organizations represent private and public sector industries. State Governments, police systems, educational institutions,

municipalities, and professional associations. The benefits which an organization derives from Transactional Analysis are better process diagnosis; clearer problem analysis; reduced non-communication: new tools for selecting people for entry and promotion; and less psychological pollution.

7.3 STRUCTURAL ANALYSIS

According to Transactional Analysis theory, everyone's personality has three parts, called *ego states*. These *ego states* are named *Parent*, *Adult*, and *Child*. When we capitalize these words, we are talking about *ego states* rather than real parents, adults or children. Structural analysis involves analyzing the personality to discover the nature of our ego states. You can use structural analysis to better understand who you are and how you got that way. It will help you learn about the various sources of thoughts, feelings and opinions in your personality. Knowing your personality better can add to your effectiveness on the job.

The Parent Ego State: Behaviors, thoughts, and feelings copied or injected into us from parent figures. That part of us which behaves in 'parental' ways. Parent is made up of a huge number of hidden and recorded playbacks. Parent is our 'Taught' concept of life. P stands for externally originated influence.

Examples: never, always, don't do that, once for all,

Controlling Parent: "Nobody can leave until this report is finished" Structuring (comparing to family traditions and ideals) (positive) and Critical (negative)

Nurturing Parent: "I'm sorry you're not feeling well today. [Permission-giving, security-giving] (positive) and Spoiling (negative)]

The Adult Ego State: Behaviors, thoughts, and feelings which are in direct response to the „here and now“ the logical, matter of fact, part of us. The adult in us begins to form at around ten months old, and is the means by which we keep our Parent and Child under control. Adult is our 'Thought' concept of life. A stands for Internalized new learning.

Examples: why, what, how, who, where and when, in what way, true, false, probably

The Child Ego State

1. Archaic behaviors, thoughts, and feelings replayed from childhood. The part of us, where we hold our most powerful feelings – sadness, anger, joy, fear, guilt, disgust etc., Anger or despair dominates reason when the child is in control. Child is our 'Felt' concept of life. C stands for internally originated influence.

Examples: Oh! No, I wish, I don't care; things never go right for me, the worst day of my life etc.

Free or Natural Child (FC or NC): This is the source of our spontaneity, energy and curiosity, with all our potential for life. It represents the way we are when we are born – natural, loving, carefree, adventurous and trusting – with all our capacities for leading a joyful and meaningful existence. This part of us knows no rules and consequently operates without regard for others and is unconcerned about their reactions. Witness the behavior of the twelvemonth- old exploring its environment! Of course, it would be impossible to maintain the structure of a society on such a basis, and without some adaptations. In fact, in many grown-ups the adaptations are so extensive that they rarely use their Free Child. Some examples of the expression of the Free Child in an organization are: the joy of a major breakthrough in research and the fun at an office party

Adapted Child: As suggested, it does not seem possible to live in a continuous Free Child state and live with other people at the same time. From an early age, we make adaptations to help us get along with and get attention from authority figures, most notably our own parents. Some of these may develop in line with general practice in our society, eg., specific modes of eye and body contact; saying „please“, „thank you“ and „sorry“ at the appropriate times; not making personal comments about others in public. Note how uncomfortable we often feel with those who have not adapted to these culturally agreed ways of behaving. Many more adaptations are unique to the particular family and its situation, and are important in marking us out as individuals. Some examples that create problems in adulthood and are relevant to organizations are compliance, procrastination and rebellion.

Little Professor: Another functional aspect of the Child ego state is frequently introduced and used, although its relationship to the other two is unclear. This is the Little Professor, the intuitive part of us that senses things about other people in a flash. This part of us has those brilliant, non-logical insights giving us solutions to problems that typify some of the major breakthrough in the growth of scientific knowledge.

2. Ego states recognition:

P - Judgmental, critical, paternal/maternal, guiding, bossy, dictatorial, nurturing A
 - Non-emotional, factual, information gathering of information giving
 c - Creative, curious, inventive, playful, childlike, joking, emotional

Transactions and its Analysis:

Transactional analysis is related with the way in which individuals interact with each other. It explains the mechanism that takes place when people are having conversation or are trying to exchange their thoughts, feelings and ideas with each other. Thus, Transactional Analysis essentially refers to the analysis of interactions between people. According to Transactional Analysis, transactions are stimulus plus response (S+R). If two or more people encounter each other, sooner or later one of them will speak, or give some other indication of acknowledging the presence of the others. This is called the “transactional stimulus”. Another person will then say or do something which is in some way related to the stimulus, and that is called transaction response. Transactional Analysis involves the study of the social transactions between people and it deals with determining which part of the multiple-natured individual is being activated Parent, Adult or Child.

7.4 TRANSACTIONS AND ITS TYPES:

Normally there are three types of transactions:

- (1) Complementary Transactions;
- (2) Crossed Transactions;
- (3) Ulterior Transactions:

7.4.1 Complementary Transactions

A transaction is complementary when communication continues on parallel lines between individuals and the lines of stimulus and response are parallel. Thus, the message transmitted from one ego-state elicits an expected and appropriate response from the proper ego-state of the other individual. The transactions are complementary because both are acting in the perceived and expected ego-states. Usually, in such a case, individuals are satisfied, everyone feels ok and the communication is complete. Complementary transactions can take place between a-a, p-c, p-p and so on.

7.4.2 Crossed Transactions

The lines of stimulus and response cross each other in case of crossed transactions. Whenever the stimulus and response cross on the p-a-c transactional diagram, communication stops. Transactions become uncomplimentary. The message sent by one ego-state is responded to from an incompatible, unexpected ego state of another person. The inappropriate response generates feelings of hurt and anger and the individuals, instead of coming closer, divert from each other. Crossed transactions are the source of much interpersonal conflict in an organization. They inhibit free flow of ideas, free thinking, creativity and social interactions. Crossed transactions have many possible dysfunctional consequences for the organization

7.4.3 Ulterior Transactions

The ulterior type of transactions is most complex because the communication has double meaning as more than ego-states are involved in them. When ulterior message is sent, the literal and intent meanings are not one and the same. Ulterior message is often disguised in a socially acceptable way. On the surface level, the communication has a clear adult message, whereas it carries a hidden message on the psychological level. Ulterior transactions like crossed transactions are undesirable as they damage interpersonal relationships.

7.5 STROKES

You've seen that transactions can be open, blocked, or ulterior. It's also important to recognize that whenever two people are transacting, they are exchanging "strokes". In Transactional Analysis language, the term "stroke" refers to the giving of some kind of recognition to a person. This may or may not involve physical touching. As we grow from infancy into childhood and then adulthood, we do not entirely lose our need for stroking. Part of our original need for physical stroking seems to be satisfied with symbolic stroking. We no longer need constant cuddling, but we still need attention. When we receive a stroke, we may choose to feel either good (positive stroke) or bad (negative stroke). For example, ignored children will engage in all sorts of creative acts to get stroked. Often such children quickly learn that they can get strokes by:

- talking in a loud, whiny, high-pitched voice,
 - spilling milk on a clean table cloth, and
 - injuring themselves
- Giving and receiving strokes
- Don't be insincere
 - Accept strokes positively from other people
 - Make a conscious effort to give strokes to other people
 - Ask for strokes when you feel you need them
 - Give yourself strokes when you feel you deserve/need them

7.6 LIFE POSITIONS

Another way of looking at relationships between people is through the concept of „life position, sometimes referred to as the basic position or existential position. A person's life position at any given time expresses in some way just how that individual is relating to others in terms of thinking, feeling and behaving. There are four basic life positions.

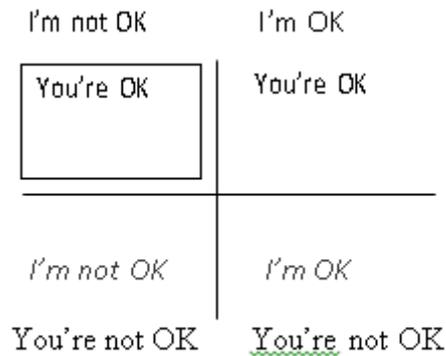


Figure 5: Life Position

Examples of Life Positions

The idea of life positions can be demonstrating the following examples.

1. Hey, we did a good job there, says the boss.

Yes, things are really going well for us now, says the subordinate
(I'm OK, you're OK)

Key words are Cooperate, share. You believe in yourself and others are trusting and tend to get on with life

2. Your work is not up to the standard I need in this department! says the boss (I'm OK, you're not OK)

Key words are **Submit to, concede.** You have a low opinion of your own value and poor self-esteem; lack self-confidence and expect things to go wrong A negative outlook tends to lead to a self-fulfilling prophesy and you often lose out in situations

3. I wish I could keep on top of things the way you can, says the subordinate (I'm not OK, you're OK)

Games

It is an ongoing series of transactions that ends with a bad feeling for at least one player. Games are designed to prevent intimacy. Games support original decisions and are part of a person's life script (a plan for life, or a conclusion that was reached about how to behave in order to survive in this world). The life script supports early decisions and brings people the kinds of strokes to which they are accustomed. Games are exchanges of strokes that lead to payoffs of bad feelings and advance the script. TA helps people become aware of the nature of their transactions with others so they can respond to others with directness, wholeness, and intimacy.

Common games: 1. Poor me; 2. Martyr; 3. Yes, but; 4. If it weren't for you;

4. Look what you made me do;

5. It is a theory about:

Personality, Communication, Relationships, Child Development, Psychopathology

6. The Philosophy of TA

I'm OK, You're OK, Everyone has the capacity to think, People can decide their own destiny and People can change their decisions

7. The Goals of TA

Autonomy, Awareness, Spontaneity, Intimacy

Eric Berne said that three important characteristics of the Parent ego-state

were that the Parent provides PERMISSION - POTENCY - PROTECTION. Two additional important characteristics are REASSURANCE - REPETITION. Parenting work is worth doing well with vigor.



Figure 5: A double handful of child

- **Permission:** gives others the OK to do, think, feel in a certain way, so that they may develop well. Obviously there is considerable responsibility in giving permission. Use care and thought.
- **Potency:** is the developed capacity of knowledge, experience, training, education, and wisdom due to a person's interest and willingness to challenge and change with vigor.
- **Protection:** ensures and takes care that others do not experience needless and unnecessary pain, hurt, or embarrassment. Protection has clear rules for interaction in relationships.
- **Reassurance:** supportively tells others that what they are doing is OK & keep it up !
- **Repetition:** is the patient, loving work of parenting; lessons are repeated until learned.
- **Fun-** Parents need to be fun, enjoy themselves, know how to laugh easily, and share the joyfulness of life and living. Life is nifty, & neat and full of creativity, joy, and love.
- **Fair-** Fairness requires that rights, privileges, duties, and obligations for self and others are balanced. Fairness is difficult to learn, difficult to teach, and necessary.
- **Firm-** Being able and willing to take a stand about an issue, for good and healthy reasons, and not back down. This is as opposed to being rigid, unthinking, and not listening to reality or overreacting emotionally. Firm is needed but not always popular in the short run.
- **Flexible-** Being able to change plans and structure with changing circumstances. Being able to respond to changing needs of self and others. Think before reacting. Discuss with enough words.
- **Functional-** Parents have to stay in touch with the basics of functional thinking, feeling, and behavior as well as pay attention to others values. Knee-jerk reactions are not functional. Functionality considers short - medium - long range goals in the process of the over-all situation. The larger picture requires impulse control and self-discipline for other's benefits.
- **REMEMBER:** Parenting also is required in relationships with people other than children---our spouses---our work-makes---our friends. Parenting is different from being somebody's Mother or Father---A different responsibility than kids!



Figure 6: A Double Handful Of Adult



Figure 7: A double handful of parent

- **QUESTIONS** - Questions gather information, gain perspective, and counter impulsive knee-jerk judgments. Even-handed people ask a lot of questions before they make up their mind or form an opinion.
- **RATIONAL** - "Feelings and Opinions are often a personal triumph over good inquiry and good data." Information comes in many forms, some we like, some we do not. However, we do not have to like it, or "feel good about it" to use it for mutually satisfying benefit..
- **FEELINGS OK** - Acceptance of self and other's feelings as part of the total picture. People with authority and power ignore their own feelings, and other peoples, at their own peril.
- **BIG PICTURE** - As opposed to the small, narrow, limited view that often as not generates small, narrow, limited conclusions. Increase perspective by questions including feelings.
- **INQUIRES** - Taking an active interest in gathering information about "what is going on" as opposed to operating on gossip, innuendo, partial information, and prejudice. Consultation and the sharing of thoughts, feelings, opinions, is a mutual two-way street.
- **WHO** Is involved, others feelings, thoughts, opinions, are often not about you!
- **WHAT** Are the details and issues involved, get more than an emotional response. What boundaries? Time - Space - Person - Property - Papers
- **WHERE** Did things happen, at home, at work, with a friend. "Place" always has feelings associated with it. Those feelings are important to the other person.
- **WHY** What are possible motivations for why things happened the way they did. If you know why people do things, you are better prepared to deal with them.
- **WHEN** As a child? As a young person ? Over breakfast? Over dinner? Timing of events in life - at home, at work - has different meaning for people.
- Children are born with the capacity to spontaneously experience a number of things. A basic handful is YES! - NO! - WOW! - OUCH! - NEXT!
 - Healthy children eat when they are hungry, sleep when they are tired, laugh when joyful and cry when they are hurt. When those events are over they

experience a natural "NEXT" and want to do something else. The world is their oyster and they are exploring all the time. Children, by nature, do NOT hold grudges. Children, by nature, are cooperative and curious about people, the world, and all its processes.

- As children learn to adapt and bend their will to the social demands of the world they must be trained in another handful of social concepts:

TRUTH - LIES - GOOD SECRETS - BAD SECRETS - DISCRETION.

- YES! - NO! - WOW! - OUCH! - NEXT! must be reinforced, nurtured, and
- Supported by parents raising children to support healthy self-esteem..
- TRUTH - LIES - GOOD SECRETS - BAD SECRETS - DISCRETION must be taught on a regular basis by parents. Part of a parents' responsibility is to RAISE ISSUES and teach the differences between these five concepts.
- Children learn in three ways, by MODELING, REINFORCEMENT, and INSTRUCTION. Parents need to tell children about the world, their place in it, and how to grow up happy, cooperative, and productive
- The work of childhood is play. Pay attention to how people play and what they learn by playing. What can you learn by watching them?
- Opinions and feelings are frequently a personal triumph over good thinking
- You define reality by what you know, what you believe, and what you do about it

7.7 CONCLUSION:

“Transactional Analysis” is a tool but also a complete theory of personality, containing techniques of psychotherapy for personal and social growth. A “transaction” means any exchange or interaction that occurs between two or more persons. Ability to understand the nature and dynamics of interactions with others will help an individual to become more effective communicator – which means more positive respect for self-better performance and achievement of organizational goals, more satisfied and committed employees, effective relationships with superiors and peers, more satisfied consumers or clients. The main aim of TA is to get an individual in a position of „autonomy by:

- Becoming aware of your life stance
- Adopting a more positive view of yourself and other
- Recognizing that you can alter the way you behave
- Recognizing that you and you alone control your life and destiny.

8 MOTIVATION

8.1 LEARNING OBJECTIVE

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

1. Understand Motivation
2. Know important motivational concepts & theories
3. Tips for motivation
4. Application of these concepts in BSNL

8.2 INTRODUCTION

No matter the size of a company, having a team of motivated, hard-working employees is crucial to business success. When people lose their motivation, their job performance suffers -- they become less productive, less creative, less of an asset to the company line. Company has to pay a heavy price when employees have motivation issues. How then to light an employee who has lost his or her motivation, whether a former hard worker whose performance has declined over the years, or a long-term problem employee who has failed to improve?

Every person has different reasons for working. The reasons for working are as individual as the person. But, we all work because we obtain something that we need from work. The something we obtain from work impacts our morale and motivation and the quality of our lives. In this chapter concept of employee motivation and related issues are explored.

Motivation is the willingness to do something and is conditioned by the desire to satisfy some need of the individual, (A *need* in our terminology is *some internal state that makes certain outcomes appear attractive*). People who have “motivation” exert more or take efforts to perform better than those who are „not motivated“.

Job performance = Ability x Motivation

Even though Organizations may hire men with extraordinary competence & train them but still it cannot be assured that they will perform satisfactorily until and unless they are motivated. A major (missing) ingredient in motivation is activating the potential of an individual which is otherwise hidden.

An unsatisfied need creates tension, which stimulates a drive to achieve a particular goal that, if attained, satisfies the need and leads to reduction of tension. Greater the need, greater will be the activity level to meet that need and thus to reduce the tension.

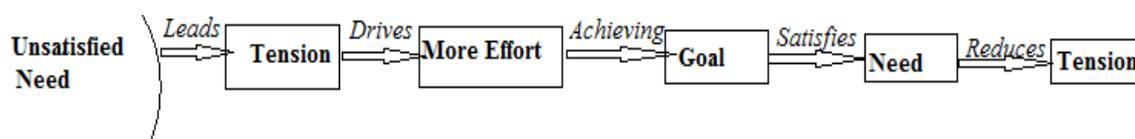


Figure 8: Need to Tension

8.3 MOTIVATIONAL CONCEPTS

Starting point to understand the logic behind motivation is to explore why do people work?

8.3.1 Work is About the Money

Some people work for love; others work for personal fulfillment. Others like to accomplish goals and feel as if they are contributing to something larger than themselves, something important. Some people have personal missions they accomplish through meaningful work. Others truly love what they do or the clients they serve. Some like the camaraderie and interaction with customers and coworkers. Other people like to fill their time with activity. Some workers like change, challenge, and diverse problems to solve. Whatever your personal reasons for working, the bottom line, however, is that almost everyone works for money. Whatever you call it: compensation, salary, bonuses, benefits or remuneration, money pays the bills. Money provides housing, gives children clothing and food, sends teens to college, and allows leisure activities, and eventually, retirement. To underplay the importance of money and benefits to people who work is a mistake. Fair benefits and pay is the cornerstone of a successful company that recruits and retains committed workers. If you provide a living wage for your employees, you can then work on motivational issues. Without the fair, living wage, however, you risk losing your best people to a better-paying employer.

8.3.2 Expectations beyond Money

Other than money, what people want from work is situational, depending on the person, his needs and the rewards that are meaningful to him. People want:

- Control of their work: including such components as the ability to impact decisions; setting clear and measurable goals; clear responsibility for a complete, or at least defined, task; job enrichment; tasks performed in the work itself; and recognition for achievement.
- To belong to the in-crowd: including items such as receiving timely information and communication; understanding management's formulas for decision making; team and meeting participation opportunities; and visual documentation and posting of work progress and accomplishments.
- The opportunity for growth and development: including education and training; career paths; team participation; cross-training; and field trips to successful workplaces.
- Leadership: people want clear expectations that provide a picture of the outcomes desired with goal setting and feedback and an appropriate structure or framework.
- Recognition: People want recognition for their individual performance with pay tied to their performance. Employees want that people who don't perform are not rewarded; in fact, failure to discipline and take action against non-performers is one of the most de-motivating actions an organization can take - or fail to take.

8.4 MOTIVATION THEORIES:

Based on above discussions, there are many theories formulated in the past which were developed to understand psychology of human behavior and the role of motivation

in the life of individuals. Some of the theories explaining employee behavior received considerable attention. Prominent theories such as Maslow, Hygiene & Expectancy are explained below.

8.4.1 Maslow's Hierarchy of Needs: This is the best-known theory of motivation proposed by Abraham Maslow. He stated that there exists in every human being a hierarchy of five needs. They are:

1. Physiological: hunger, thirst, shelter, sex and other bodily needs
2. Safety: protection from physical & emotional harm
3. Love: affection, belongingness, acceptance and friendship
4. Esteem: Internal esteem factors like self-respect autonomy and Achievement; external esteem factors like status Recognition and Attention)
5. Self-actualization: drive to become what one is capable of becoming

This theory says that even though no need may be fully gratified, but a substantially satisfied need no longer motivates. When one gets satisfied, another need at the higher level becomes prominent. Physiological and safety needs are described as lower order or lower level needs and the other three namely love, esteem & self-actualization are higher order or higher level needs. The higher order needs are satisfied internally & the lower order externally.

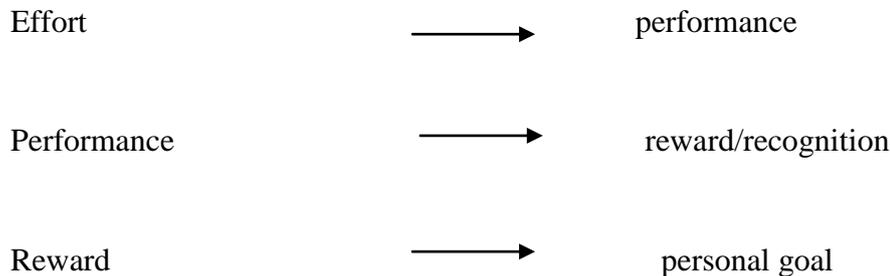
8.4.2 Hygiene theory

This theory examined the question „what do people want from their job“? It was found that opposite of satisfaction is not dissatisfaction. In other words removing dissatisfying characteristics from job does not make the job satisfying or vice versa. According to it, factors leading to satisfaction are separate and distinct from those leading to dissatisfaction. If we eliminate factors leading to dissatisfaction, peace may come but not motivation. A summary is given below:

Table 20. Extreme Dissatisfaction & Extreme Satisfaction's Factors

Factors that lead to Extreme Dissatisfaction	Factors that lead to Extreme Satisfaction
<ul style="list-style-type: none"> • Company policy and administration • Supervision • Relationship and supervisor • Work conditions • Salary • Relationship with peers • Personal life • Relationship with subordinates • Status • Security 	<ul style="list-style-type: none"> • Achievement • Recognition • Work itself • Responsibility • Advancement • Growth

8.4.3 **Expectancy Theory:** This is a modern theory and is widely accepted today. According to this says that the strength of a tendency to exert depends upon the strength of an expectation of the outcome and on the attractiveness of the outcome to the individual. There are thus three variables attractiveness, performance/reward and effort/performance. A schematic explanation is given below:



The key to this model is finding out the individual's goal and establishing the linkages with the reward. Based on this model there are four personality types & motivators, as given below.

<u>Type</u>	→	<u>Motivators</u>
Dominating Personality Power, (Forceful and domineering)	→	Authority, Control over results Freedom from restraint
Influencing (Outgoing & effervescent)		Popularity, Recognition, Contract with people, Freedom of Expression
Steady (Extremely loyal to others)		Stability, planned change, conflict free environment, clear responsibilities, results.
Careful (Meticulous about details)		Quality standards. Personal autonomy. Freedom from pressure.

8.4.4 TIPS FOR MOTIVATION

From all the above the following basic tips for motivation can be summed up as follows:

Motivating employees starts with motivating yourself: It's amazing how, if you hate your job, it seems like everyone else does, too. If you are very stressed out, it seems like everyone else is, too. Enthusiasm is contagious. If you're enthusiastic about your job, it's much easier for others to be, too. Also, if you're doing a good job of taking care of yourself and your own job, you'll have much clearer perspective on how others are doing in theirs. A great place to start learning about motivation is to start understanding your own motivations. The key to helping to motivate your employees is to understand what motivates them. So what motivates you? Consider, for example, time with family,

recognition, a job well done, service, learning, etc. What can you do to better motivate yourself?

Always work to align goals of the organization with goals of employees: Employees can be all charged up about their work and be working very hard, if the results of their work contribute to the goals of the organization. Therefore, it's critical that managers and supervisors know what they want from their employees. These preferences should be worded in terms of goals for the organization and ensured that employees have strong input to identifying their goals and that these goals are aligned with goals of the organization.

Key to supporting the motivation of your employees is understanding what motivates each of them: Each person is motivated by different things. Steps to support the motivation of employees should first include finding out what it is that really motivates each of the employees. This can be found out by asking them, listening to them and observing them.

Recognize that supporting employee motivation is a process, not a task: Organizations change all the time, as do people. Indeed, it is an ongoing process to sustain an environment where each employee can strongly motivate themselves. Sustaining employee motivation is an ongoing process.

Support employee motivation by using organizational systems: Cultivating strong interpersonal relationships with employees to help motivate them is not enough. The nature of these relationships can change greatly, for example, during times of stress. Instead, use reliable and comprehensive systems in the workplace to help motivate employees. For example, establish compensation systems, employee performance systems, organizational policies and procedures, etc., to support employee motivation. Also, establishing various systems and structures helps ensure clear understanding and equitable treatment of employees.

Build a foundation: It's important to build a solid foundation for your employees so they feel invested in the company. Tell them about the history of the business and vision for the future. Ask them about their expectations and career goals, as well as how you can help them feel part of the team. BSNL Aspiration Driven Transformation is a step in this direction. When any new employee starts, make sure he or she receives a thorough welcome orientation.

Create a positive environment: Promote an office atmosphere that makes all employees feel worthwhile and important. Don't play favorites with your staff. Keep office doors open and let subordinates know they can always approach you with questions or concerns. A happy office is a productive office.

Put people on the right path: Most employees are looking for advancement opportunities within their own company. Work with each of them to develop a career growth plan that takes into consideration both their current skills and future goals. If employees become excited about what's down the road, they will become more engaged in their present work.

Educate the masses: Help employees improve their professional skills by providing on-the-job training. Allow them to attend workshops and seminars related to the industry.

Employees will feel that company is investing in them, and this will translate into an improved job performance.

Celebrate, Don't forget the fun: Achievements must be celebrated. Once in a while, have informal get-togethers over a cup of tea/lunch etc.

Acknowledge contributions: Boss can make a huge difference in employee morale simply by taking the time to recognize each employee's contributions and accomplishments, large or small. Be generous with praise.

Provide incentives: Offer people incentives to perform well, either with something small like a recognition certificate or something more substantial such as a performance-based bonus. Give out "Employee of the Month" awards. Such tokens of appreciation will go far in motivating employees. A critical lesson for new managers and supervisors is to learn to focus on employee behaviors, not on employee personalities. Performance in the workplace should be based on behaviors toward goals, not on popularity of employees.

Honor your promises: Getting people to give their all requires following through on promises. If you tell an employee that he or she will be considered for a reward if numbers improve or productivity increases, you better full fill the promise. Failure to follow through on promises will result in a loss of trust—not only that person's trust, but the trust of every employee that hears the story.

Match tasks to talents: Organizations can improve employee motivation by improving employee confidence. Assign individuals with tasks that they will enjoy or will be particularly good at. An employee who is successful at one thing will have the self-confidence to tackle other projects with renewed energy and excitement. Restructuring and Job definition exercise in BSNL is a step in this direction.

Establish goals that are SMARTER: SMARTER goals are: specific, measurable, acceptable, realistic, timely, extending of capabilities and rewarding to those involved. Balanced business score cards have to based on this concept.

Clearly convey how employee results contribute to organizational results: Employees often feel strong fulfilment from realizing that they're actually making a difference. This realization often requires clear communication about organizational goals, employee progress toward those goals and celebration when the goals are met.

Let employees hear from their customers (internal or external): Let employees hear customers proclaim the benefits of the efforts of the employee. For example, if the employee is working to keep internal computer systems running for other employees (internal customers) in the organization, then have other employees express their gratitude to the employee. If an employee is providing a product or service to external customers, then bring in a customer to express their appreciation to the employee.

Have one-on-one meetings with each employee: Employees are motivated more by your care and concern for them than by your attention to them. Get to know your employees, their families, their favorite foods, names of their children, etc.

Cultivate strong skills in delegation: Delegation includes conveying responsibility and authority to the employees so they can carry out certain tasks. Skills in delegation can free up a great deal of time for managers and supervisors. It also allows employees to take a stronger role in their jobs, which usually means more fulfilment and motivation in their jobs, as well.

Admit to yourself (and to an appropriate someone else) if you don't like an employee: Managers and supervisors are people. It's not unusual to just not like someone who works for you. If you don't like a person, admit to yourself that you don't like this employee. Then talk to someone else who is appropriate to hear about your distaste for the employee, for example, a peer, your boss, your spouse, etc. Indicate to the appropriate person that you want to explore what it is that you don't like about the employee and would like to come to a clearer perception of how you can accomplish a positive working relationship with the employee. It often helps a great deal just to talk out loud about how you feel and get someone else's opinion about the situation. As noted above, if you continue to focus on what you *see* about employee performance, you'll go a long way toward ensuring that your treatment of employees remains fair and equitable.

8.5 APPLICATION OF MOTIVATIONAL CONCEPTS IN BSNL

➤ Motivations vary from region to region across the globe. While it is pointed out that money has been the main motivator to Westerners, **Need satisfaction** has been a main motivator with Indians.

➤ BSNL has always endeavored to address the need of its employees in various ways. A few of them are listed below:

Table 21. Motivators

Physiological	<ul style="list-style-type: none"> • Salary • Risk allowance to employees working in remote areas • Winter clothing for those working in low temperature ambience • Various loans and advances such as HBA etc. • Canteen facilities. • Restrooms.
Safety	<ul style="list-style-type: none"> • Pension benefits (for self and family) • BSNLMRS • Group insurance and GPF • Congenial working atmosphere • Safety and protective devices like shoes, umbrella etc.

Love	<ul style="list-style-type: none"> • LTC • Recreational facilities and financial support for excursions • In-house magazines for encouraging literary talents • Welfare board for employee welfare such as scholarships for the children of employees to various educational programmes
Esteem	<ul style="list-style-type: none"> • Socially acceptable designations and authority. • Developed residential colonies. • Best employee awards • Incentive schemes and cash awards
Self actualization	<ul style="list-style-type: none"> • Promotion through competitive examination • Financial assistance to higher education such as MBA • Deputing to various trainings departmentally and providing library facilities. • Awards and recognitions like Sanchar Dooth, Vishishta Sanchar Sewa Padak etc in a transparent and judicious way. • Honorarium and Appreciations for extra and meritorious works done.

8.6 CONCLUSION

No theory is universal. Motivation is an art to be practiced rather than a science. Nature has created human beings in such a variety of mental makeup that for motivating a person a complete study of his personality is needed. Theories only give guidelines. Still there are some universal truths, on which one can rely while attempting to bring out the best in a man.

9 COST MANAGEMENT

9.1 LEARNING OBJECTIVE

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

- Understand cost accounting
- Cost accounting regulations and bsnl guidelines
- Reporting formats
- Classification of cost

9.2 INTRODUCTION

Cost Management is the process whereby companies use cost accounting to report or control the various costs of doing business. Cost Management has a broad focus. It includes but is not confined to the continuous control of costs. Cost Management is not practiced in isolation. It is an integral part of general management strategies and their implementation. It is a company-wide systematic and structured approach, which provides a holistic framework to control, reduce and eliminate costs, throughout the value chain. In today's cut throat competition, all telecom operators are under pressure to reduce prices. In order to maintain profitability cost cutting and operational efficiency is must. This handout gives an overview of cost accounting and corresponding regulations in BSNL.

9.3 DEFINITIONS IN COST ACCOUNTING

1. **Cost:** Cost is a measurement, in monetary terms, of the amount of resources used for the purpose of production of goods or rendering services. Cost is measured by the sacrifice made in terms of resources or price paid to acquire goods or services. The type of cost is often referred in the costing system depends on the purpose for which cost is incurred.
2. **Cost Centre:** Any unit of Cost Accounting selected with a view to accumulating all cost under that unit. The unit may be a product, a service, division, department, section, a group of plant & machinery, a group of employees or a combination of several units.
3. **Cost Unit:** It is a unit of quantity of product, service or time in relation to which costs may be ascertained or expressed. Cost Unit is a form of measurement of volume of production or service. This unit is generally adopted on the basis of convenience and practice in the industry concerned.
4. **Cost Accounting:** It is the process of accounting for costs. It embraces the accounting procedures relating to recording of all income and expenditure and the preparation of periodical statements and reports with the object of ascertaining and controlling costs. It is thus the formal mechanism by means of which costs of products or services are ascertained and controlled.

5. **Cost Audit:** It is the verification of cost accounts and a check on the adherence to the cost accounting plan.

9.3.1 Points of difference between cost accounting and financial accounting

- Objectives
- Mode of presentation
- Recording
- Analyzing Profits
- Periodicity of reporting
- Degree of accuracy

9.3.2 Cost Allocation:

Allocation is the process of charging the full amount of cost to a particular cost center. This is possible when the nature of expense is such that it can be easily identified with a particular cost center.

9.3.3 Cost Apportionment:

It is the process of splitting up an item of cost and charging it to the cost centers on an equitable basis. This is done in case of those items which cannot be wholly allocated to a particular cost center.

9.3.4 Cost Control:

It is exercised by a variety of techniques like standard costing, budgetary control and quality control etc.

9.3.5 Other Control Techniques

Ratios and key performance indicators like Gross Profit Ratio, Operating Expenses to Sales Ratio, Return on Capital Employed Ratio, Profit per employee, Liquidity Ratios, Trend Analysis

9.3.6 COST MANAGEMENT

It is the process whereby companies use cost accounting to report or control the various costs of doing business. Cost management has a broad focus. It includes but is not confined to the continuous control of costs. Cost management is not practiced in isolation. It is an integral part of general management strategies and their implementation.

9.4 COSTING IN BSNL REFERENCES

To maintain Cost Accounting Records according to Cost Accounting Records (Telecommunication) Rules, 2011

9.5 COST AUDIT REPORT RULES, 2001 [NOTIFICATION DATED 27.12.2001]

1. Cost Accounting Records (Telecommunications) Rules, 2002 [Notification dated 08.10.2002]
2. Circular No. 20 (No. 600-22/2002-03/CA dated 31.03.2003) regarding Revised

Accounting Procedure & Account Codes w.e.f. 01.04.2003.

3. Letter no.(No. 500-142/2011-12/CA-III/BSNL(Pt) dated 17.09.2012 & 29.10.2012) regarding Maintenance of costing records as per Cost Accounting Records (Telecommunications) Rules, 2011.

9.6 OBJECTIVES OF COSTING SYSTEM

1. To compile Cost Centre wise cost information.
2. To allocate/apportion the cost of Service Cost Centres to Operation Cost Centres or Service-products.
3. To determine the cost of different service-products.
4. To identify profitable/non-profitable operation centers.
5. To generate data to facilitate fixing tariff.
6. To provide essential cost information for strategic decision-making.
7. To provide base for cost reduction program.
8. To generate cost information for reports for submission to Regulatory Authority or other bodies.
9. To prepare statements of Cost & Revenue for Rural Operation Centers for claim of subsidy / grants from Government.

9.7 COST CENTRES IN BSNL

Cost Centre – Unit for accumulating cost. In case of BSNL Costing System, different functional areas are taken as cost centers. Cost Centers are divided into two types – Operation Cost Centers and Service Cost Centers.

Operation Cost Centre – Functional area engaged in telecom operation.

Operational Cost Centers (OCC) are:

Table 22. Operational Cost Centers

Operation Cost Centers	Functional Area
Secondary Switching Areas Units of Metro Districts Units of Regional Maintenance Circle	Operation Maintenance Administration Project Execution
Data Network	Internet Service

Service Cost Centers – Functional areas engaged in support service to Operation. Service Cost Centers (SCC) are:

Table 23. Service Cost Centers

Service Cost Centers	Function
Corporate Office	Administration Planning
Telecom Circles Regional Maintenance Circle Office TCO, Kolkata	Administration Operation Planning Project Execution
Factories	Production of Equipment Maintenance
Material Management & Stores	Material procurement planning Material Procurement
CPAO (ITI Bills)	Clearance of ITI Bills
National Centre of Electronic Switching	Repair & Maintenance
Training Centers	Training to employees
Technical Development Circle	Technology Development
Quality Assurance Circle	Quality Control
Project Circles	Equipment & Network Development
IT Centre	Software Development
Civil Division	Civil Work
Electrical Division	Electrical Work

9.8 SERVICE PRODUCTS

Service Products means the different services offered by BSNL to the Subscribers (consumers) as product.

Service products (Activities) are given below with codes:

Table 24. Service Products

Service Products	Service Product Code
Basic Telephony	01
National Long Distance Service	02
International Long Distance Service	03
Cellular Mobile	04
Telex	05
Telegraph	06
WILL	07
Leased Circuit	08
Internet Services	09
PSPDN	10

E2-E3 Management**Cost Management**

VSAT	11
Value Added Service	12
Common Services (used for Asset Register)	99

Maintenance of following information required:

Cost Accounting Records (Telecommunications) Rules have specified maintenance of nine sets of different information which are given below:

- Assets – Service-product wise
- Costs - Cost centre / service- product wise
- Revenue – Service product wise
- Activity – Operation and Service product wise
- Statistical / Technical records
- Captive Consumption
- Reconciliation of Cost and Financial Accounts
- Adjustment of Cost Variances when Standard Costing is used
- Records on Related Party transactions

Performa's required to be prepared

- Performa - A: Asset Register
- Performa - B: Cost information on Operation Cost
- Performa - C: Part I: Statistical (Quantitative) Information
- Performa - C: Part II: Cost Information on Service Cost
- Performa - D: Apportionment of Cost to Service-Products; Revenue Information Service product wise; Margin etc.

a) Performa A

- Performa 'A' is to be maintained by both 'Operation cost centres' & 'Service Cost Centres' i.e. all units including administrative offices of BSNL for recording assets particulars.
- Performa 'A' is to be built up from the existing Asset Register maintained for financial accounting.
- Asset Register is to be maintained at all cost centers. Assets are to be maintained service-product wise under following components:
 - Land
 - Building
 - Apparatus & Plants
 - Motor Vehicle & Launches
 - Cables
 - Lines & Wires

- Installation & Test Equipments
- Office Machinery & Equipments
- Electrical fittings & Appliances
- Furniture & Fixtures
- Computer
- Masts & Aerials
- Satellite Earth Station etc.

b) Performa B

Performa 'B' is to be maintained for compiling the operation cost of various 'service products'. 'Operation Cost Centres' i.e. SSA of Territorial Telecom Circles, Units of Metro District, Units of Maintenance Region & Units of Data Network Circle will maintain Performa 'B'.

c) Performa C

Performa 'C' has two parts namely (i) Quantitative information (ii) Cost Information.

Performa C (Part I): Quantitative information' part of Performa 'C'

This part will be maintained by SSA, Units of Metro District, Units of Maintenance Region & Data Network. This part is meant for recording technical data and as such the same will be prepared & maintained by the Planning/Development Section. At the end of financial year the Units will submit this part of Performa 'C' to their respective Circle HQ for consolidation at that end.

Performa C (Part II)

This part will be maintained by 'Service Cost Centre' & 'Operation Cost Centre'

d) Performa D

Performa D is for allocation and apportionment of operation cost, service cost and other costs to service-products. Revenue also will be posted service-product wise.

9.9 ADDITIONAL READING MATERIAL CLASSIFICATION OF COST**9.9.1 By Nature of Expense**

- a. **Material Cost:** It is the cost of material of any nature used for the purpose of production of a product or a service.
- b. **Labour Cost:** It means the payment made to the employees, permanent or temporary, for their services.
- c. **Expenses:** Expenses are other than material cost or labour cost which are involved in an activity.

9.9.2 By Relation to Cost Centre

a. **Direct Cost:** If an expenditure can be allocated to a cost center or cost object by economically feasible way then it is called direct cost. Sum of all direct cost is called prime cost.

- i. Direct Material Cost
- ii. Direct Labour Cost
- iii. Direct Expenses

b. **Indirect Cost:** If an expenditure cannot be allocated to a cost center or cost object by economically feasible way then it is called indirect cost. Indirect Cost is also known as overhead.

- i. Indirect Material Cost
- ii. Indirect Labour Cost
- iii. Indirect Expenses

9.9.3 By Functions / Activities

a. **Production Cost:** It is the cost of all items involved in the production of a product or service. It includes all direct costs and all indirect costs (Production overhead) related to the production.

b. **Administration Costs:** These are the expenses incurred for general management of an organization. These are of the nature of indirect costs and are also termed as administrative overhead.

c. **Research & Development Costs:** These refer to the costs for undertaking research to improve quality of a present product or improve process of manufacture, develop a new product, market research etc. and commercialization thereof.

d. **Selling Costs:** These are indirect costs related to selling of products or services and include all indirect cost in sales management for the organization.

e. **Distribution Costs:** These are the costs incurred in handling a product from the time it is completed in the works until it reaches the ultimate consumer.

9.9.4 By Behaviour

a. **Fixed Cost:** It refers to the cost which does not vary with the change in the volume of activity in the short run. These costs are not affected by temporary fluctuation in activity of an enterprise. These are also known as period costs.

b. **Variable Cost:** It refers to the cost of elements which tends to directly vary with the volume of activity. Variable cost has two parts – (a) Variable direct cost; and (b) Variable indirect costs. Variable indirect costs are termed as variable overhead.

c. **Semi-variable Costs:** It contain both fixed and variable elements. They are partly

affected by fluctuation in the level of activity.

9.9.5 For Management Decision Making

- a) **Marginal Cost:** It is the aggregate of variable costs i.e. prime cost plus variable overhead. Marginal Cost per unit is the change in the amount at any given volume of output by which the aggregate cost changes if the volume of output is increased or decreased by one unit.
- b) **Opportunity Cost:** It is the value of the alternatives foregone by adopting a particular strategy or employing resources in specific manner.
- c) **Relevant Cost:** These refer to the costs relevant for a specific purpose or situation.
- d) **Shut Down Costs:** Costs of idle plant. A manufacturer rendering service may have to suspend its operation for a period on account of some temporary difficulties e.g. shortage of raw material, non-availability of requisite labour. During this period though not work done certain fixed costs are incurred like rent and insurance of buildings, maintenance etc. which are referred to as 'shut-down cost'
- e) **Avoidable Costs:** These are those costs which under given conditions of performance efficiency should not have been incurred.
- f) **Unavoidable Costs:** These are inescapable costs which are essentially to be incurred, within the limits or norms provided for. It is the cost that must be incurred under a programme of business restriction. It is fixed in nature and inescapable.

9.9.6 Classification by time

- a) **Historical Costs:** these are the actual costs of acquiring assets or producing goods or services.
- b) **Standard Costs:** A predetermined norm applied as a scale of reference for assessing actual cost, whether these are more or less. The standard cost serves as a basis of cost control and as a measure of productive efficiency when ultimately posed with an actual cost. It provides management with a medium by which the effectiveness of current results is measured and responsibility of deviation placed.

9.10 CONCLUSION

A set of cost management tools out of the box to help you manage, monitor, and, ultimately, optimize your costs. To get started, identify someone to set the standard for cloud excellence at your organization, get started using cost management tools, and define and track against a set of cost-related benchmarks for cost optimization. As your cost management capabilities grow, you can begin to use more advanced metrics, set budgets and alerts, and use advanced analytics to identify additional savings opportunities.

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

10 ASSET MANAGEMENT

10.1 LEARNING OBJECTIVE

- Definition of Fixed assets, Work in Progress, Inventory
- BSNL guidelines on classification of Assets, WIP
- Life of Assets
- Maintenance of Records of Assets, WIP and Inventory
- Scrapping of Assets and Disposal.

10.2 INTRODUCTION

All the Public Sector Undertakings are governed by Company Act 1956 and as per the requirement of Company Act 1956, the maintenance of Assets of the enterprise is statutorily required to be done and updated from time to time. Detailed Fixed Asset Register is required to be maintained by all SSAs and a Consolidated Fixed Asset Register is also required to be maintained at Circle Level taking into account all the figures of its SSAs.

As per accounting term assets are of two types- one is **current assets** and other is **fixed assets**. Current assets which are shown in the Balance Sheet e.g. Cash in hand, Amount receivable from other organization, Bank Balance etc. whereas fixed assets are infrastructure of the company such as Land, Building, Apparatus & Plants, Computers, Office Machinery and equipment etc. are the examples of Fixed Assets. Fixed assets are further classified under the following categories:

1. **Tangible assets:** Tangible assets are those assets having physical substance that can be seen and touched like Buildings, Plant and machinery etc.. These are governed by Accounting Standard 10.

2. **Intangible Assets:** Intangible assets are those assets that are not having any physical substance but however future economic benefits are expected to flow from them to the enterprise viz. goodwill, trademark, computer software, patents etc.

On formation of BSNL w.e.f. 01.10.2000 all assets and liabilities of DTS and DTO were transferred to BSNL. The asset to the tune of 63,000 crore approx were provisionally transferred to BSNL and Opening Balance was taken in BSNL Books

On the basis of nature of activities, the expenditure incurred on behalf of company will either be revenue expenditure or capital expenditure. Here we are concerned only about capital nature of expenditure. The capital nature of expenditure is initially booked under Inventory, Work in Progress or directly under Asset. The difference between Work in Progress expenditure and Fixed asset expenditure is that from the date of booking under Fixed Asset, the depreciation on such assets starts. On the other hand if capital nature of expenditure is booked under WIP or Inventory, the depreciation does not start till the transfer of such expenditure to Fixed asset.

10.3 COST OF FIXED ASSETS:

Any item of fixed asset is capitalized at cost. The cost comprises

- Purchase price
- Other directly attributable costs incurred in bringing the asset and putting it to its intended use viz. site preparation, initial delivery & handling cost, installation/execution costs, related professional fees if any. Customs and other taxes and duties are included in the purchase price whereas rebates are deducted there from.
- Interest and finance charges on loans identifiable with a particular project/scheme are allocated to the respective project. However, these costs are charged to revenue for the periods after such assets/schemes have been capitalized.
- Administration and other general overhead expenses which are specifically attributable to construction of a project/scheme or acquisition of an asset are also included in the cost of asset.
- In the beginning of BSNL, overheads were provided on percentage basis as was prevalent during DoT period. Subsequently this pattern of charging overheads has been changed and instead overheads have to be worked out on actual basis i.e. by apportioning remuneration paid to concerned staff in terms of man days / hours spent on the works concerned.
- The expenditure incurred on startup and commissioning of the project including the expenditure incurred on test runs is usually capitalized as indirect element of construction cost.
- Common expenditure i.e. expenditure attributable to more than one scheme/project/asset incurred during the year is to be apportioned to each scheme/project/asset based on the ratio of actual expenditure incurred/attributable to each such scheme/project/asset during the year or up to the date of capitalization, as the case may be.

1) Consideration of Fixed Assets: Guidelines

- A unit is considered to have been commissioned from the date it is certified by the management that it has been commissioned in accordance with specifications/and is ready for offering service for commercial use i.e. operational in practical manner on a sustained basis in Telecom System.
- If the system (say coaxial system) has been completed/commissioned and is ready for commercial purpose but the enterprise for one reason or the other does not start operation immediately thereafter, the system can be capitalized and the expenditure incurred subsequently is treated as revenue expenditure.
- In case where a major scheme consists of one main project and some auxiliary systems and the functioning of the main project depends on the functioning of the auxiliary units, the main plant cannot be considered for capitalization unless the auxiliary systems are commissioned. In case an auxiliary system (unit) is commissioned and put to use such unit concerned shall be capitalized. However, where the functioning of the auxiliary unit depends on the commissioning of the main unit, the auxiliary unit is capitalized along with main plant.

Standby equipments: Stand by equipments and servicing equipments are normally capitalized and machinery spares are usually charged to the P&L Account as and when consumed. However, if such spares can be used only in connection with a item

of fixed asset (exchange equipment) and their use is expected to be irregular, their total cost will be allocated on systematic basis over a period not exceeding the useful life of the principle item.

Addition and Alterations: Enlargements and extension of the existing facilities are referred to as additions. Expenditure for an addition consisting of an entirely new unit, plant and machinery will be of purely of capital nature. If any additional expenditure is incurred for actually enhancing the earning capacity of any existing unit, such type of expenditure is also to be capitalized.

Shifting: The expenditure on shifting and re-installation of existing assets/equipments without increasing its capacity/ efficiency is charged to Revenue.

Replacements of Assets: Expenditure on replacement of assets, equipments, instruments and rehabilitation works can also be capitalized, if in the opinion of the management, it results enhancing the revenue earning capacity. For this certificate from Management is required for record.

Replacement of Asset as a whole: In this case, the whole amount of old asset appearing in the books to be written off and the expenses incurred on replacement is to be capitalized. The value realized for the old asset disposed as per procedure laid down is to be accounted as capital gain or loss. The value realized over and above the book value of the assets disposed off will be a “gain” and in a reverse situation it will be a loss.

Replacements: Expenditure on replacement of assets, equipments, instruments and rehabilitation works can also be capitalized, if in the opinion of the management, it results enhancing the revenue earning capacity. For this certificate from Management to that effect is required for record.

Replacement of part of the asset: There will be certain expenditure incurred for replacement of parts of the main equipment or an asset to keep it in running position, such expenditure has to be considered as to be ordinary repair and charged to the P&L Account.

Asset Retired from Active Service: No asset is unserviceable/scrapped unless declared so by the competent authority after having been surveyed by a committee appointed for the purpose. The scrapped fixed assets are to be removed from the fixed assets register and transferred to current assets (assets) at their book value or estimated net realizable value whichever is lower. Any expected loss is recognized immediately in P&L Account.

Asset Sold: Asset sold/transferred are adjusted on receipt of details from the custodian of those assets by reducing the total cost of the assets and cumulative depreciation provided thereon and net amount is adjusted against the amount received on sales. Profit/loss on sale of fixed assets derived from book value is accounted for in P&L Account.

Liquidated Damages Treatment: In case liquidated damages are deducted/recovered from the works contract of capital nature for delay etc. the same are credited to other revenue account. However, there will be no change in original cost of Asset concerned.

10.4 FIXED ASSETS OF BSNL

Assets are categorized broadly as follows:

- Land
- Buildings
- Cables
- Apparatus and Plants
- Lines & Wires
- Motor Vehicles & Launches
- Subs Installations
- Installation Test Equipments
- Office Machinery & Equipments
- Electrical Fittings
- Electrical Appliances
- Furniture & Fixtures
- Computers

These are further categorized as Assets falling under “General Area”, “Tribal Area”, & “Rural Area” for Management Information purpose.

10.4.1 Fixed Assets: Recognitions

i) **Land:** Land is capitalized as and when possession of the land is taken and the final payment is made. In case title deeds are not finalized the effect of the same will be indicated. The nature of the land such as freehold or leasehold is also to indicated. Value of lease hold land is amortized over the period of lease. Land including the cost of development can be exhibited in the accounts as under:

- a) Freehold Land
- b) Lease hold land

i) **Buildings:** This includes the cost of construction or acquisition of the buildings/flats, internal water supply and sanitary fittings, internal electrification lifts pump sets, firefighting equipments and boundary wall, wells, tube wells but does not include cost of land. It also includes buildings/flats purchased on perpetual lease basis and the buildings constructed on land taken on lease basis. The cost of building foundation, structures, roofing, flooring, masonry work, windows, etc. is booked under this head. A building is said to have been completed as and when it is ready for use. In other words it is capitalized to the extent it is ready for use as per Management Certificate. In case buildings which are purchased, they are capitalized as and when the possession is handed over.

ii) **Partitions:** Partitions are a common expenditure which either occur due to new construction or replacement or repair. All expenditure which is in the nature of replacement or repair is to be charged to P&L A/C. New Construction of partitions should be debited to furniture and Fixture. However, partitions valued up to Rs. 2 lakhs should be charged to P&L Account and a separate register for such assets is to be maintained.

iii) **Cables:** This caption includes all types of UG cables with related terminals, items PCMs etc. The related expenditure to put into use the cable, such as trenching, laying, paying off, reinstatement, pressurization etc. as well as ducting comprises the cost of

'Cable Asset'. This also includes CT Boxes, Cable Jointing kits all types of switch board cables, etc. related to cable work.

iv) **Apparatus & Plants:** This item includes Auto/Electronic and New Technology Exchange systems with related equipments viz. HDFs, Engine Alternators, Power plants, Batteries etc. , Junction equipments, Transmission Equipments of all technologies including coaxial equipments, terminals, repeater carrier equipments, VFT terminals, PCM equipments, multiplexing equipment, data modems, M/W radio relay equipments, terminal equipments relating to ISDN video, PON (Passive Optical network) and DLC on of systems etc. SCPA equipments for satellite stations, Antennas & Waveguides, Internet equipment, towers of all types, MUX equipments and GSM equipments etc. These are capitalized on commissioning of exchange/route/link. Remaining equipments are capitalized as and when the exchanges are commissioned to its full capacity utilization and are put to use either in full or part during the accounting period. The remaining parts which are commissioned in the subsequent years should be capitalized in the period in which the exchange has been commissioned.

v) **Lines and Wires:** Expenditure on Lines and wires are capitalized as and when these are erected or lines laid and a completion certificate is issued thereof to the extent of completion.

vi) **Vehicles:** Expenditure on purchase of vehicles is capitalized as and when these are purchased.

vii) **Other Assets:** Expenditure on other assets is capitalized as and when these are purchased.

viii) **Small Tools:** These are to be charged to the P&L Account. The expenditure involved may be for the activities of Installation, Maintenance or for operation. The expenditure may be charged according to its nature. Full depreciation is charged on Capital expenditure up to Rs.5, 000/-

10.4.2 Fixed Assets: Exhibition in Accounts:

Fixed Assets are exhibited in the Accounts under the following categories:

10.3.2 Gross Block (at Historical Cost)

10.3.3 Depreciation

10.3.4 Net Block

10.3.5 Capital Works in Progress

10.4.3 Identification of Assets:

Asset Registers: the asset registers will be maintained & identified with reference to estimate files (showing quantitative provisions,) works registers [for expenditure on related completed estimates] & management certificates as well as work schedules of civil / electrical wings.

i) In case of assets located at residential premises of officers (viz. computers, vehicles etc.) the fixed asset registers should indicate the name & designation of the person who has custody of asset.

- ii) Petty items of asset with small individual value can be grouped for recording in the register.
- iii) A&P items, electrical installations, furniture & fittings, and electrical appliances will be identified with reference to building in which they have been installed.
- iv) Register for buildings will be categorized for easy identification with indication as for operational purpose, for administrative purpose, staff quarters, inspection quarters etc.
- v) Lengths of laid cables etc. which could not be verified physically will be identified with reference to provision in the relevant project estimates, Management certificates & Cable diagrams of the year etc.
- vi) Auditors will verify the registration particulars of each land, similarly auditors may verify the insurance particulars of vehicles etc. as in shown in asset register.
- vii) Lengths of buried & abandoned cables etc. are required to be shown in the separate asset register, until they are disposed off or certified otherwise even after full depreciation, similar the case in respect of other assets (viz. vehicles, computers & Other petty assets).

10.4.4 PHYSICAL VERIFICATIONS OF FIXED ASSETS: RESPONSIBILITY OF MANAGEMENT

It is the responsibility of the Management (GMs/ TDMs) to have the physical verifications of Fixed Assets got done by the officers of competence at appropriate intervals in order to ensure that they are in existence. The Auditor is to satisfy about this and will record this fact in his report. Where the assets are few and can be easily verified (e.g. vehicles, land & building etc.) an annual verification may be considered reasonable. However, where the assets are numerous and difficult to verify (e.g. cable, L&W etc.) verification, say once in every 3 years by rotation, so that all assets are verified at least once in every 3 years may be sufficient.

As regards physical verification data, One hard & soft copy of the data regarding physical verification of asset, CWIP & inventory in prescribed formats shall be kept at the HQ of SSA/Unit level to whom these items belong. One soft copy of the same shall be kept at Circle HQ for the purpose of audit.

10.5 DECOMMISSIONING OF ASSETS

Whenever the asset is de-commissioned, the fixed asset and the accumulated depreciation is to be relieved to that extent and the same may be transferred to Decommissioned Asset under Inventory schedule and remain there till they are finally disposed off. Provision for loss may also be made in the accounts if any. Whenever the de-commissioned asset are finally disposed off, if the sale proceeds is more than the depreciated value or Net Realizable Value (NRV) it will be treated as Income and if otherwise it will be a loss and accordingly entries will be made in the accounts.

10.6 BOOKING OF CAPITAL NATURE OF EXPENDITURE

On the basis of nature of activities, capital nature of expenditure is either booked under Inventory, Work in Progress or directly to Fixed Asset.

10.6.1 EXPENDITURE CHARGEABLE TO WORK- IN- PROGRESS

Expenditure chargeable to Capital Works is initially booked under this head. The expenditure is in the nature of salaries & Wages of employees engaged on construction jobs (viz. Coaxial cable systems, other cable systems, microwave radio relay systems etc.)

While all the bookings of salary, DA etc. of concerned officers/staff directly relating of project works will be booked under D&E at first instance, the net expenses booked under this caption are allocated to the Work in Progress and Gross Block in the following manner:

a) The expenses directly related to a particular project/works/job are booked to the work concerned.

b) The expenditure of common nature not identifiable with any project/work/job are suitably allocated to different project.

10.6.2 OVERHEAD: TREATMENT

The percentage system of adding overheads to capital expenditure are dispensed with instead the actual expenditure incurred by the installation and construction wings will be calculated and booked against the relevant account codes. This is in pursuance of accounting standards 10, which does not permit over capitalization other than the actual cost involved. Overheads also include salary, da etc. Of concerned officers/staff directly involved on such projects/works.

10.6.3 TREATMENT OF MATERIALS SUPPLIED FOR WORKS:

Whenever the material is received at the site or received by the consignee, it should invariably be noted down in the prescribed registers. It may be treated as work in progress/ maintenance or repair expenses as the case may be.

The stores which are directly received and issued by the stores organization of BSNL will be classified as Work in progress with the project estimate duly approved; maintenance or repairs expenses as the case may be.

If the material is not immediately used **for** any purpose, i.e. for installation, maintenance or repair, it should be treated as an inventory and whenever such an item is transferred to installation, the value of such item be booked under Work in progress (with the project estimate duly approved).

10.6.4 TREATMENT OF WORK IN PROGRESS

As fixed assets: for capitalizing & taking into accounts as fixed assets, “management certificate” will be issued by the management as enjoyed under items 2.2.2 to 2.2.5 of accounting policies of bsnl. These management certificates are required to be produced to auditors during the auditing of fixed assets. Performa for management certificate is enclosed as annexure of the handout.

10.6.5 REVIEW OF PENDING WORKS- IN PROGRESS

There is imperative need to ensure that the works in progress are completed well in time and converted in to assets. only when the work in progress is converted into asset, the corporation will be in a position to claim the benefit of depreciation. while wip should be completed at the earliest, in any case, it should also be ensured that more than one year old item is not allowed to remain in work in progress without any valid reason. all the unit i/cs of executing the works must thoroughly review the pending wip and issue certificates to the accounting units indicating the date of completion/commissioning of the work the date of completion/commissioning of the work and value is very much relevant for the calculation of depreciation.

10.7 CLASSIFICATION OF INVENTORIES IN BSNL:

Inventories of BSNL are included under Broad accounting schedules as follows:

- Building material
- Lines and Wires
- Cables
- OF Cable
- A&P
- Telephone instruments
- Telegraph & Telex instruments
- Installation test equipments
- AC Plants
- Internet equipments
- Masts and Aerials
- Store in stock- General Store
- Store in stock- Finished Goods in Telecom Factories
- Store in stock- Raw Materials in Telecom Factories
- Decommissioned assets
- Obsolete unserviceable stores
- Broad Band equipments
- Others viz. paper & Stationary, Other inventories & Stores in transit.

10.8 DEPRECIATION

Depreciation means a fall in the quality, quantity or value of an asset. The net result of an asset's depreciation is that sooner or later the asset will become useless. The factors that cause depreciation are:

- a) Wear and tear due to actual use
- b) Efflux of time- mere passage of time will cause a fall in the value of an asset

even if it is not used.

c)Obsolescence- a new invention or a permanent change in demand may render the asset useless;

d)Accident; and

e)Fall in market price.

The fact to remember is that except in a few cases (e.g. land and old paintings) all assets depreciate. Though current assets may also loose value, the term depreciation is used only in respect of fixed assets and is usually confined to the fall in value caused by factors (a) and (2) mentioned above.

10.8.1 Methods for Providing Depreciation:

There are various methods for providing depreciation. In BSNL depreciation is provided on written down value method. Under this method, the rate or percentage of depreciation is fixed, but the first year, depreciation is written off proportionate to the actual period in use. The Depreciation on the Rs. 20,000- the cost of the asset- at the rate of 10% will be Rs. 2000 in the first year. This will reduce the book value of the asset to Rs. 18,000. Depreciation in the second year will be Rs. 1800 i.e. 10% of Rs. 18000/-.

10.8.2 Pro-rata Depreciation:

Schedule XIV to the Companies Act provides that depreciation on assets acquired or sold/discarded during the year should be calculated on a pro-rata basis from the date of the addition or up to the date on which the asset was sold/ discarded.

10.8.3 Depreciation on low cost items (Petty Assets):

The Income Tax Act, 1961 provides for 100 % depreciation on those items of plant and machinery whose actual cost does not exceed Rs. 5,000 each. Assets costing up to Rs. 5,000/- purchased during a financial year, 100% depreciation must be provided in the year of purchase of such type of assets. All such assets may also be shown in asset register and accounts also

10.8.4 Rate of Depreciation in BSNL:

It may be kept in mind that depreciation is provided only on Fixed assets and no depreciation is to be provided on other assets such as WIP, Inventory, decommissioned Assets and so on. Depreciation is provided on BSNL's assets at the following rates:

Table 25. Useful life & Rate of Depreciation

	Useful life	Rate of Depreciation	New Residual Value
1.Building	60	4.87%	5%
2.Apparatus & Plants	13	20.58%	5%
3.Cables and Lines & Wires	18	15.33%	5%
4.Plant Machinery	15	18.10%	5%
5.Towers & Satellites	18	15.33%	5%

6.Motor Vehicles	8	31.23%	5%
7.Office Equipment	5	45.07%	5%
8.Electrical Installation and Equipment	10	25.89%	5%
9.General Furniture & Fittings	10	25.89%	5%
10.Computers and data processing units Servers and networks	6	39.30%	5%
1. Computers and data processing units end user devices such as desktops, laptops etc.	3	63.16%	5%
12.Land (freehold/ Leasehold)	Permanent	NA	NA

10.9 CLARIFICATIONS ON ASSETS WHICH ARE OBSOLETE / NON-PERFORMING/ SURPLUS

All the BSNL units irrespective of operation or administrative wings have a number of assets which are non-performing/ obsolete / unserviceable / surplus / non-moving/slow moving. There are several items lying as inventory which include the above categories even without taking the shape of assets. Further, a number of assets are decommissioned due to up gradation of exchanges, the old equipment of which lies unattended.

Now it is the duty of all the Heads of Circles / SSAs/ Units that all these items are identified and necessary steps for scrapping is to be initiated and disposed off finally through MSTC (Metals and Scrap Trading Corporation).

In this regard BSNL-Corporate Office, New Delhi has clarified a number of doubts regarding the definition of non-performing, obsolete, unserviceable and surplus assets.

Non-performing Assets: An asset which is producing no income, may be termed as non performing asset. Such asset may not be discarded/declared as not usable for income generation unless and until declared so by competent authority as per rule.

Obsolete Assets: The Asset which has outlived its economic life, or due to change of technology it is not useful to generate revenue in that particular position may be treated as obsolete asset.

Unserviceable assets: The asset which is not useful for the department being beyond economic repairs and as such is not useful for generating revenue.

Surplus Assets: An asset may be treated as surplus when the same is in excess of requirement for a specified period. **What is non-moving/slow moving inventories:** The terms non-moving & slow moving are not applicable to fixed assets, rather than the same are applicable to inventory/stores items. The inventory items/store items may be considered as '**non-moving**' if an inventory item is lying in stock/depots continuously for more than three years without any issue. The store items are termed '**slow moving**' when only 10% to 15% of the said items in stock are issued each year for a period of 2 to

3 years continuously.

10.10 END USER TRAINING ON SCRAPPING THROUGH ERP

10.10.1 TYPES OF SCRAPPING MATERIALS

There are 3 types of scrapping material:-

1. Asset (ZSOA type).
2. Non-Asset (ZSON type).
3. Inventory (ZSOI type)

ZSOA type material Number starts with 62xxxxxx.

ZSON type material Number starts with 65xxxxxx.

ZSOI type material Number starts with 61xxxxxx.

10.10.2 STEPS FOR SCRAPPING

It is the responsibility of the owner to physically identify the material /assets to be scrapped as per the lives / depreciation value of the asset.

The life of asset is shown in table below:

Table 26. LIVES OF ASSETS

Sl.No	Categories of Telecom Asset	Lives in years
1	Land	Permanent
2	Buildings a) Telecom Buildings, Administrative Buildings & Residential Buildings b) Water Supply and Sanitary Fittings c) Duct	50 25 50
3	Electrical a) Underground Cable b) Electrical Wiring, Ceiling Fans & Electric Lifts c) Engine Alternator up to 50 KVA d) 3 Phase Motors, Diesel Generators above 50 KW e) AC Equipment : i) Central AC Plant ii) Package AC Plant iii) Window Type & Split Type f) Electric Pumps & Engine Pumps g) Table Fans, Pedestal Fans, Air Circulator, Single Phase	30 20 10 15 15 12 9 6 10

	<p>Motor, Refrigerators</p> <p>h) Water Cooler, Room Cooler & Desert Cooler</p> <p>i) Exhaust Fans</p> <p>j) Transformers</p> <p>k) HT Breakers</p>	<p>8</p> <p>6</p> <p>6</p> <p>16</p>
	<p>Motor Vehicles</p> <p>i) Heavy Commercial Vehicles fitted with engine of 120 BHP & above</p> <p>ii) Light Commercial Vehicles fitted with engine above 75 BHP but below 120 BHP</p> <p>iii) Multi Utility Vehicles/ Vans fitted with engine less than 75 BHP</p> <p>iv) All staff cars/ Inspection cars</p>	<p>i)12 yrs or 2,40,000 KMs whichever is reached later</p> <p>ii)10 yrs or 2,20,000 KMs whichever is reached later</p> <p>iii)7yrs or 1,50,000 KMs whichever is reached later.</p> <p>iv) 7 yrs or 1,50,000 KMs whichever is reached later.</p>
5	<p>Lines & Wires</p> <p>a) Post & Post materials</p> <p>b) Iron Wire</p> <p>c) Cu wire & Cu weld wire</p> <p>d) ACSR wire</p> <p>e) Insulated wire(coated wire)</p> <p>f) SSD(Self Supporting Drop Wire)</p>	<p>30</p> <p>20</p> <p>20</p> <p>20</p> <p>15</p> <p>05</p>
6	<p>Cables</p> <p>i) Aerial Cable</p> <p>ii) Armoured Local Cable</p> <p>iii) Unarmoured Local Cable</p> <p>a) Ducted</p> <p>b) Without Ducting</p> <p>iv) Coaxial, Symmetrical and other Trunk Cables</p>	<p>15</p> <p>25</p> <p>20</p> <p>20</p> <p>30</p> <p>15</p>

	<ul style="list-style-type: none"> v) Submarine Cable vi) OF Cable, Unarmoured in HDPE pipe vii) OF Cable Armoured viii) Aerial OF Cable 	<p>20</p> <p>20</p> <p>12</p>
7	<p>Auto Exchanges</p> <p>Electronic Exchanges including Electronic Telex and TAX</p> <p>Access Network</p> <ul style="list-style-type: none"> a) WLL b) DLC c) HDSL d) TDMA- PMP e) PCS (mobile) 	<p>12</p> <p>12</p> <p>12</p> <p>12</p> <p>10</p> <p>12</p>
8	<p>Transmission Equipments</p> <ul style="list-style-type: none"> f) PCM equipments g) Multiplexing equipments and Data Modem equipments h) Radio equipments including <ul style="list-style-type: none"> i) WLL, M/W, UHF, VHF eqpts and various eqpts for Satellite stations and Wave guide (indoor) ii) WLL, M/W, UHF, VHF eqpts and various eqpts for Satellite stations, Antennas and Wave guide (outdoor) iii) MARR 	<p>15</p> <p>15</p> <p>12</p> <p>10</p> <p>08</p>
9	Wireless equipments	08
10	<ul style="list-style-type: none"> a) Towers b) Masts & Aerials 	<p>40</p> <p>30</p>
11	Testing Apparatus	8
12	Sub Telephone Apparatus, its accessories including secraphone	05
13	<p>Telegraph equipments:</p> <ul style="list-style-type: none"> c) Switching Eqpt: <ul style="list-style-type: none"> i) SFMSS 128 Lines ii) SFMSS 64 Lines iii) SFMSS 32 Lines & concentrator a) Electronic Key Boards, Formatted terminal, HMT 	<p>10</p> <p>10</p> <p>10</p> <p>05</p>

	terminals, FAX terminals, PSTN interface unit, Devanagari converter unit b) Electronic Tele printer terminal	10
14	Power Plant c) Static Power Plant d) SMPS Power Plant e) Batteries up to 200 AH (Conventional/ MF VRLA) f) Batteries more than 200 AH(Conventional/MF VRLA) g) Batteries of MARR equipment of 12V/120A	15 15 4 6 3
15	a) PC Terminals, Printers, Scanners, FAX Machines, I/O device (office eqpt for automation) i) Higher level of processing (such as TR Billing & accounting, customer services, fault repair service and directory enquiry) ii) Lower level processing a) Servers, Routers and other misc. internet equipment.	5 7 12

2) Then, the custodian of the asset will have to initiate the proposal of Scrapping/Disposal Committee formation.

3) The committee consists of at least 3-4 Members as per the value of asset - from which one is the Chairman and one member must be from account side

4) The committee will evaluate the asset and submit the recommendation for scrapping with ACE -9 form.

ACE -9 form shown in figure as below

4) Then we have to enter the Reserve Price with STA (Subject To Approval %) for this ongoing auction till one day before the auctioning date .For first time of auction of material, STA will be 0%

The screenshot shows a web browser window with the URL mstccommerce.com/auctionhome/mstc/cat_rep_seller.jsp. The page displays the following information:

Auction Details	
Auction No	MSTC/BPL/BRBRAIT BSNL/11/JABALPUR/19-20/32657(239626)
Opening Date & Time	15-01-2020::11:00:00
Closing Date & Time	Scheduled Time 15-01-2020::15:00:00 Closed At 15-01-2020::15:38:24
Inspection From Date	08-01-2020
Inspection Closing Date	14-01-2020
EMD Type	No EMD

Seller Details	
Seller /Company Name	BRBRAIT BSNL
Location	JABALPUR
Street	RIDGE ROAD
City	JABALPUR-482001
Country	INDIA
Telephone	9425001033,07612604500
Fax	07612600301
Email	sureshsahu2007@gmail.com
Contact Person	Suresh Kumar Sahu

LOT NO[PCB GRP]/LOT NAME	LOT DESC	QUANTITY	ED/(ST/VAT)	LOCATION
Lot No. :1	U/S AND SCRAP (1) MSC/VLR Rack along with cards (2) HLR Rack along with cards ETC TOTAL QTY - 17(APPROX) CONTACT NO: -	1.0 LOT	As Applicable /18.0%	BRBRAIT(BSNL),Ridge Road,Jabalpur State.

Figure 10: Procedure

- 5) STA facility with Reserve price provides the facility of holding the auction for taking time for deciding the H1 bidder may be accepted or not.
- 6) MSTC will charge 1.9% commission on the sold value for successful lot only.
- 7) 10% of sold material value as Security Deposit (SD) is to be deposited by successful buyer within 7 days of auction. It is compulsory even though, Successful Bidder may not lift the material on later stage, which will lead to forfeiture of his SD.
- 8) Remaining 90% payment including 1% TCS and GST is to be deposited within 15 days of auctioning, otherwise 1% panel interest / week has to be paid by him. This is additional income.
- 9) After getting full payment including late payment penalties if applicable, MSTC will issue Delivery Chalan by mentioning last date for lifting of material which is one Month from the full payment.
- 10) After one month, if customer fails to lift the material, BSNL will charge penalty (as Groundrent) for late lifting of material with 1% panel interest /week before getting the permission for lifting the material. This is another income.
- 11) MSTC provides forward auctioning; this is the main advantages of auctioning through MSTC. It means after completion of the normal auction time i.e. from 11:00 to 15:00, bidder will decide that bidding is continuing and up to what extent.

10.10.4 MODULES & T-CODES IN SCRAPPING

- 1) MM (Material Management):- mm03, zmm60, mb21, migo
- 2) SD (Sales & Distribution): va01, vl01n, vf01
- 3) FICO (FIInancial accounting &Controlling): abumn, f-04, abaon

KEY POINTS TO BE NOTED

1. Coordination is very much essential between Technical (Planning/MM) and Accounts (Planning/Cash) wings at all stages.
2. No Inventory (De-commissioned Asset) shall be sold without being decommissioned.
3. All scrap related procedures i.e. ACE-9 approval, Decommission of Asset etc., shall be taken care of by the owner before initiating Selling through MSTC.
4. Respective owner needs to physically identify the assets to be scrapped and ACE-9 process need to be completed

Prerequisites for Scrapping in ERP

- 1) Decommissioned Asset ID:-abumn
- 2) Scrapped Material Code :- MM03, ZMM60
- 3) Customer Code :- XD01
- 4) MSTC Vendor Code :-XK01

Implementation of Prerequisites for Scrapping

Goods Issued and Received Role (MM) and SD module role must be extended to your Position ID by L3 Core team by sending the template to your L3 MM core team

Table 27. Role Extension Template

SN	SAP User's Emp ID(HRMS Number without first digit)	First Name	Last Name	Designation	(Circle)CO.Code (4 Digit Code)	Plant (4 Digit Code)	Department	SAP Roles(Based on Model roles , and release code sheets)
1				SDE (Engg.)	1100	8101	BRBRAI TT	ZMM_RESERVATION_CREATE_3002
								ZMM_TRANSFER_POSTING_Z09_3002
								ZMM_GOODS_Issue_3002
								ZMM_GOODS_RECEIPT_3002
								ZMM_TRANSFER_POSTING_3002
								ZMM_STORAGE_LOCATION_ALL
								ZMM_INV_DISPLAYS

- i) To check the Role authorizations of any user, the t-code is : SU01D
User:<Pern. No.>

- 1) Scrapped Material codes with valid HSN codes must be extended in your Plant as well as your SLOC by sending the template to your L3 MM core team.

Material Code Template

i)The List of all the Material Codes is:-

S.No	Material Description	Material Code
1	ZSOA-Appratus & Plants	62000236
2	ZSOA-A/C Package/Plant/Unit	62000084
3	ZSOA-Photo Copier/Zerox M/C	62000006
4	ZSOA-E-Waste	62000257
5	ZSOA-UPS (All Type/Size)	62000191
6	ZSOA-Wood Waste and Scrap	62000081
7	ZSOA-BTS	62000161
8	ZSOA-Computer	62000057
9	ZSOA-Computer End User Device	62000245
10	ZSOA-Computers-Server & Network	62000247
11	ZSOA-Cooler	62000196
12	ZSOA-Copper Item	62000070
13	ZSOA-Engine Alternator	62000063
14	ZSOA-Digital Exchange	62000151
15	ZSOA-Furniture	62000066
16	ZSOA-Furniture & Fixures	62000244
17	ZSOA-Inverter	62000065
18	ZSOA-Installation Test Equipments	62000240
19	ZSOA-Laptop	62000072
20	ZSOA-Lines & Eires	62000239
21	ZSOA-M/W Equipment	62000148
22	ZSOA-Masts & Aerials	62000241
23	ZSOA-Misc. Materials	62000248
24	ZSOA-Modem (All Type/Size)	62000079
25	ZSOA-Motor Vehicle & Launcher	62000237
26	ZSOA-Office Machinery & Equipment	62000242
27	ZSOA-Plastic Scrap	62000273
28	ZSOA-Power Plant	62000059
29	ZSOA-Printer	62000071
30	ZSOA-Projector	62000180
31	ZSOA- Tower	62000091
32	ZSOA-Transformer (All Type)	62000298
33	ZSOA-Transmission Equipment	62000061
34	ZSOA-Type Writer	62000105
35	ZSOA-Unservicable Submersible Pump	62000186
36	ZSOA-Unservicable Switch	62000187

37	ZSOA-Unservicable Iron	62000067
38	ZSOA-Vehicle	62000058
39	ZSOA-Washing Machine	62000233
40	ZSOA-Water Cooler	62000087
41	ZSOA-Water Filter	62000229
42	ZSOA-Zerox Machine	62000076

ii) For display all the material codes available in your plant, the t-code is:- ZMM60

Plant: 8101 and Material Type: ZSOA (Asset)/ZSOI (Inventory)/ ZSON (Non-asset items)

<List of all material code are displayed, only ZSOA types are for asset and ZSOI for Inventory Scrapping use.>

iii) To check the material code and corresponding Control Code (HSN Code) is extended in your plant or not, the t-code is:- MM03

Material :code

Select<Foreign Trade: Export Data>

Plant: 8101, Sales Organization: 1081 (BRBRAITT)

Distribution Channel :01

then we can check the Control Code (HSN)

- 2) Scrap Customer code must be created by sending the template to your SD L2.
- 3) Customer Code Template

LLocal Sales Tax Number / VAT	PPermanent Account Number	SService Tax Registration Number	Indicator for withholding tax type (WITHT_01)	Wwithholding tax code(WT_WITHCD_01)	Indicator: Withholding tax agent?(WT_AGENT_01)	wWithhold tax from (WT_AGTFD_01)	wWithhold tax To (WT_AGTD_01)	GSTIN No.	PPyro Customer Code (In Pure numeric form only)	PPyro mobile No.	SSancharsoft Customer Code	SStart date of agreement (dd.mm.yyyy)	EEnd Date of agreement (dd.mm.yyyy)	CCredit Limit equal to BG (In Rs.)	A B C D E F G H I J K L M N O P Q R S T U V W X Y Z [\ ^ _
0 - character	0 - Character	0 - Character							0 - Character	0 - Character	0 - Character				
ASD V554 3456	URP P66 40G	DV HTE C98	1	T		9.07. 2017	1.12. 2999	SF G6 54	2735 98	40 50 93	H19 DS A12	2.0 8.2 01	1. 08 .2	00	

GH		265 62					57 9		85 1	735 98	7	02 0		
	NYP K58 51C					1.08. 2019	1.12. 9999	3A NY PK 58 51 C1 ZT						

4) Valid GST tax for Scrap Material code with HSN code must be maintained by sending the template to SD L3

Table 28. Template for GST- Tax

ST Code	SN /SAC code	ST Rates %	Region code of Delivering plant	Region code of Customer	Tax classification of customer	Tax classification of Material	RP Customer Code	RP Material Code
GST			1 Andhra Pradesh	1 Andhra Pradesh	1 GST Registered	1 Taxable under GST		
GST			1 Andhra Pradesh	2 Arunachal Pradesh	2 GST Not Registered	1 Taxable under GST		
GST	2044900	18	12 Madhya Pradesh	19 Punjab	1 GST Registered	1 Taxable under GST	500171650	62000186
GST								
GST								
GST								

5) Sanctioned ACE 9 with Asset Number.

6) Decommissioned ID of the each ACE 9 Asset No. created by AO concerned

10.10.5 T-CODES FOR SCRAP-INVOICE

- Decommission of Assets using T-code ‘abumn’ by (FICO) team.
- Create Reservation using T-code ‘mb21’.
- Goods Received with reservation using T-code ‘migo’.
- Creating sales order using T-code ‘va01’.
- Creating outbound Delivery - ‘vl01N’
- Creating Invoice- ‘vf01’
- Print invoice- ‘vf02’

- Accounting of Payment received (FICO)- 'f-04'
- Relieving of De-Commissioned Assets (FICO)- 'abaon'©

10.10.6 CREATE RESERVATION (MM)

MB21

Movement Type- 242 for Asset or 501 for Non valuable Items (Packing Materials, Papers, etc.)

Plant: 8101

Asset: <Decommissioned Asset ID>9917xxxxx

Quantity:

Unit :

SLOC:

Save

Note the Reservation Number.

Create Reservation: Collective Processing

Movement Type: 242 RE for asset

Asset: 991705546

Itm	Material	Quantity in	UnE	PInt	SLoc	Batch	RU	RP	M
1	62000236	1.000	NOS	2123	1000		2	2	✓
2				2123				0	✓
3				2123				0	✓

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Figure 11: MB21

10.10.7 MIGO Process

MIGO

Goods Receipt with Reservation No.

Verify the material details such as Material code, Qty, SLOC,

Click on Check box Collective Slip Click on check box “Item OK”.

Now the scrap material qty. are moved to MM Module.

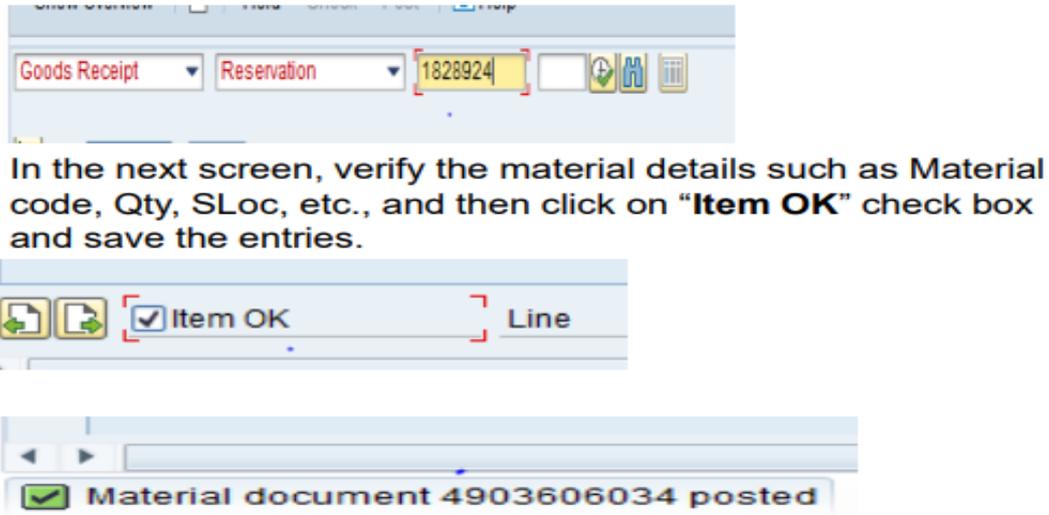


Figure 12: MB52: Display the material receipt

MB21 & MIGO are used to move the scrap material quantity from FI module (Decommissioned Asset ID) to MM module (Scrap material code), i.e. Decommissioned ID - -----→ Scrap Material Code

Note: Using t-code MB52, you can verify that the material quantity has been updated to the extent of goods receipt.

10.10.8 Create Sales Order

➤T Code - VA01

Order Type – ZSC- Scrap Sales

Sales Organization – 1081

Distribution channel - 01 (Direct Sales) D

Division - 16 (Scrap)

➤Press Enter

VA01-Screen

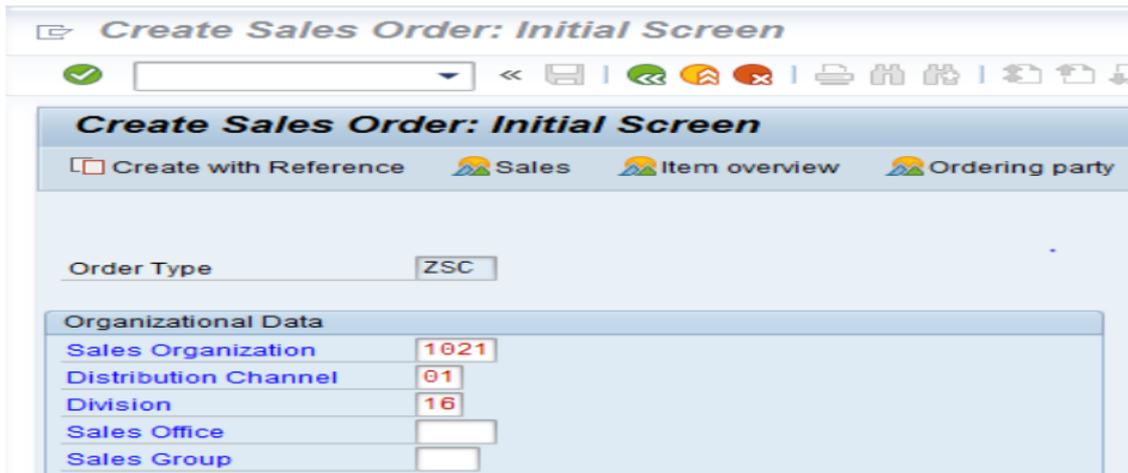


Figure 13: Create sales order

- Sold to party – 500050911 (Customer Code)
- Ship to party – 500050911(Customer Code)
- P O number – MSTC auction Number

P O Date – Auction date

Material Order -Quantity Unit SLOC, Ship-Point, WtGross, Wt

62000236 1 Nos. 7005 8101 100 100

In the sales order screen, Select the line Item and GOTO-HEADER and in SALE tab Order Reason: <MSTC Scrap Sales/Non MSTC Scrap Sales accordingly>

VA01 Screen Cont....

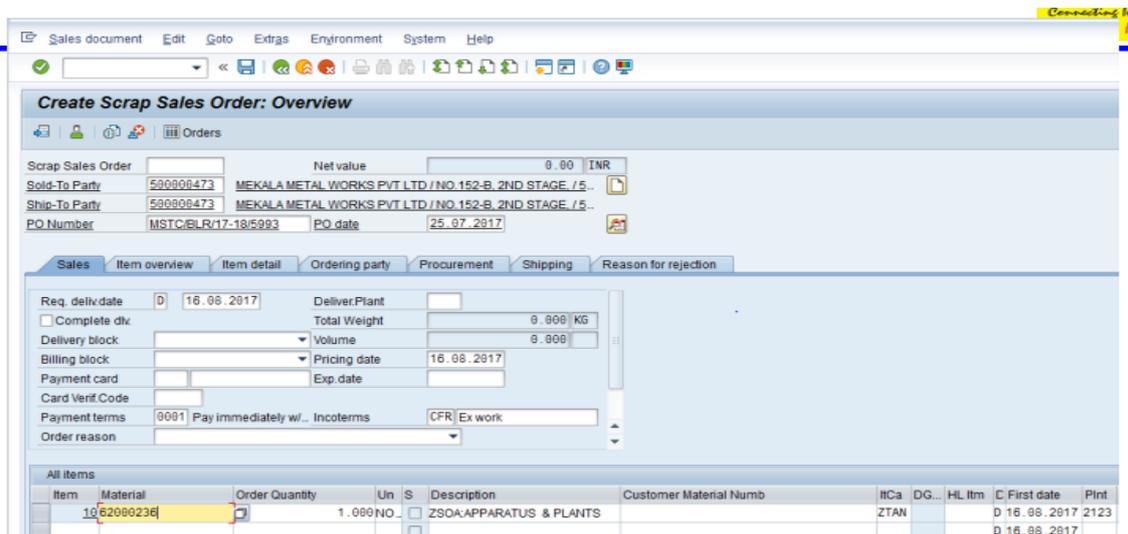


Figure 14: Create scrap sales order overview

➤ If selling through MSTC, GOTO-HEADER-PARTNER Tab enter MSTC Vender Code manually.(1169295)

➤ In Condition Tab, Select 'ZPR0' and Provide sale base price.

(TCS automatically calculated if applicable(1% of BP + GST)

➤ SGST and CGST or IGST automatically calculated as per previously maintained by L3 SD Team.

➤ Check all the amounts.

➤ Now SAVE to get Scrap Sales order number

Other t-code for Sales Order

➤VA02 for changing / modifying Sales order no.

➤VA03 for displaying and printing of Sales order no.

➤VA05N for displaying the list of Sales orders.

10.10.9 Outbound Delivery (Challan)

T Code - vl01n

Shipping point – 8101 (Concerned SSA)

Order number – <Sales Order No>

Enter

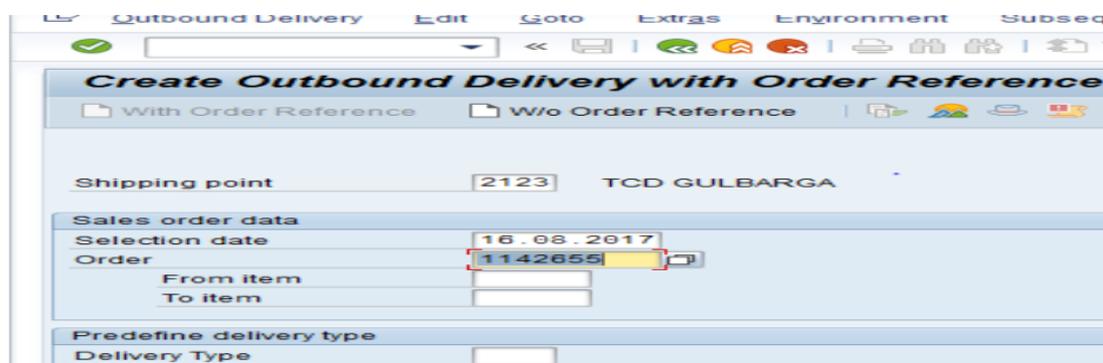


Figure 15: Outbound delivery

➤ Now you will get new window Verify the material details and then

➤ Click on Post Goods issue

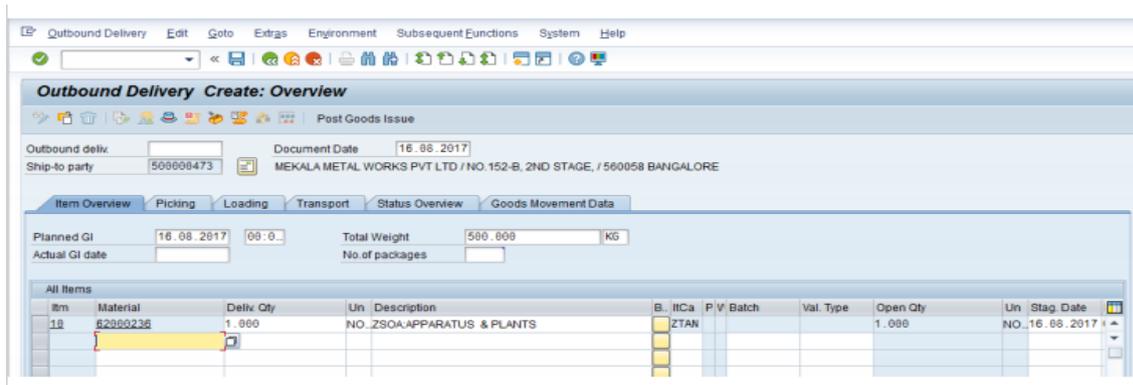


Figure 16: Outbound delivery create overview

You will get outbound delivery No. Pl note this no. to MSTC Delivery Challan copy.

Note- Now Lifting Order File along with MSTC delivery challan may be forwarded to AO(Plg/Cash) for further Invoice Generation (VF01)

- VL02N for changing / modifying OBD.
- VL03N for displaying and printing of OBD.
- VL06 for listing of OBD.

10.10.10 VF01: Create invoice

- T Code - VF01 Document- Enter Save
- You will get invoice number
- Note down this invoice number for printing reference

10.10.11 VF01: Create billing invoice

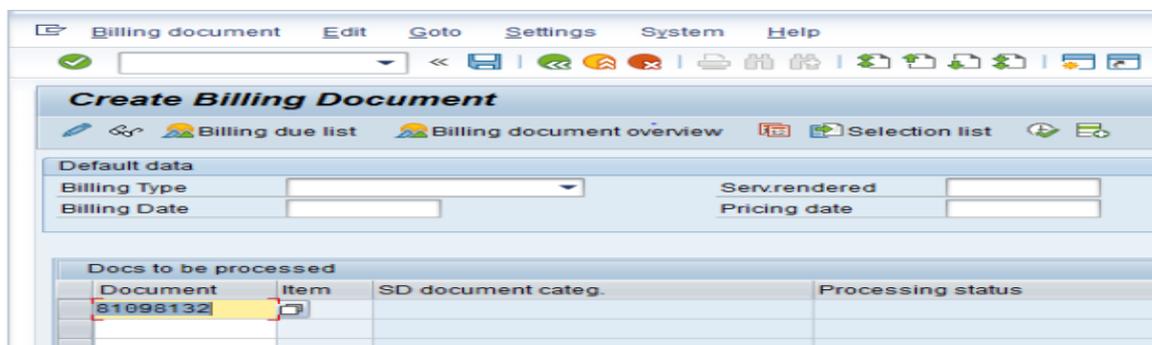


Figure 17: Creating invoice

Printing of billing invoice

- T Code - VF02
- Billing Document: & enter From GOTO>>Header >>Output, column select ZSCP in Output Type enter & Save
- Printing Information Logical Destination- LOCL (i.e. local printer) Then back & save
- Select billing document tab >> select issue output to
- Select O/P Row - then print & print preview
- Print

Invoice

- VF02 for changing/ Printing Invoice.
- VF03 for displaying Invoices.
- VF05N for listing of Invoices.
- VF11 for Cancellation the Invoice.

IMPORTANT POINT

1. The Invoice has to be signed by AO(Plg/Cash) and given to the Customer.
2. Before issuing the Invoice please ensure that all parameters (BSNL GST Number, ODN Number, Customer GSTN Number, HSN Code, and Place of Supply) should invariably be available on the invoice.

10.11 ACCOUNTING OF MSTC COMMISSION BY FICO TEAM

In case, we collect full amount including MSTC:-

Commission from the customer, we have to use T-code 'FB60' to payment the commission directly to MSTC vendor after deducting the TDS.

But generally MSTC submits the amount after deducting MSTC commission and Commission Invoice to BSNL. Hence there is no need to run 'FB60'.

Accounting of Advance Payment received from Scrap Customer (FICO): F-04

10 % amount received from Customer through NEFT/RTGS against the sold Lot is treated as Security Deposit and posted in SAP using T-Code 'F-04' with Posting key 19 with SGL indicator -U.

Final payment received from Customer through NEFT/RTGS against the sold Lot is posted in SAP using T-Code 'F-04' with Posting key 15 with No Special GL indicator to be used.

Relieving of De-Commissioned Assets (FICO)

After scrapping, decommissioned Asset value is relieved in FI module to the revenue received from sale of scrapped asset with base price of sold item using T-code 'ABAON'.

And fill

Company Code- 1100

Decommissioned Asset ID- 9917xxxxx

Document Date- <Current Date>

Posting Date- <Current Date>

Asset Value Date- <Date of Decommissioned>

Text description- <Sale of Scrap for 2017>

Manual Revenue-<Sale Price>

Click on Simulate and verify the entries and SAVE.

Click on simulate icon and verify the entries.

Finally, click on save icon to save the entries.

The screenshot displays the SAP 'Enter Asset Transaction: Asset Sale Without Customer' form. The 'Transaction data' tab is active, showing the following fields and values:

Field	Value
Company Code	1021
Asset	991705546
Document Date	24.01.2017
Posting Date	17.08.2017
Asset Value Date	01.04.2017
Text	SALE OF SCRAP FOR 2017
Manual Revenue	563201

Figure 18: Asset transaction

Scrapping of Inventory

1. Non-Moving Inventory:-Inventory which is available in main store without any issue from last 3 years or more.
2. Slow-Moving Inventory:- Those inventories which have been issued 10 to 15% from last 2 to 3 years continuously.

Scrapping of Inventory

Note-Only Non-Moving and Slow-Moving Inventories can be sold after prior permission from competent authority, but before going to scrapping we have to write letters to other

BSNL units for requirement of those materials.

If other units of BSNL request for those surplus materials, then transfer the material to them as per rule.

1) Store location wise Inventory analysis for knowing the No. of Movement of a particular material at SLOC and in plant by :

MC.6

Plant : 2102

SLOC: 1000

Period : Month: 04.2017 to 03.2020

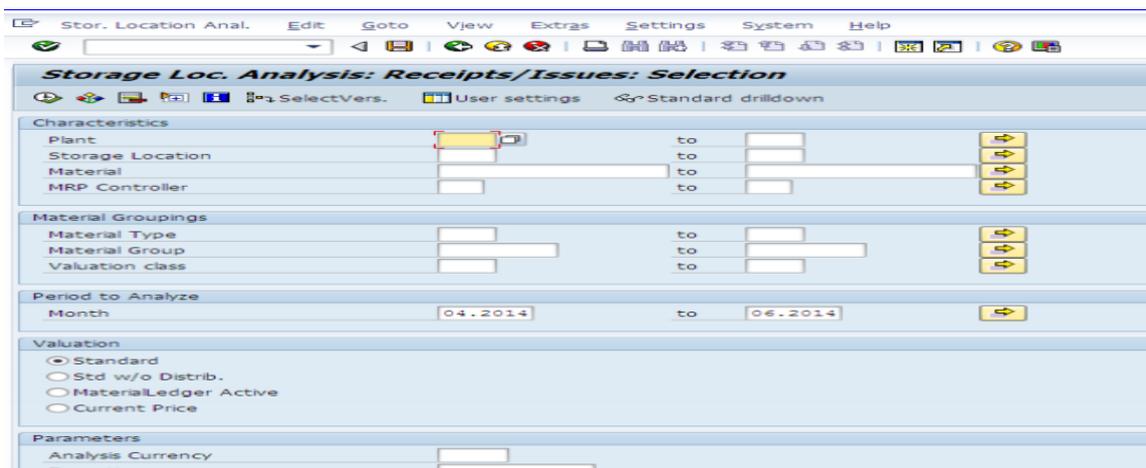


Figure 19: Storage loc

MC.6

Switch Drill down to Know the no. of movements of a particular material at SLOC.

Stor. Location	ValStckRecValue	ValStckIssValue	NoMatMvmts
Total	62,695,535.85 INR	11,342,692.89 INR	571
21021000	62,695,535.85 INR	11,342,692.89 INR	571

Figure 20: SLOC receipt issues

2) Declare Inventory material as Slow Moving/Non

Moving/ Obsolete by: ZMMP_SMO01

Plant : 2102

SLOC: 1000

Material Code: 50000443

Date of Declaration of Slow/ NonMoving/ Obsolete

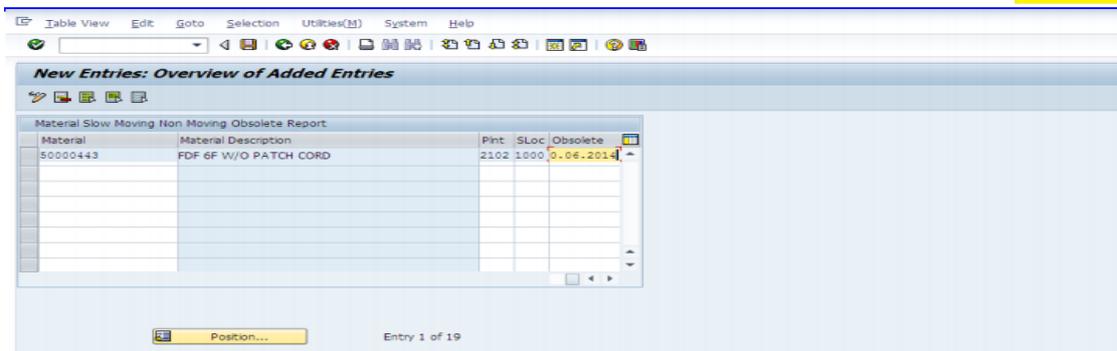


Figure 21: ZMMP_SMO01

ZMMR_SMO

Display reports of Slow/Non-Moving/ Obsolete material by: ZMMR_SMO

Plant : 2102

SLOC: 1000

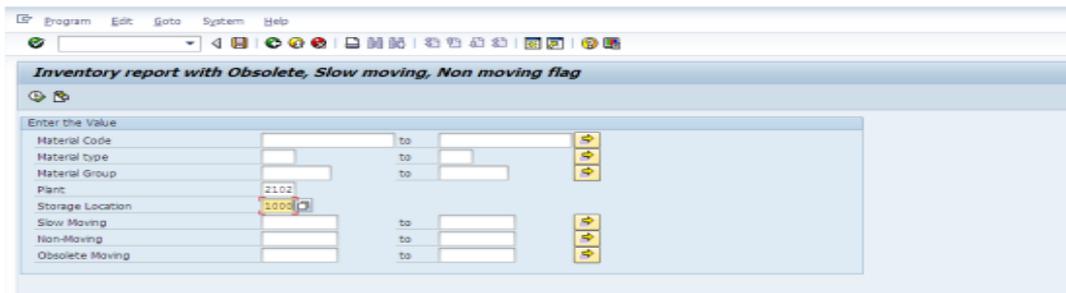


Figure 22: Displaying reports

MIGO

3) MIGO with Transfer & Posting of Inventory Material to be scrapped to ZSOI type scrap Material

MIGO

Movement Type : Z09 (Transfer posting material to material) SLOC: 1000

Transfer Posting Tab

From

Destination

Material: 12004135 (SLMA Card)

61000099 (Scrap)

Plant : 2102 (SSA Banglore) 2102

Store Loc: 1000 (Main Store) 1000

Qty in UNE 1 Nos

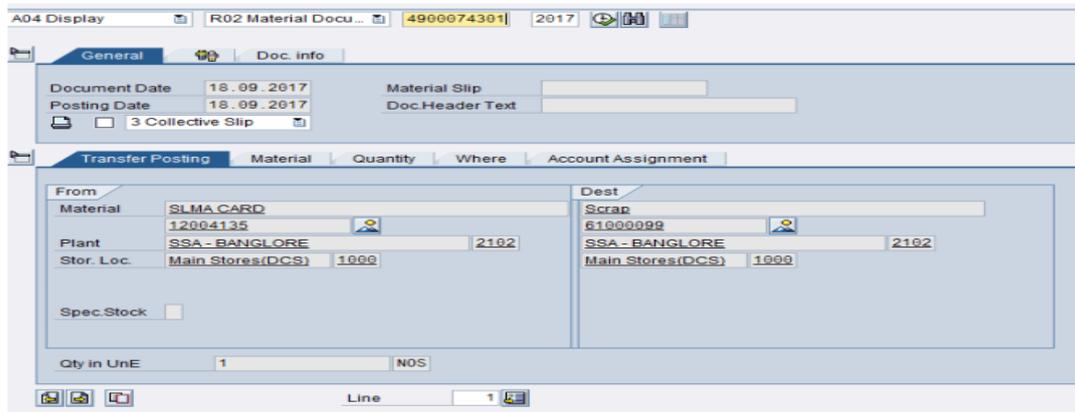


Figure 23: Transfer Posting Tab

MIGO

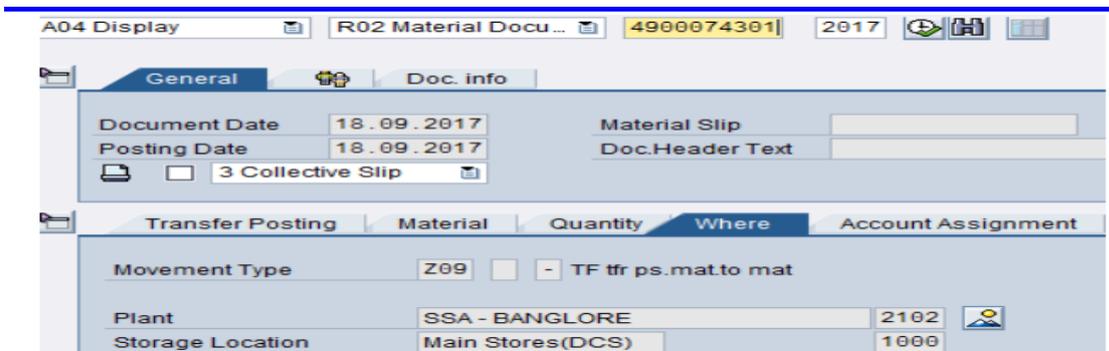


Figure 24: Scrapping of inventory

Now Scraped inventory is sold by SD transaction VA01 etc.

Scrapping of Inventory

Where

Movement Type : Z09

Plant : 2102 (SSA Banglore)

SLOC: 1000

4) VA01

5) VL01N

6) VF01

10.11 KEY POINTS TO BE NOTED:

1. The copy of delivery order shall immediately be sent to the concerned Cash Section for matching the receipts with Bank statement.
2. In case the buyer is exempted from TCS payment duly filled Form-27C shall be collected from the buyer and sent to the Taxation cell Circle office.
3. The Tax Invoice copy from MSTC for commission paid by BSNL shall be collected along with MSTC delivery Challan and send in duplicate to the Taxation cell Circle office.
4. No delivery shall be made to the buyer without verifying the receipt of the full amount against the lot from the cash section.

10.12 CONCLUSION

Asset management is the service, usually performed by a firm, of directing a client's wealth or investment portfolio on their behalf. These firms typically have investment minimums, so their clients usually have a high net worth. Asset managers work with client portfolios by considering several variables, including the client's circumstances, risks, and preferences. Today, some asset management firms have re-tooled their businesses to serve smaller investors.

Note: Pl see the latest circular of BSNL for any amendment /changes iro this Asset Management.

11 ERP AND E-OFFICE

11.1 LEARNING OBJECTIVE

ERP helps in better planning and coordination of business resources so as to achieve maximum profit. Providing a software map of business functional activities, improving accuracy rate of results, increasing the flexibility of operation and improving productivity are other core objectives of ERP.

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.

11.2 ENTERPRISE RESOURCE PLANNING (ERP)

- ERP Project of BSNL
- What is ERP?
- Why ERP at BSNL
- ERP Project – Current Status
- ERP implementation approach
- ERP implementation Team structure

11.2.1 WHAT IS ERP?

ERP stands for Enterprise Resource Planning. It is a system used to integrate the data and processes of an organization into one single system. Usually ERP systems will have many components covering various units and functions of an organization. The term ERP originally referred to how a large organization planned to use organizational wide resources. In the past, ERP systems were used in larger more industrial types of companies. The use of ERP has changed and is extremely comprehensive. Today the term can refer to any type of company, no matter what industry it falls in. In fact, ERP systems are used in almost any type of organization.

Today's ERP systems can cover a wide range of functions and integrate them into one unified database. For instance, functions such as Human Resources, Supply Chain Management, Customer Relations Management, Financials, Manufacturing functions and Warehouse Management functions were all once standalone software application, usually housed with their own database and network, today, they can all fit under one umbrella - the ERP system

Integration is an extremely important part to ERP's. ERP's main goal is to integrate data and processes from all areas of an organization and unify it for easy access and work flow. ERP's usually accomplish integration by creating one single database that employs multiple software modules providing different areas of an organization with various business functions.

Before ERP systems, each unit and department in an organization would most likely have their own computer system, data and database. Unfortunately, many of these

systems would not be able to communicate with one another or need to store or rewrite data to make it possible for cross computer system communication. Once an ERP system is in place, usually all aspects of an organization can work in harmony instead of every single system needing to be compatible with each other. For large organizations, increased productivity and less types of software are a result.

11.2.2 WHY ERP AT BSNL?

BSNL presently uses many independent systems with no communication across them such as HRMS for HRM, BSNL Resource Management System (Inventory, Work Accounting etc.) and many more. In order to integrate we need ERP working across the company. It will result in

- Improvement in the information flow
- Better and Timely Inputs of better decision making
- Improvements in productivity, cycle time, financial performance and information transparency
- Driving operational excellence across BSNL through process standardization
- Single version of truth
- Accurate and real-time information availability
- Visibility on product and service costs
- Unified platform for one integrated organization view
- Overall improvement in the performance of the organization
- Enhanced stakeholder participation and satisfaction
- Enable BSNL's vision "To become the largest telecom Service Provider in Asia"

11.2.3 ERP PROJECT – HISTORY AND CURRENT STATUS

Purchase order for POC completion was placed on 23rd May'09 on M/s HCL Info system Ltd. The Important partners for this project are M/s HCL Info system as SI, M/s SAP as ERP Solution Provider and M/s E&Y as BPR consultant. Business Process Re-engineering shall also be taken up along with ERP implementation.

11.2.4 ERP COVERS....

ERP system shall be touching all the functions of the organization such as finance, marketing, MM, Maintenance, Projects, HR, Planning and procurement, civil electrical, etc. ERP shall be implemented in all the BSNL units including training centers, telecom factories and stores etc. as well. ERP system is broadly proposed to have the following modules:

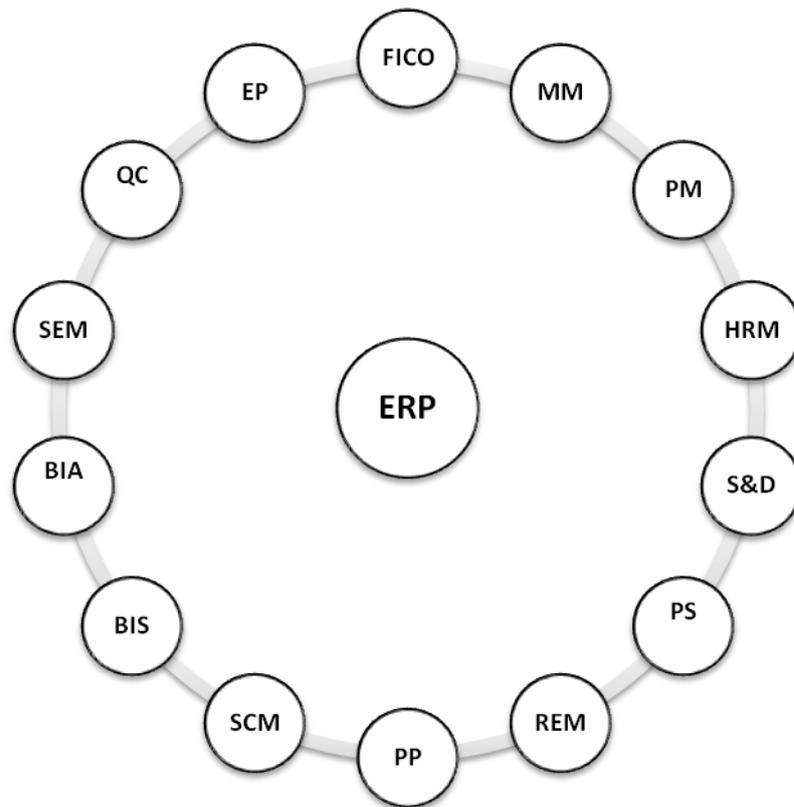


Figure 25: ERP Modules

- Finance And Management Accounting(FICO)
- Materials And Inventory Management including e-procurement(MM)
- Plant/Equipment Maintenance(PM)
- Human Resources Management & Administration(HRM)
- Sales And Distribution(S&D)
- Project Systems(PS)
- Real Estate And Telecom Infrastructure Management(REM)
- Production Planning(PP)
- Supply Chain Management(SCM)
- Business Information System(BIS)
- Business Intelligence & Analytics(BIA)
- Strategy Enterprise Management(SEM)
- Quality Control(QC)
- Enterprise Portal(EP)

11.2.5 ERP IMPLEMENTATION APPROACH

Two of the CDR Project data centers are to be used. Hyderabad will be primary ERP site and Kolkata for DR site. ERP is being deployed like another application of CDR Project to be deployed in CDR Data center. Security systems, Access control system, identity management etc. UPS, Storage etc. of CDR system shall be used. Intranet being rolled out in CDR Project is the default network for ERP as well. There will be a need for

additional network for non CDR units of BSNL.

Development Centre for ERP is being setup at ALTTC Ghaziabad.

Centralized Architecture

ERP will be Centralized Installation with a single database. All units will access the central server. They will have secure access to their own set of data & processes. Corporate Office will be having view of BSNL as a whole across circles.

11.2.6 ERP IMPLEMENTATION TEAM STRUCTURE

Implementation of ERP system is a huge exercise for any organization and is a highly focused resource intensive activity. ERP implementation is around 14 modules as listed above. These modules represent key business functions. Different Modules teams, which are also subject Matter Experts (SMEs) for that particular functions shall assume the responsibility of System Requirement Specifications (SRS) finalization, carrying out BPR Exercise and then association in implementation in the ERP system.

IT Cell/ IT Project Circle act as a facilitator for this exercise, setup, validate and maintain data center with required hardware, network and upkeep of ERP software as well.

11.3 E- OFFICE

11.3.1 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.

The e-Office project is being implemented by Recruitment Section BSNL Corporate Office. Phase-1 of the project has been successfully implemented at BSNL Corporate Office and Maharashtra Circle Office, and it is worth mentioning here that the platform has really proved itself in this time of lockdown and helped the officers to work efficiently even staying at home.

Now for seamless implementation of e-Office on PAN India Basis the following activities are to be carried out efficiently. Various activities involved are summarized below: -

1. Need of e-File

Information technology has changed the life style of people over a period of time. At the same time, 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.

2. e-File Login

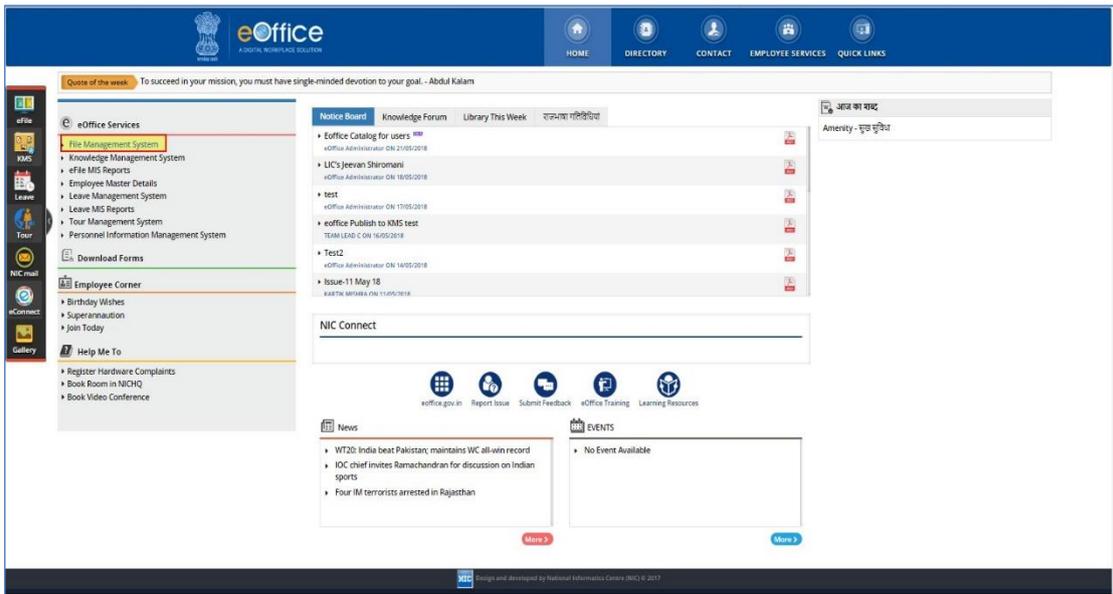
- Enter the **Login ID** & **Password** in the e-Office portal, click button as shown



Figure 26: e-office homepage

- E-Office homepage is displayed on successful login.

- To open the **File Management System**, click the link mentioned in the left



panel as highlighted

Figure 27: File management system

User is then redirected to the application, as shown in Fig.13:

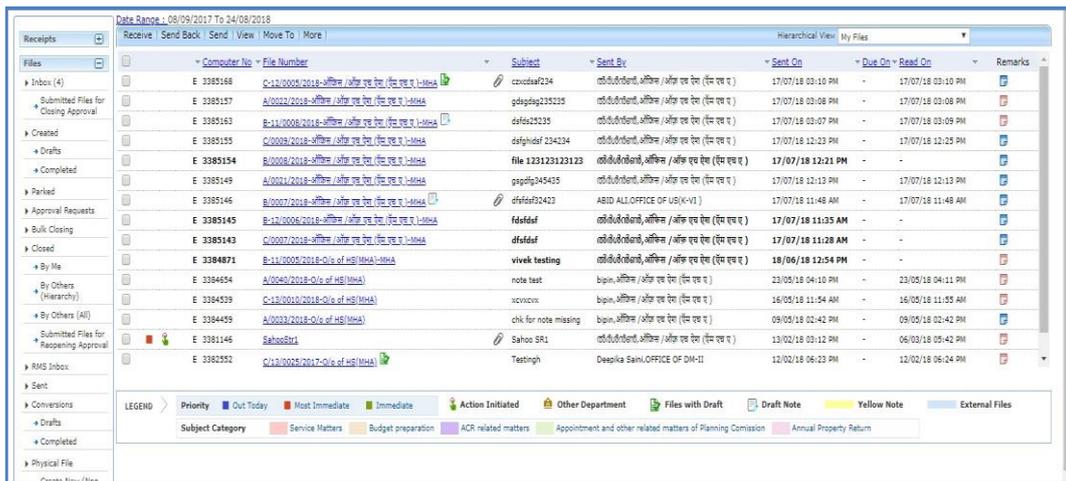


Figure 28: Receipts inbox

3. 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.

4. 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.14**:

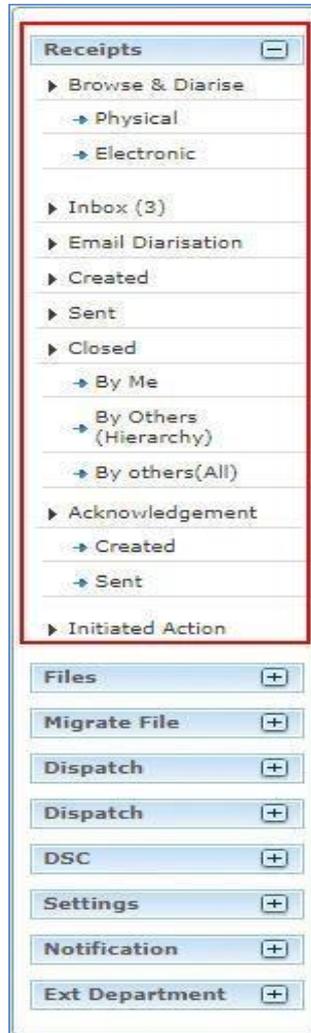


Figure 29: Menu

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.

5. Electronic DAK/ letter Diarizing

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

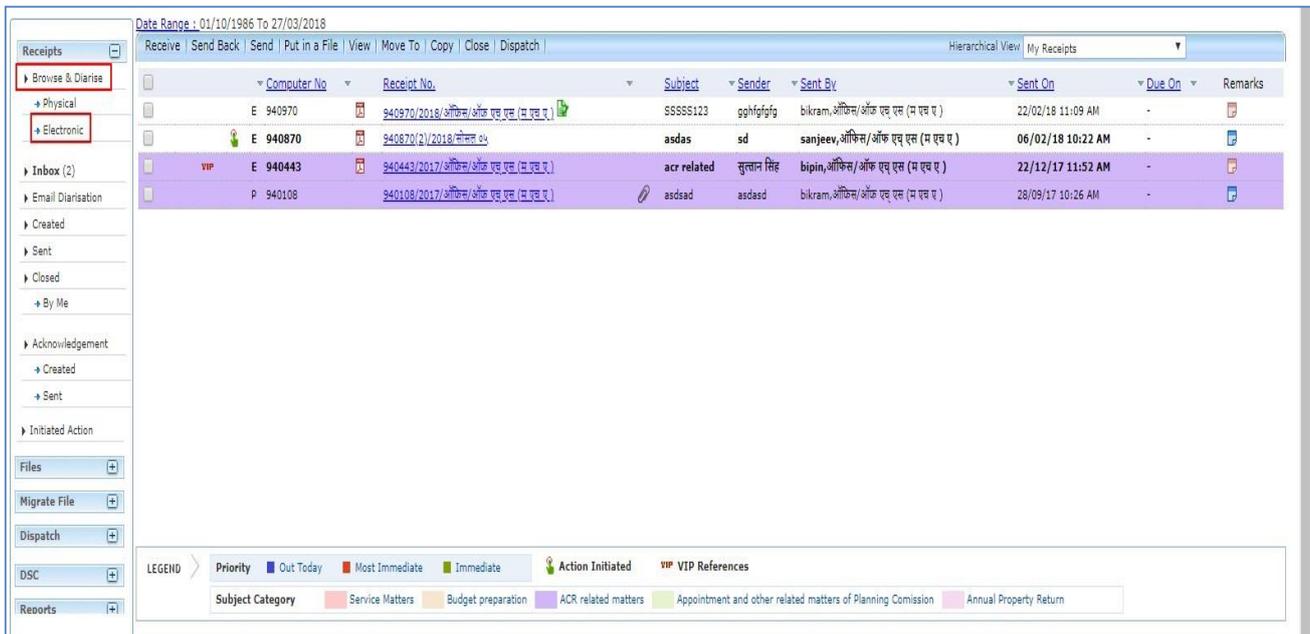


Figure 30: Browse & diaries

- Click the **Upload File** button. The File Upload dialog box appears. Select the desired scanned PDF document (**up to 20 MB**) and click **Open** button.
- 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 **Generate** button:
- The DAK / letter gets diarized and a unique **Receipt Number** is generated

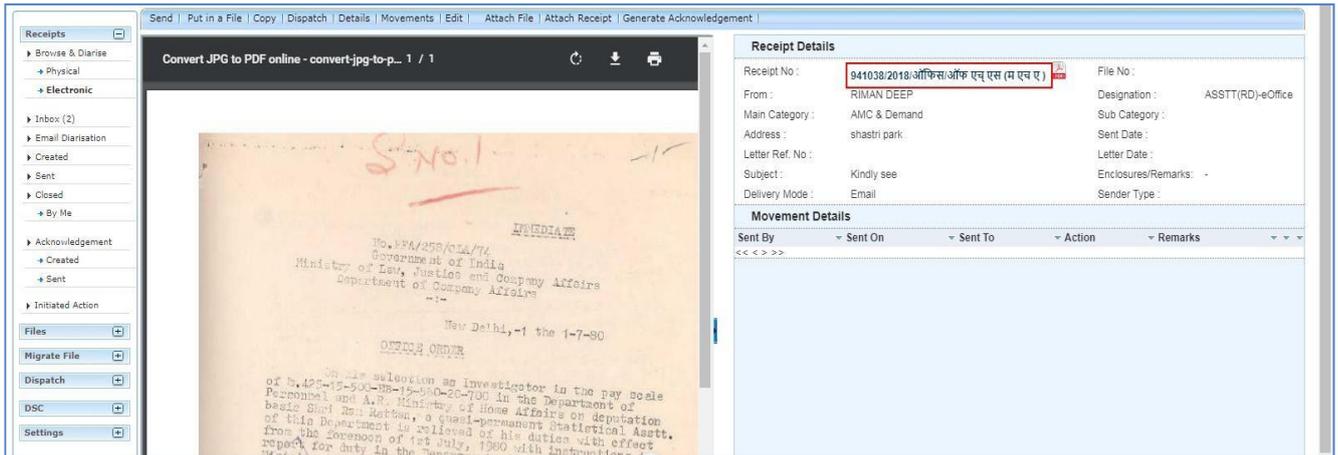


Figure 31: receipt generated

- The generated receipts are saved in the “Created” sub-module till they are marked to other user(s) the **Electronic** link under **Browse & Diarize** sub-module,

Generate & Copy

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

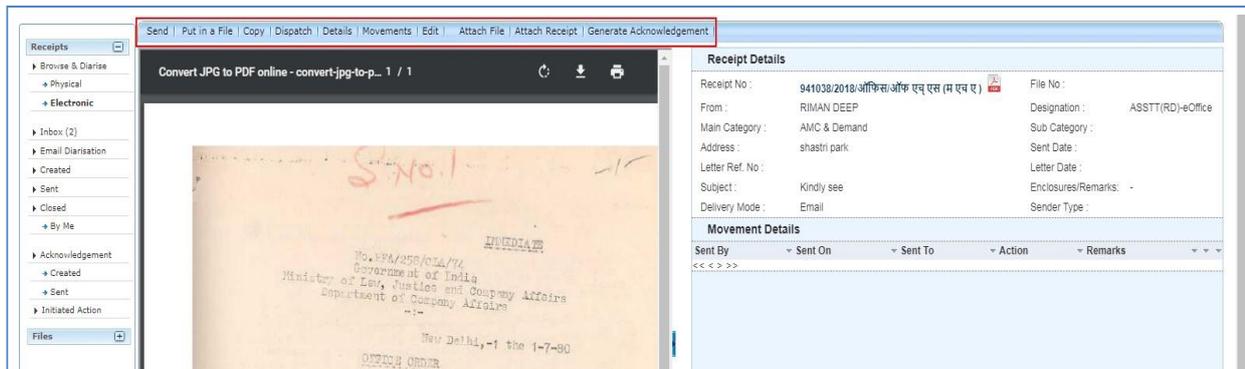


Figure 32: Actions for receipt

These actions are explained below:

This option facilitates the user to mark the receipt to the intended recipient(s) **Send**. Click **Send** tab, the send screen is displayed as in **Fig.17**:

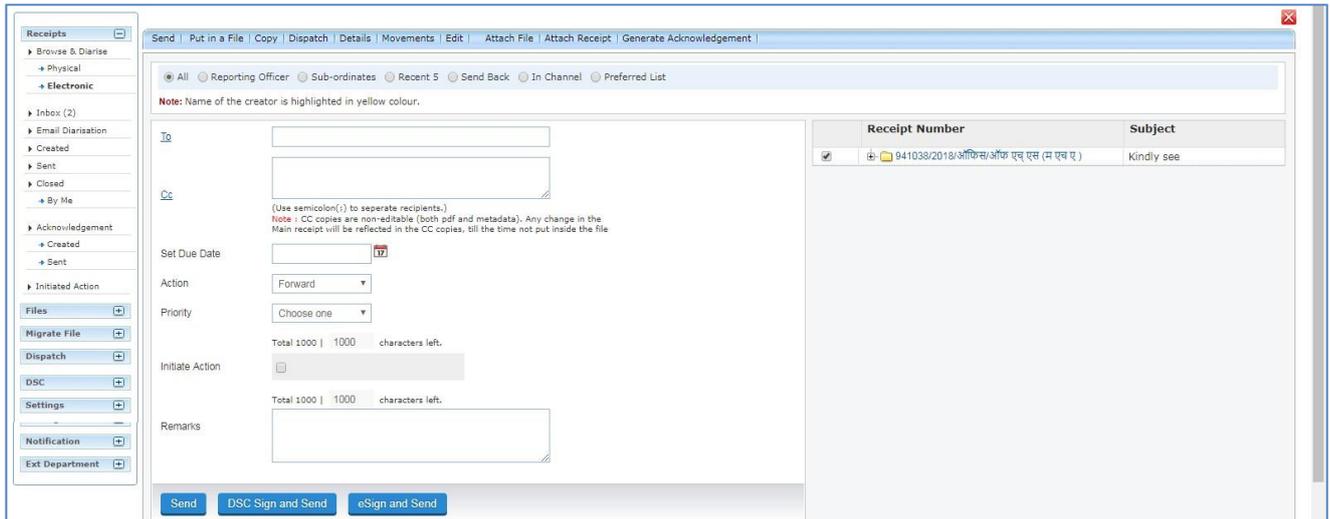


Figure 33: Drafting

- User can also click the 'To' link, then, click **Contact** and select user from the list box as shown in **Fig.18**

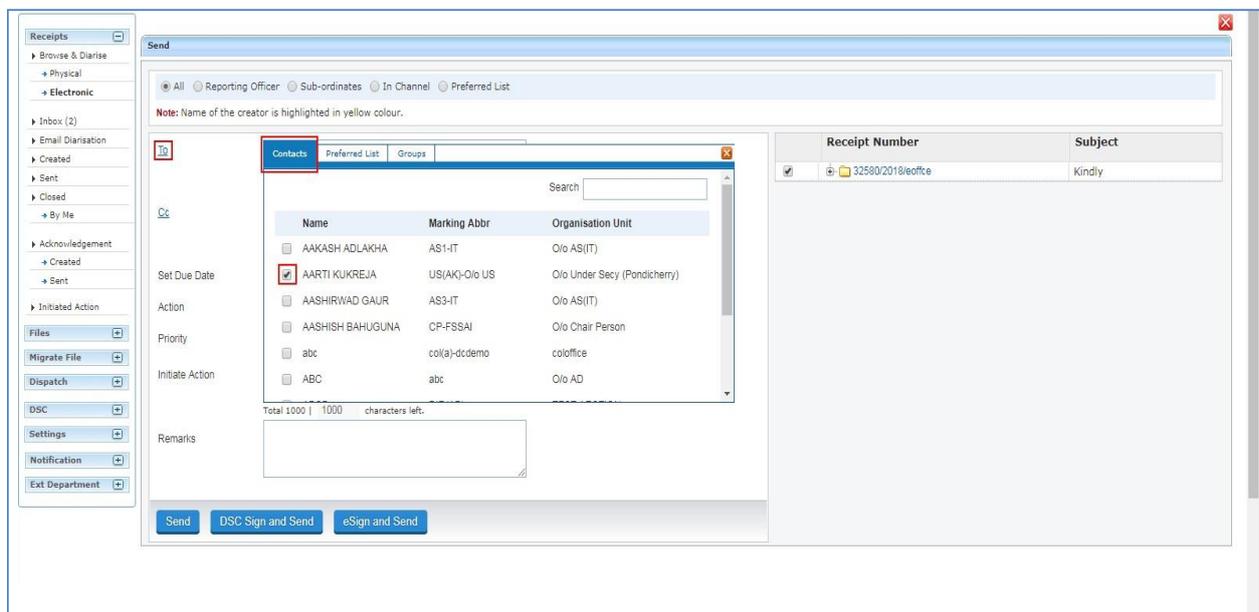


Figure 34: Contact list

- 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.
- 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.
- Sub-ordinates:** When "Sub-ordinates" is selected, the list will display the **officials just below in the hierarchy** of the logged in employee.
- In channel:** It helps the user to mark the receipt to officials who are **already**

in the submitted channel of the receipt.

v. **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 e-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 **Send** button in **Fig.19**, the receipt will be marked to the intended user(s).

Figure 35: Send option

DSC token Pin. Enter the **Pin** and click **OK** button and the receipt is sent.

➤ **E-Sign and Send:** On clicking **eSign and Send** button, a pop window appears asking to continue the agreement with “**I Agree**”. Enter the **OTP** received on Aadhaar registered mobile number and click **OK** 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 tab. A list of files appear, as shown in

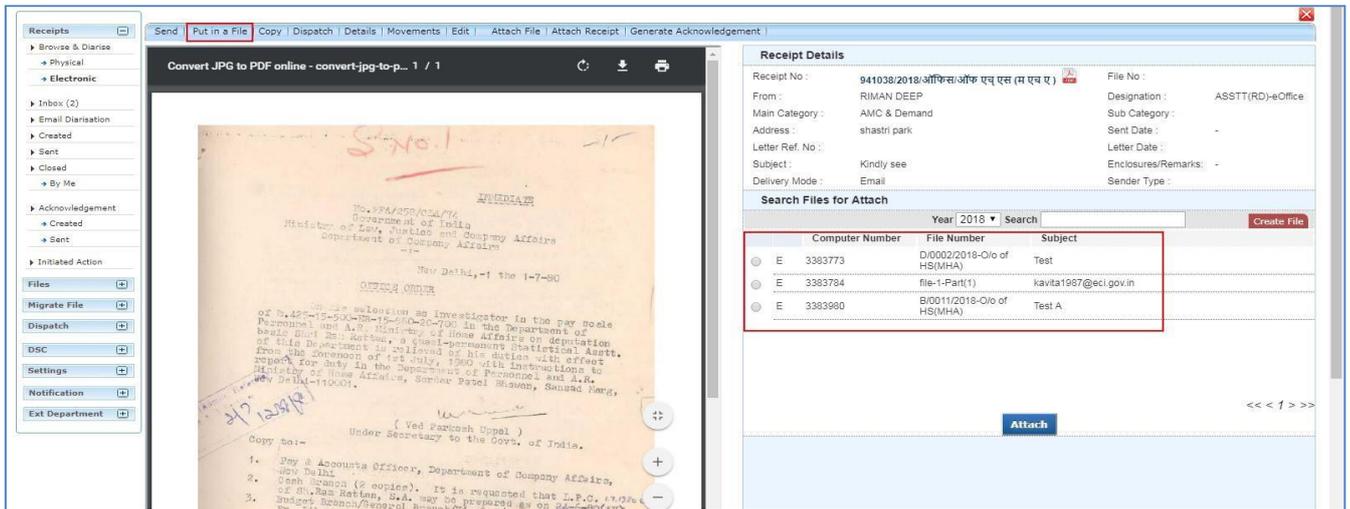


Figure 36: put in file option

Select the file in which the receipt needs to be put in. **Click the Attach** button (Fig.21), and the receipt gets attached in the correspondences of the selected file.

- User can also search the file using **Year** and **Search** fields.

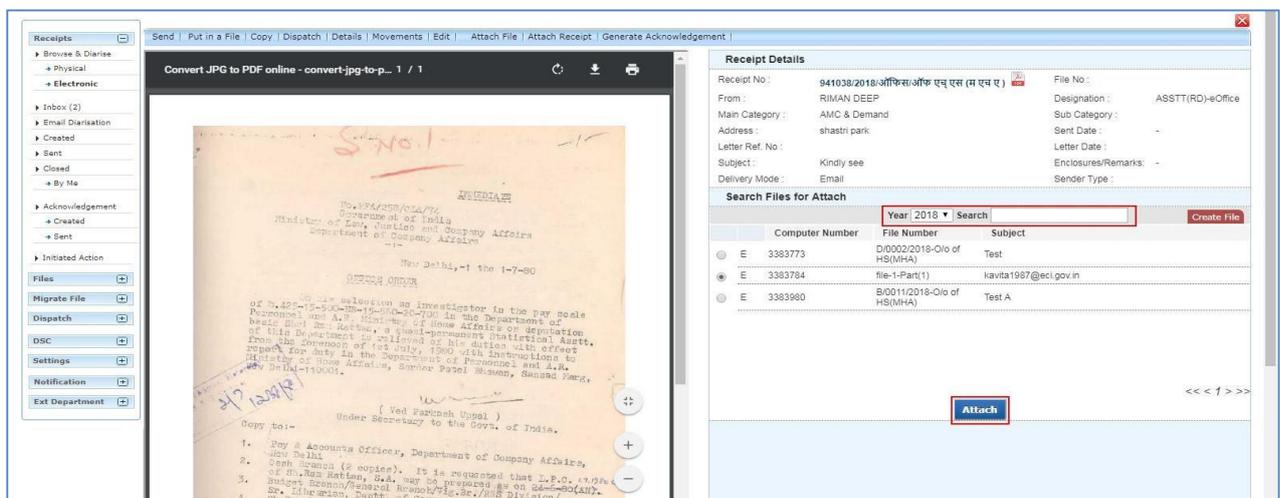


Figure 37: File search option

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.22**:

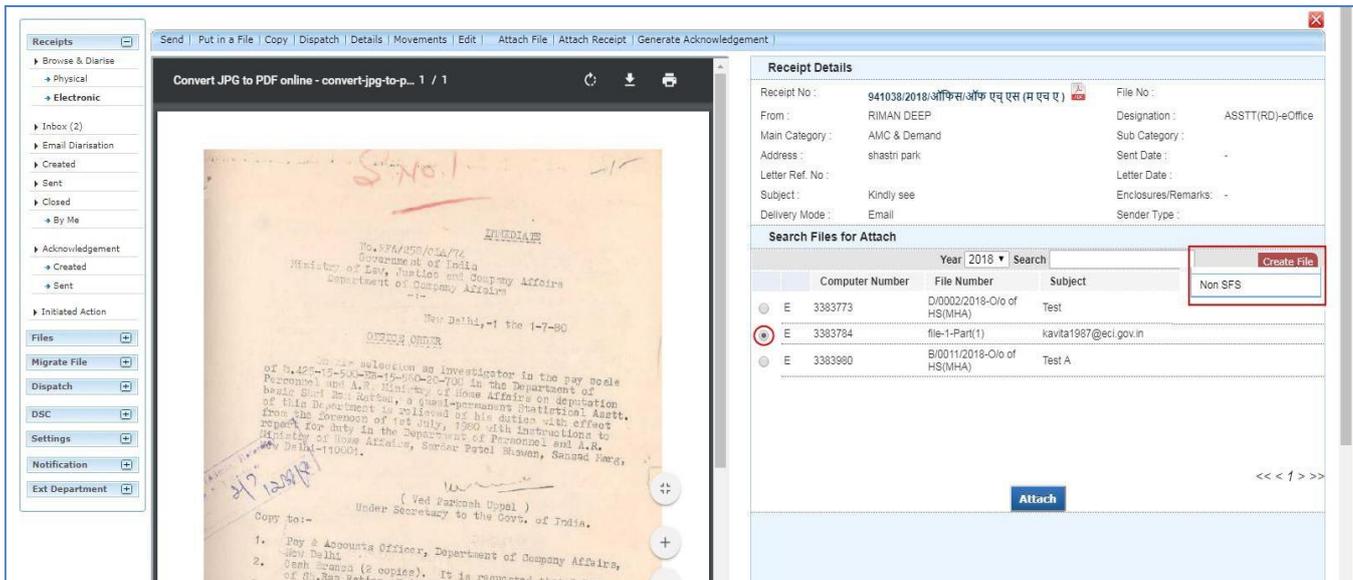


Figure 38: Create new file option

- Click **Create File** button and click **Non-SFS**, from dropdown menu. The new file creation screen appears, as shown below in **Fig.23**:

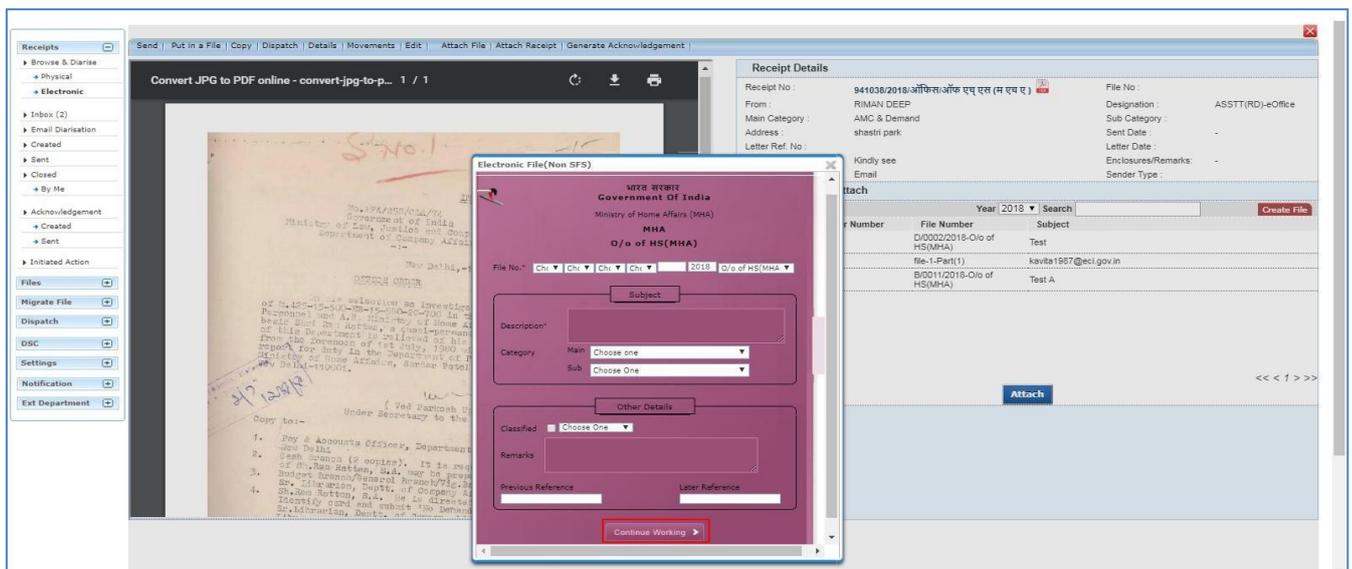


Figure 39: E-File

- Click **Continue Working** button, the receipt gets attached in the

correspondences of the created file.

3. **Copy:** It can be used, incases 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.24**

The screenshot shows a web-based form for creating a new draft. The form is titled 'New Draft' and has a menu bar at the top with options like 'Send', 'Send Back', 'Put in a File', 'Copy', 'Dispatch', 'Details', 'Movements', 'Edit', 'Close', 'View Draft', 'Attach File', 'Attach Receipt', and 'Action Details'. The form is divided into several sections:

- Draft Details:** Includes fields for Draft Type (Replied), Draft Nature (Choose One), Language (Punjabi), and Subject (Kindly see). There is also a 'Receipt Number' field with a value of 641038/2016 and a 'Reply Type' dropdown.
- Communication Details:** Includes fields for Ministry (CABINET SECRETARIAT1), Department (Others), Name (RIMAN DEEP), Designation (ASSTT/RO/eOffice), Address 1 (Shastri park), Address 2, Country (INDIA), State (DELHI), City, Pincode, Mobile, Landline, Fax, and Email.
- Attachments:** Has an 'Attach File' button.
- Save:** A red 'Save' button is located at the bottom right.
- Note:** A note at the bottom provides information about tags for draft creation, such as #ApprovedBy for Approver Info, #ApprovedByDesignation for Approver Designation, #ApprovedByPost for Approver Post, #ApprovedByDate for Date of Approval, #ApprovedByName for Approver Name, #ApprovedBySectionName for Approver Section Name, #ApprovedByEmail for Approver Email, and #DocumentNumber for Document Number.

Figure 40: Create draft

- 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 pop up appears. Click **OK** button, the Draft gets approved as shown

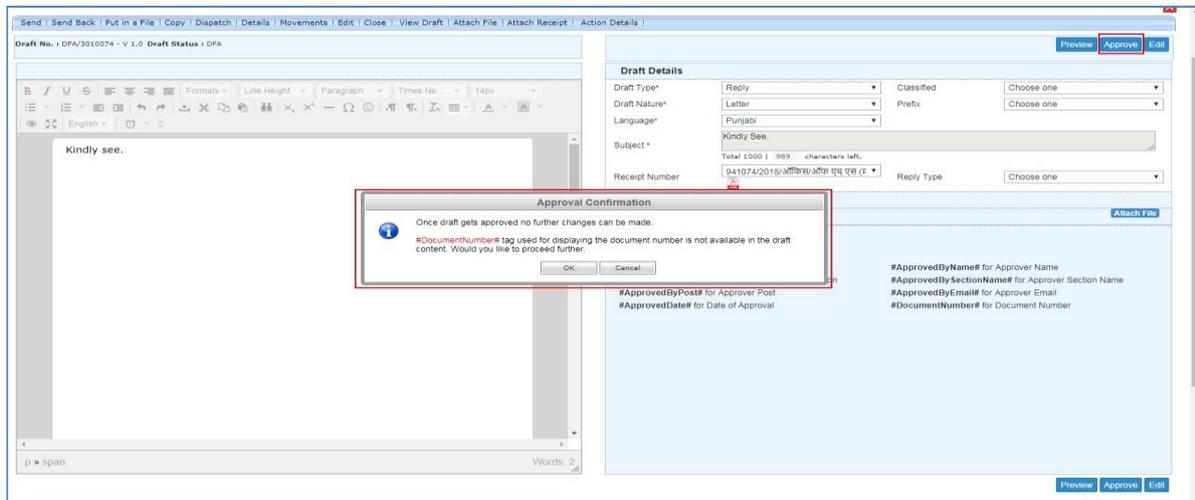


Figure 41: approval of draft

- After approving of the draft the actions available are shown:

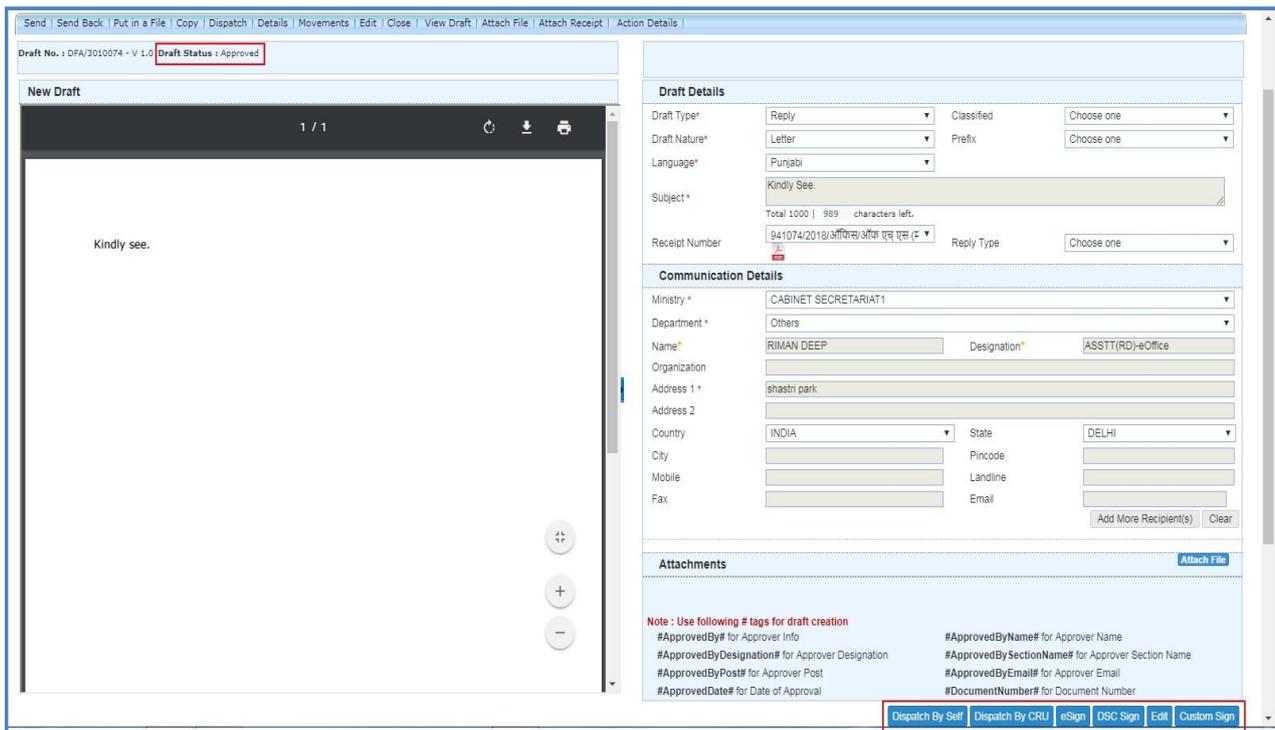


Figure 42: Dispatch options

- 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.20**

➤ **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 **Send With Followup** button, select the required action, enter the description message and due date for the follow-up and click **OK** button, as shown Fig 27

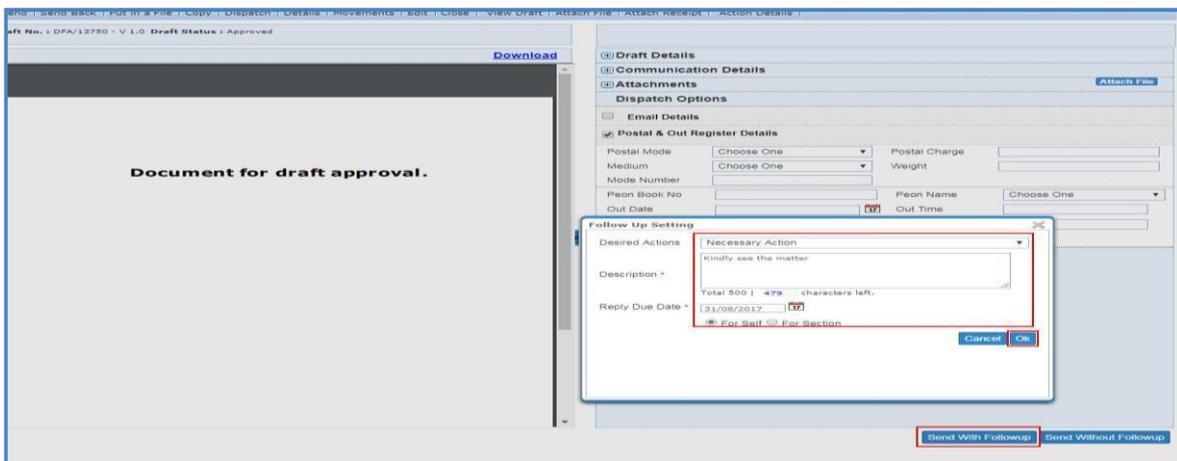


Figure 43: Draft sending

- 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 28**.

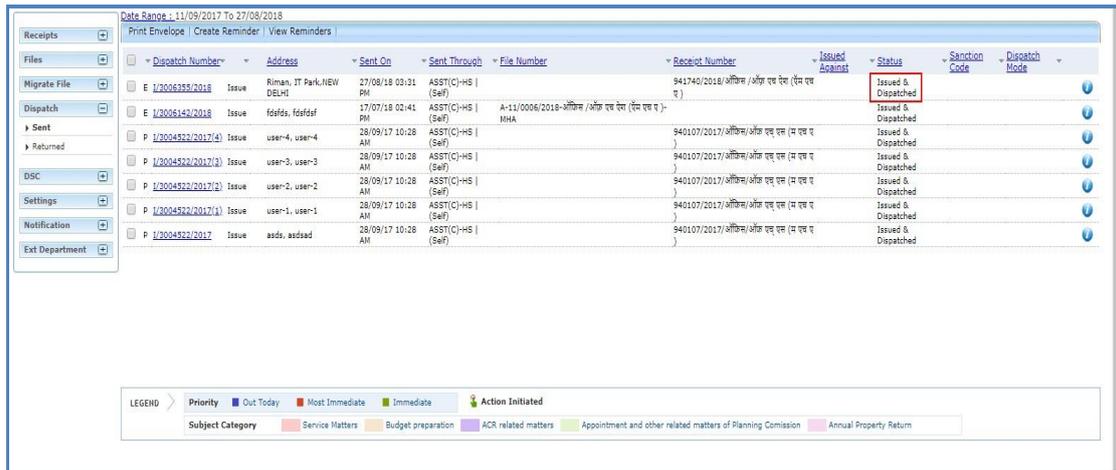


Figure 44: dispatch inbox

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.29**:

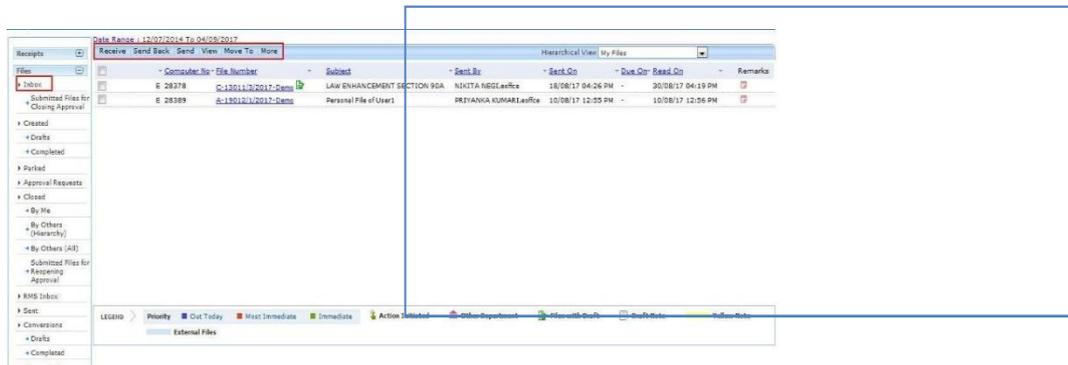


Figure 45: Receive of files

- 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.30**. Without receiving the physical file user cannot take any action on that particular file.

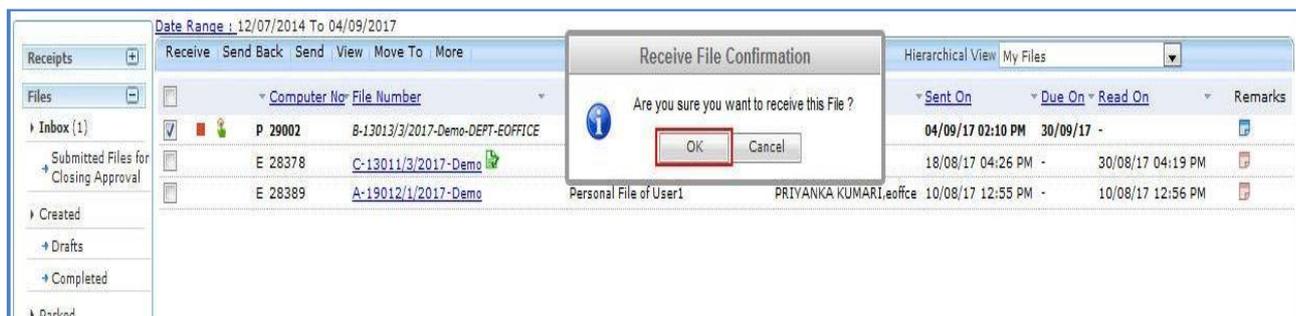


Figure 46: Receive file confirmation

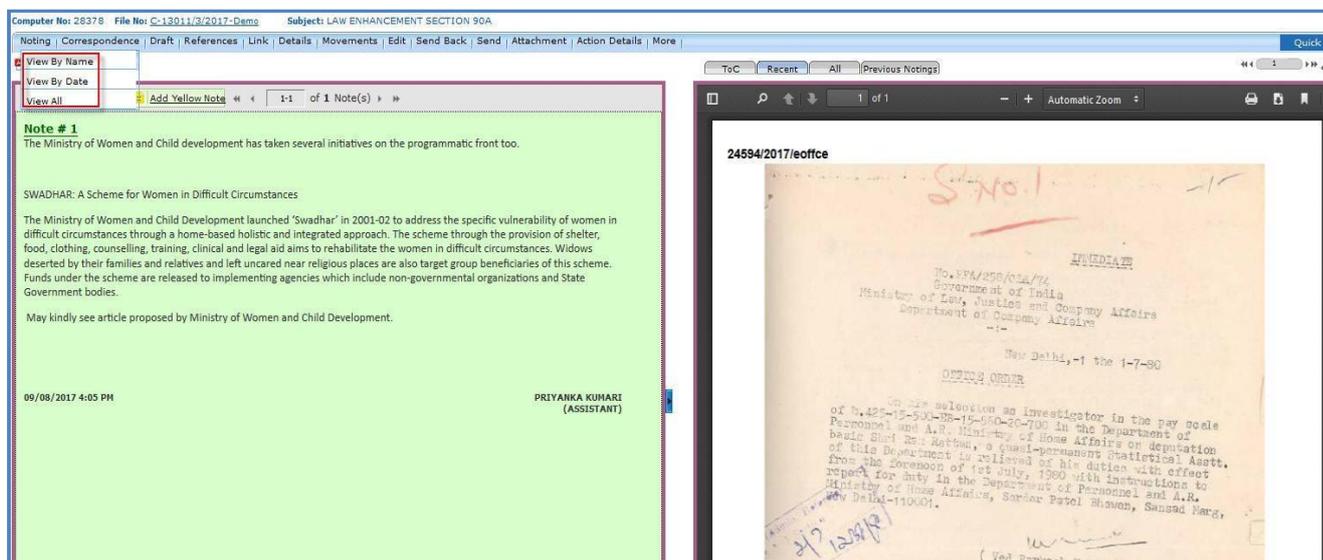
- 2. **Send Back:** It is used to send the file back to the sender of the File.

- Select the file and click the **Send Back** tab, as shown in **Fig.31**:

6. 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

Figure 47: Note sheet details

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 **Add Yellow Note** link as shown in **Fig.32**:
- 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 **Submit** button as shown :
- After the note is saved, the actions provided as per authorization are shown
 - a) **Edit:** To edit the content of note. After each editing a new version of the note is created.
 - b) **Discard:** To delete the note.
 - c) **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  link, as shown in:

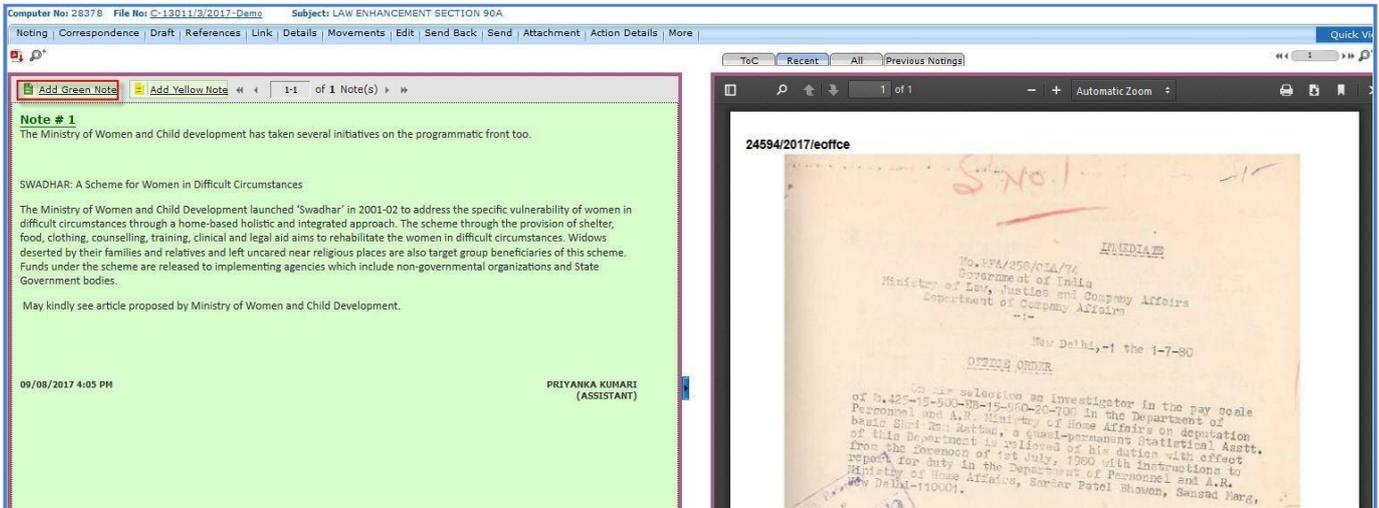


Figure 48: green noting

- 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.34:

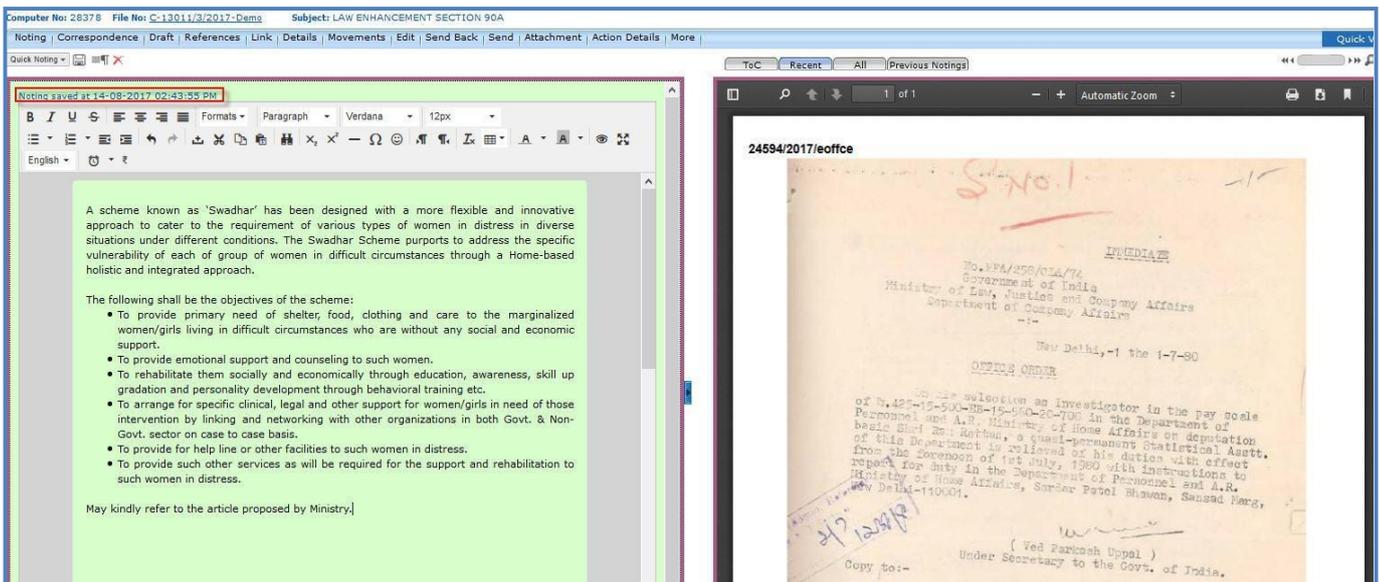
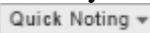
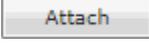


Figure 49: noting saved

- 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  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 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** () button, the list of Correspondence and Issues appears on right side, as shown :

- Click  button, a list of receipts appears, select the receipt and click  button as shown :

- User can also search for the receipt using Year and Search field

11.4 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’).

11.5 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.

11.6 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.

12 CAPITAL BUDGETING AND REVENUE BUDGETING

12.1 LEARNING OBJECTIVES

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

- Scope of Revenue and Capital budgeting
- Classification of items of expenditure under capital and revenue
- Budget estimates and revised estimates
- Control of Expenditure

12.2 BUDGET: ITS IMPORTANCE AND MEANING:

- Planning is essential for every enterprise and is a passport to its success.
- The Budget operationalizes the plan and lays down the path to be followed for the achievements of the planned objectives.
- It contains quantitative, financial as well as non-financial results to be expected in future.
- It spells the mechanism for laying down the standards, achieving and implementing plans and also provides feedback on the attainment or otherwise of the planned targets and standards.
- Budget classified on the basis of the nature of activities can be capital or revenue.
- Capital Budget relates to planning for the acquisition or constructions of infrastructure like buildings, machinery and projects having a longer life.
- Planning for activities of a recurring nature for the purposes of maintenance of the infrastructure is covered by revenue Budget.

There are mainly two types of budget in BSNL:

1. Capital Budget
2. Revenue Budget

Detailed guidelines for the preparation of these estimates are as under:

12.3 REVENUE BUDGET:

Revised Estimate and Budget Estimates under various objects and schedules pertaining to Revenue Receipts and Working Expenses of BSNL are required to be sent to Corporate Office latest by **15th September** each year. The following points may be kept in mind while preparing the statements.

“The actual expenditure up to end of august (five months) and estimated expenditure from september to march (seven months) for every year are required to be

furnished in the prescribed formats.”

“the term revised estimate is used both in revenue and capital budgeting”

12.3.1 What is Revised Estimate (RE) and Budget Estimate (BE)

Actual expenditure for 5 months of current financial year (April to August) and estimated expenditure for 7 months (September to March) of current financial year is called Revised Estimate (E) and simultaneously Budget Estimate for the ensuing financial year i.e. next financial year is also required to be prepared.

12.3.2 Guidelines for Preparation of RE and BE:

- i) The figures should be shown in the statement in Thousands of Rupees for Working Expenses and in Lakhs of Rupees for Revenue Receipts.
- ii) The particulars should be furnished object-wise and the statement should be prepared in the same manner as in the prescribed proforma.
- iii) It is generally seen that estimates are over projected and finally savings are shown at the end of the year. Hence, the Estimates should be projected on realistic basis, to enable us to finalize cash flow efficiently.
- iv) In case, any additional allotment is authorized after Budget Allotment, the same must be shown in the relevant column of the Statements.
- v) The economy instructions for keeping the expenditure controlled issued from time to time must be kept in view while framing the estimates.
- vi) Estimates of License Fee and Spectrum Charges payable is to be exhibited separately.
- vii) The requirement of funds under pension contribution for the staff and officers and under leave salary contribution in respect unabsorbed officers may be calculated as per provisions in FRs as well as Corporate Office instructions on the subject issued from time to time and included in the proposals.
- viii) In the present competitive environment, cutting down cost is of paramount importance. Therefore, there is very limited scope of additional allotment at RE stage under Working Expenses.
- ix) In case of **OTA** particularly, no additional funds be sought.
- x) As regards Honorarium, the status quo will be maintained as at Budget Allotment. Keeping in view the economy instructions and reductions in profitability of the Corporation, no provision may be made in RE BE for Honorarium for general purpose. However, if any Circle/Unit requires allotment under honorarium on account of item of work for which rate of honorarium has been fixed such as payment for setting of questions papers, Election duty for membership verification (back log, if any), completion of departmental enquiries, arbitration cases, it will be considered as and when they are demanded. If increase in allotment in any object is sought from BSNL CO, full justification may be furnished along

with matching savings. *The IFAs of the circles are required to ensure the above while forwarding the Revised Estimates.*

12.3.3 Revenue Receipts:

In order to have proper estimate of Revenue, it is necessary that in addition to the trend of Actuals which is usually taken into consideration, the estimates of Revenue are worked out on the basis of number of telephone lines, WLL lines and CMTS working as well as proposed to be given and by applying average Revenue per such line. The targets for additional Telephone, WLL lines and CMTS for each year is provided by the BSNL Corporate Office and the likely expansion of these services would be available with the Circles/Units. Keeping in view the BSNL Accounting policy the Estimates in prescribed FORMATS should be framed duly supported by a statement showing the detailed calculation separately for urban/rural, CMTS and other schemes to show how the Revised Estimates for the current year and the Budget Estimates for the next year have been worked out.

12.4 CAPITAL BUDGET:

a) Allotment of Funds under Capital Works:

Every year, the proposals in respect of Capital outlay are to be forwarded by each circle in Prescribed formats in respect of various components such as LAND, BUILDING, A&P, MVL (Motor Vehicles & Launches), CABLES, LINES & WIRES, SUBSCRIBER INSTALLIATIONS., TELEPHONE EQUIPMENTS, OFFICE EQUIPMENT & MACHINERY, ELECTRICAL FITTINGS & ELECTRICAL APPLIANCES,

FURNITURE FITTINGS, COMPUTER AND M&A (Mast & Aerials) to Planning Branches of of BSNL Corporate Office viz LTP, Switching, Core Network, Cellular Mobile, Building Works, Broad Band etc. in the month of October. Subsequently all these branches of BSNL Corporate Office assess/recommend and project a consolidated demand in respect of all the circles to the Capital Budget Section of BSNL Corporate office for allotment of funds.

(b) Compilation of Capital works Programme:

Capital works programme shall be compiled only for works costing Rs.20 crores and above instead of Rs. 5 crores and above (previously). The details are to be submitted to BBF division of Corporate Office by the respective Circles every year in the prescribed format to enable Corporate Office to monitor the progress of ongoing and new projects costing more than 20 crores.

(c) Budgetary Control:

Capital Budget section will furnish details of expenditure (as obtained from Corporate accounts Branch) to the concerned circles and respective Planning branches of Corporate office, on quarterly basis for monitoring physical targets via-a-viz capital expenditure recommended by planning branches. This pro-active measure will ensure quarterly review or reasons for budgetary variance and a periodical and centralized Budgetary Control.

Experience has revealed that proposal for funds often contain discrepancies. Utmost

care should be taken to formulate the proposals as accurately as possible keeping in view the actual expenditure up to August and anticipated requirements from September to March with special reference to the estimates of Civil Wing, ITI Ltd., and imports including freight, insurance, customs and also escalation charges, overhead charges etc. The DFG/CWP Numbers may be mentioned in scheme/service wise/chronological order. Further, the components are also to be arranged in the following order only.

The proposals for RE and BE have to be finalized in consultation with the Planning Cell of the Circle/Unit and closely scrutinized by the Internal Financial Advisor in order to ensure realistic provision of funds. IFA has to issue a certificate in this regard.

Each year service wise physical targets are communicated to the circles by Corporate Office, the RE demand should be commensurate with the service-wise requirement of funds for achieving the targets.

12.4.1 Cash Budget:

Cash Flow statement and Cash budget are two important tools used in financial planning and cash projections. The concept of cash budget is futuristic in approach whereas cash flow statement is based on historical (past) data.

In BSNL, the Circles/units will please note that the cash drawl authorizations will be restricted not only under working expenses but also under government transactions etc. Following are the main guidelines:

1. Budget allotments are taken as base for determining of cash drawls and will be regulated equivalent to proportionate allotment in each period of drawl especially under Working Expenses.
2. Taking the trend of past recoveries from pay and allowances, an amount equivalent to 60% of gross pay and allowances is taken as net pay and allowances for disbursement in cash at the end of the month.
3. Expenditure under Working Expenses other than salaries and wages will be restricted to proportionate periodical allotment unless specified for unusual demand.
4. Five Percent of telephone revenue realization based on targets communicated will be authorized for drawls towards service tax payment.
5. Authorization under Payment of Loans and Advances including HBA will be restricted to budget allotment to each circle/unit.

12.4.2 Control over expenditure:

In DoT period, control over expenditure was with reference to budget allotment only but in BSNL two fold control over expenditure has been prescribed at various stages viz. Corporate Office level, circle level and SSAs level for which 10 days funds authorization is being allowed proportionately by the Corporate Office and cash is authorized based on the budget allotment/ Revised Allotment/Final Grant. Circles are required to sent their cash requisition to BSNL CO on 8th, 18th and 28th of each month. Proportionate Authorization is

made by BSNL CO on 1st, 11th and 21st of each month. DDOs are not authorized to incur expenditure out of the revenue collected. Revenue collected is transferred to BSNL CO on day to day basis through local bank branch to nodal branch of the Bank at Delhi where the amount is credited in the account of BSNL. Similarly for operational purpose, cash is authorized by BSNL CO periodically as above. Cash is requisitioned to BSNL CO on the following objects:

Objects:-

1. Pay
2. IDA/PLI
3. Payment to DoT Cell
4. GPF Advance/Withdrawal
5. Leave Salary contribution
6. Pension Contribution
7. Water, Electricity and Fuel Charges
8. Vehicle Running Expenses
9. Repair and Maintenance
10. Overtime allowance
11. Other Working Expenses
12. Service Tax
13. HBA/Loans and Advances
14. Refund of EMD/SD/Telephone Revenue
15. Interconnect Usage Charges
16. Others to be specified (IT etc.)
17. Payment for purchase of Stores/ Raw Materials
18. Payment of Excise Duty and other levies
19. Wages
20. Suppliers/contractors bills
21. Others to be specified

12.4.3 Economy Measures: The following measures for fiscal prudence and economy will also come into force with immediate effect as per BSNL Corporate Office orders:

- The prescribed expenditure ceilings for holding seminars, conferences, workshops etc. should be enforced and a 10% CUT ON THE BUDGETARY ALLOCATION FOR SEMINARS AND CONFERENCES SHALL BE EFFECTED.
- Holding of exhibitions/seminars/conferences abroad is strongly discouraged except in the case of exhibitions for trade promotion.

- There will be a complete ban on holding of meetings and conferences at five star hotels.
- No travel on government account by air will take place by first class. All domestic travel on government account air will take place only by economy class, irrespective of the entitlement.
- Where travel is unavoidable, it will be ensured that officers of the appropriate level dealing with the subject are sponsored instead of those at higher levels. The size of delegation and the duration of visit will be kept to the absolute minimum.
- Proposals for participation in study tours, workshops/conferences/seminars/presentation of papers abroad at government cost will not be entertained except those that are fully funded by sponsoring agencies.
- Purchase of vehicles, except for operational requirements of the Defence Forces, Central Para Military Forces and security related organizations will not be permitted.

Expenditure Management- Economy Measures and Rationalization of Expenditure as per Govt. Of India Orders received from BSNL Corporate Office:

Cut in Non Plan Expenditure: For the year 2009-2010, every Ministry / Department shall effect mandatory 10% cut in non Plan expenditure under the following heads:-

- a) Domestic and Foreign Travel Expenses
- b) Publications
- c) Professional Services
- d) Advertising and publicity
- e) Office expenses
- f) Police (except for security related requirement)
- g) Other administrative expenses.
- h) The remaining portion of non-plan expenditure is 5% mandatory cut.
- i) No increase in the budgetary allocations under the heads of non-plan expenditure, particularly where cuts are now being imposed, will be allowed at RE Stage, except under very extra-ordinary and compelling circumstances.

12.5 INTRODUCTION OF FLEET CARD:

As a part of expenditure control BSNL has introduced cash less purchase of diesel / petrol through Fleet card. As per directives of CMD, Heads of Circles are requested to implement this scheme throughout their circle w.e.f. 01-10-2009. Heads of Circles may enter into arrangement for Fleet card programme with companies like IOC and in places where IOC dealers are not available through BPCL / HPCL etc. so as to have coverage under the scheme throughout the circle and ensure that from 01-10- 2009, purchase of fuel is effected only through the Corporate Smart Card system. Drawing and disbursing Officers were suitably instructed that no cash purchase of fuel is made directly or through imprest /

Temporary advance. Further, any cash payments made through imprest / Temporary advance after 01-10-2009 are to be disallowed by DDOs and recovery made from the salary of the officer concerned.

In accordance with the Agreement executed by BSNL & IOC Ltd, M/S IOC Ltd. will issue corporate Smart Cards, "Xtra Power"- to all BSNL Units for purchase of Diesel/Petrol from their designated 'Retail Outlets, for running DG sets and vehicles. The circles will assess the requirement of cards in all their units and place a supply order on IOC Ltd for the same. The card fee will be Rs.100/- (one hundred) per card and the validity of the cards is for three years from the date of issue. The Scheme will be operational immediately and will be for Six months. It may be extended further based on the experience of field units.

The Pay & Accounts officer of each SSA/Unit will hold the Master Card and will arrange to issue user cards to their indenting units based on bonafide requirement for purchase of Diesel/ Petrol for vehicles/DG Sets. The daily transaction limit as well as weekly / monthly transaction limit will be fixed and controlled by him through Web based user ID/ Password. He will also authorize his bank the weekly charging of cash up to the permitted limit on the Master card by depositing the amount by cheque or use RTGS and also allocate through web, the transaction limit for each of his user card holder. The user card authentication for transaction will be controlled by a four digit PIN which will be held confidential by the authorized card holder. He will be responsible for any unauthorized use of the card. The Charge slip for every transaction he makes should be obtained by him which will be the basic voucher for accounting.

M/S IOC Ltd. allows rebate or discount on fuel purchase which will be reflected in their monthly statement of transactions. The centralized MIS information can be accessed by the Master card holder. Help on issue and usage of these cards can be obtained by visiting **www.iocxtrapower.com**.

1. Under Fleet card scheme, the Pay & Accounts Officer of each SSA will hold the master card & will arrange to issue user card to their intending units.
2. Planning for activities of a recurring nature is covered by Capital budget.

12.6 CONCLUSION

Capital budgeting is a predominant function of management. Right decisions taken can lead the business to great heights. However, a single wrong decision can inch the business closer to shut down due to the number of funds involved and the tenure of these projects.

Note: Pl also see the latest circular of BSNL for any amendment /changes

13 TRADITIONAL AND DIGITAL MARKETING OF PRODUCTS AND SERVICES

13.1 LEARNING OBJECTIVE

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

- Marketing
- Service and its difference from product
- Marketing Strategies
- Marketing in BSNL
- Digital Marketing
- Promotion & Promotional Mix

13.2 INTRODUCTION

Every organization wants to make more profit. This can be achieved by increasing sales. More selling depends on many factors such as product acceptability, company and product's image, its price versus benefits, its availability etc. Marketing is a tool to help achieve it.

13.3 MARKETING

Two major factors of marketing are making new customers (acquisition) and the retention and expansion of relationships with existing customers. **Marketing** is a *"social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and values with others.* **Marketing management** may be defined as *—the art and science of choosing target markets and getting, keeping and growing customers through creating, communicating and delivering superior customer value*||

Marketing uses various tools & techniques to raise the perceived benefits of a product/service. A marketing orientation occurs when *everyone* in the organization is constantly aware of:

- Who the company's customers are
- What the company's customers want or need
- How the firm can satisfy those customer needs better than its rivals
- How the firm can satisfy customer needs in a way that generates the kind of profits that the company wants to achieve

Product versus Service

Since a product differs from service, marketer has to understand these differences so as to apply proper tools & techniques to be successful.

Products' *physical* distinctions include:

- **Form:** size, shape, physical structure; for example, aspirin coating and dosage

- **Features:** such as a word processing software's new text-editing tool
- **Performance quality:** the level at which the product's primary characteristics function
- **Conformance quality:** the degree to which all the units of the product perform equally
- **Durability:** the product's expected operating life under natural or stressful conditions
- **Reliability:** the probability that the product won't malfunction or fail
- **Reparability:** the ease with which the product can be fixed if it malfunctions
- **Style:** the product's look and feel
- **Design:** the way all the above qualities work together (it's easy to use, looks nice, and lasts a long time)

Products' *service* distinctions include:

- **Ordering ease:** how easy it is for customers to buy the product
- **Delivery:** how quickly and accurately the product is delivered
- **Installation:** how well the work is done to make the product useable in its intended location

Customer training: whether your company offers to train customers in using the products.

- **Customer consulting:** whether your company offers advising or research services to buyers of the product
- **Maintenance and repair:** how well your company helps customers keep the product in good working order

Services are characterized by following distinctions:

- **Intangible:** Customers can't see, touch, smell, or handle services before deciding whether to buy.
- **Inseparable:** Services are usually delivered and consumed simultaneously, so both the provider and the buyer influence the outcome of the service delivery.
- **Variable:** Services vary depending on who provides them and when and where they're provided; thus, controlling their quality is difficult.
- **Perishable:** Services are used up upon delivery, not stored for future sale.

All these characteristics can make it difficult for customers to judge the quality of a service they've purchased. So there is a need to design market strategies that address these unique characteristics of services. Some ways to focus are:

- Select unique processes to deliver the service
- Train and motivate employees to service customers well.
- Develop an attractive physical (or virtual) environment in which to deliver the

service.

- Differentiate the image associated with the service.

By using imagination and some creative thinking, one can design powerful marketing strategies even for services

13.4 SERVICES MARKETING MIX-SEVEN PS

A Service Marketing is a lot similar to Music. While music has seven notes, known to all composers and singers, still some singers/composers become famous & others fail, the reason being their poor application of these seven notes. For the ease of study, on the same lines, Services Marketing can be considered to have seven 'P's, known to all marketers. Those who play smart on these Ps, become successful.

There are standard four Ps (Product, Pricing, Promotion and Placement) applicable for products. Services marketing require extra three, totaling seven and known together as the extended marketing mix. For a marketing plan to be successful, the mix of the four "Ps" must reflect the wants and desires of the consumers in the target market. Trying to convince a market segment to buy something they don't want is extremely expensive and seldom successful. Marketers depend on marketing research, both formal and informal, to determine what consumers want and what they are willing to pay for it. Marketers hope that this process will give them a sustainable competitive advantage. Marketing management is the practical application of this process.

13.4.1 Product:

The product aspects of marketing deal with the specifications of the actual good or service, and how it relates to the end-user's needs and wants the scope of a product generally includes supporting elements such as warranties, guarantees, and support.

BSNL context: All services offered by BSNL such as landline, mobile-prepaid & postpaid, WLL, lease line, VSAT, internet (different types), Broadband etc fall in this category. Many types of internet access have been devised to cater to needs of specific

Customer segments. Similarly postpaid & prepaid is suitable to different group of customers. Market research helps identify needs of the customers to enable marketers give inputs to product development team for new services & features. Acceptability is first requirement of any product. BSNL carries out market research time to time to find needs for new product/features. Some important research carried was to assess expectations of people for BSNL Mobile, MPLS VPN. Research was also carried to find reasons for surrender & disconnection of landline connections.

13.4.2 Pricing:

This refers to the process of setting a price for a product, including discounts. the price need not be monetary - it can simply be what is exchanged for the product or service, e.g. time, or attention.

BSNL context: -Price indicates affordability of the offer. Definitely it varies with customer segments. BSNL has multiple tariff plans in various services. Discount schemes

are also available such as Volume discount: More the revenue contributed by a customer, higher is the discount. This discount goes up to 20% for annual revenue of Rs 20 crore in case of corporate customers. Similarly in broadband BSNL offers two months free period if ten month advance rental is paid. Free ADSL modem is given on advance payment of rental. ECS (electronic clearing scheme) provides for 1% discount (max Rs 1000/-) .

13.4.3 Promotion:

this includes advertising; sales promotion, publicity, and personal selling etc. and refer to the various methods of promoting the product, brand, or company. *Branding is done to differentiate offers of a company from other's offer.*

BSNL context: BSNL keeps releasing various advertisement in print, electronic & outdoor media. These advertisements have messages for creating awareness as well sales promotion (such as schemes) **In 2007, BSNL merged all individual brand names (cellone, bfone, dataone, sancharnet etc.) into unified brand BSNL.** Now all services are known as BSNL-services. Advertising agencies are empanelled at corporate & circle level. BSNL has produced many TV commercials till now. The present Brand Ambassador of BSNL is Abhinav Bindra.

13.4.4 Place or distribution:

It refers to how the product gets to the customer; for example, point of sale placement or retailing. this fourth p has also sometimes been called *place*, referring to the channel by which a product or service is sold (e.g. online vs. retail), which geographic region or industry, to which segment (young adults, families, business people), etc.

BSNL context: BSNL utilizes physical as well as electronic space for easy accessibility of its services. Over 3000 BSNL Customer services centers, appx 1200 franchisees, lakhs of retailers allow convenience to customers for knowing & buying services. BSNL has Business Associates for corporate sales and DSA (direct selling agents)) for door to door selling. Apart from this 1500 call center facilitates sales. Broadband registration through website was made available since launch of the service. Now Customer care portal (web solution) has been introduced to provide similar solution for all other services of BSNL.

These four elements are often referred to as the marketing mix. A marketer can use these variables to craft a marketing plan. In BSNL marketing cells at corporate & circle levels take care of various aspects of these Ps. At SSA level also, the marketing & sales organization structure is evolving. However, the process is slow & needs to be expedited.

13.4.5 People:

Any person coming into contact with customers can have an impact on overall satisfaction. whether as part of a supporting service to a product or involved in a total service, people are particularly important because, in the customer's eyes, they are generally inseparable from the total service. as a result of this, they must be appropriately trained, well-motivated and the right type of person. fellow customers are also sometimes referred to under 'people', as they too can affect the customer's service experience, (e.g., at a sporting event). a linked concept is of internal customer i.e. all employees & sections in an organization treat each other as customers. within the organization, internal marketing is required which is the development and training of staff to ensure high levels of quality

and consistency in service delivery and support. internal marketing includes recruitment, training, motivation and productivity.

13.4.6 PROCESS:

This is the process(es) involved in providing a service, which can be crucial to customer satisfaction. standardization of processes, checklists etc. are helpful.

13.4.7 PHYSICAL EVIDENCE:

Since services are intangible, unlike a product, a service cannot be experienced before it is delivered. this, therefore, means that potential customers could perceive greater risk when deciding whether to use a service. to reduce the feeling of risk, thus improving the chance for success, it is often vital to offer potential customers the chance to see what a service would be like. this is done by providing physical evidence, such as case studies, testimonials or demonstrations.

Marketing V/s Sales: Marketing and sales are often said to be sides of the same coin. Both are interrelated. While marketing involves all those activities that bring the people forward for purchase, sales actually converts these interested people into customers. Sales and marketing both want the same thing – increased sales. Sales by closing deals, marketing by supporting sales and increasing brand awareness.

Segmentation: Neither all customers have similar needs nor all are profitable. Market segmentation pertains to the division of a market of consumers into persons with similar needs and wants. Marketers carry out surveys to segment the target audience and apply appropriate marketing mix for better results. General criteria used for segmentation is:

- Demographic Variables: Age, Gender, Income, Education, Occupation, Family size, Religion/Social class etc.
- Geographic Variables: Region, Urban/Rural, City/State/Country size, Market density, Climate, Terrain etc.
- Psychographic Variables: Personality, Motives, Lifestyles etc.
- Behavioristic Variables: Volume usage, End use, Benefit experience, Brand loyalty, Price sensitivity etc.

13.5 MARKETING STRATEGIES

Marketing strategy is a method of focusing an organization's energies and resources on a course of action which can lead to increased sales and dominance of a targeted market niche. A marketing strategy combines product development, promotion, distribution, pricing, relationship management and other elements; identifies the firm's marketing goals, and explains how they will be achieved, ideally within a stated timeframe. For deciding an appropriate mix of 7Ps depends on the market situation where this mix has to be applied. Market situation for a product/service is defined as Product life cycle. The distinct stages in this life cycle are introduction, growth, maturity and decline. Same product may be at a different stage of product life cycle in different markets at the same time. This necessitates different marketing strategies in these markets.

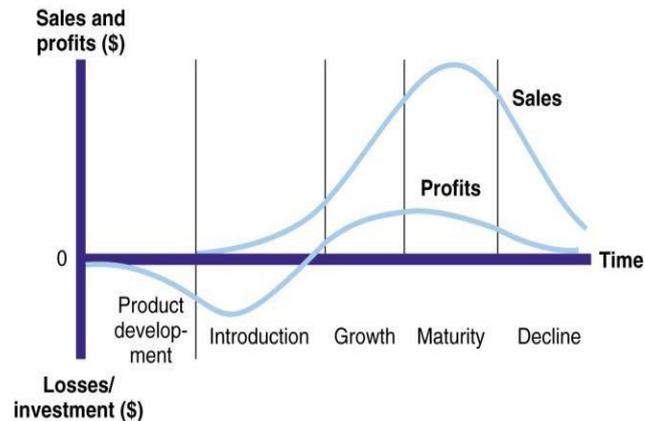


Figure 50: Marketing Strategies

Marketing strategies based on market dominance (share) can be categorized as Leader, Challenger, Follower, Nicher. Other categorization could be based on strategic strength such as market segmentation and product differentiation. Marketing Guru Michel porter defines three generic strategies of Cost leadership, Differentiation and Niche/Focus.

Table 29. Stages of Marketing with Different Parameters

Stage →	Introduction	Growth	Maturity	Decline
Marketing Objective →	Gain Awareness	Stress differentiation	Maintain Brand loyalty	Harvesting/ withdrawal
Competition	Few	More	Many	Few
Product	One	More versions	Full range	Best sellers
Price	Skimming/ penetration	Competitive/ Gain market share	Loyalty schemes/ Defend market share/profit	Stay profitable
Promotion	Inform/educate	Stress competitive differences	Reminder oriented	Minimal promotion
Place (Distribution)	Limited	More outlets	Maximum outlets	Fewer outlets

13.6 MARKETING IN BSNL

Marketing wing came into existence along with formation of BSNL. Marketing section started functioning in November 2000 at BSNL Corporate office. Since then BSNL has come a long way. From no policy, procedures and system in 2000, BSNL now has marketing cells in each vertical i.e. CFA, CM and Enterprise. Marketing budget has grown from few lakh rupees to hundreds of crore. Advertising agencies have been appointed at corporate & Circle level. Public relation agency has also been engaged at corporate level. Many advertising campaigns have been launched since inception of BSNL on various occasions such as world cup cricket, Mobile launch, and promotional

E2-E3 Management Traditional and Digital Marketing of Product and Services

schemes. Brand ambassadors have also been appointed. Ms Preeti Zinta and Ms Deepika Padukone were the brand ambassadors of BSNL. Presently Mr. Abhinav Bindra is brand ambassador of BSNL. BSNL regularly participates in local & national exhibitions & melas. Roadshows are also organized.

Marketing budget is allocated to Circles, which can be delegated to SSAs also. Training programs are conducted at various training centers for BSNL executives so as to make them more market oriented.

Market research & surveys are also used extensively to ensure success of planned strategies and measure response to various campaigns. Segmentation of customers is also done such as rural, urban, commercially important, corporate, students etc. Try to answer the following:

1. Stage of Product Life Cycle in your area for: Landline, WLL, Mobile, Broadband.
2. BSNL Marketing Strategy for above services in your area.
3. Market Segmentation applied by BSNL for above products.

An indicative Interaction Map of Marketing with Other Units Input Output

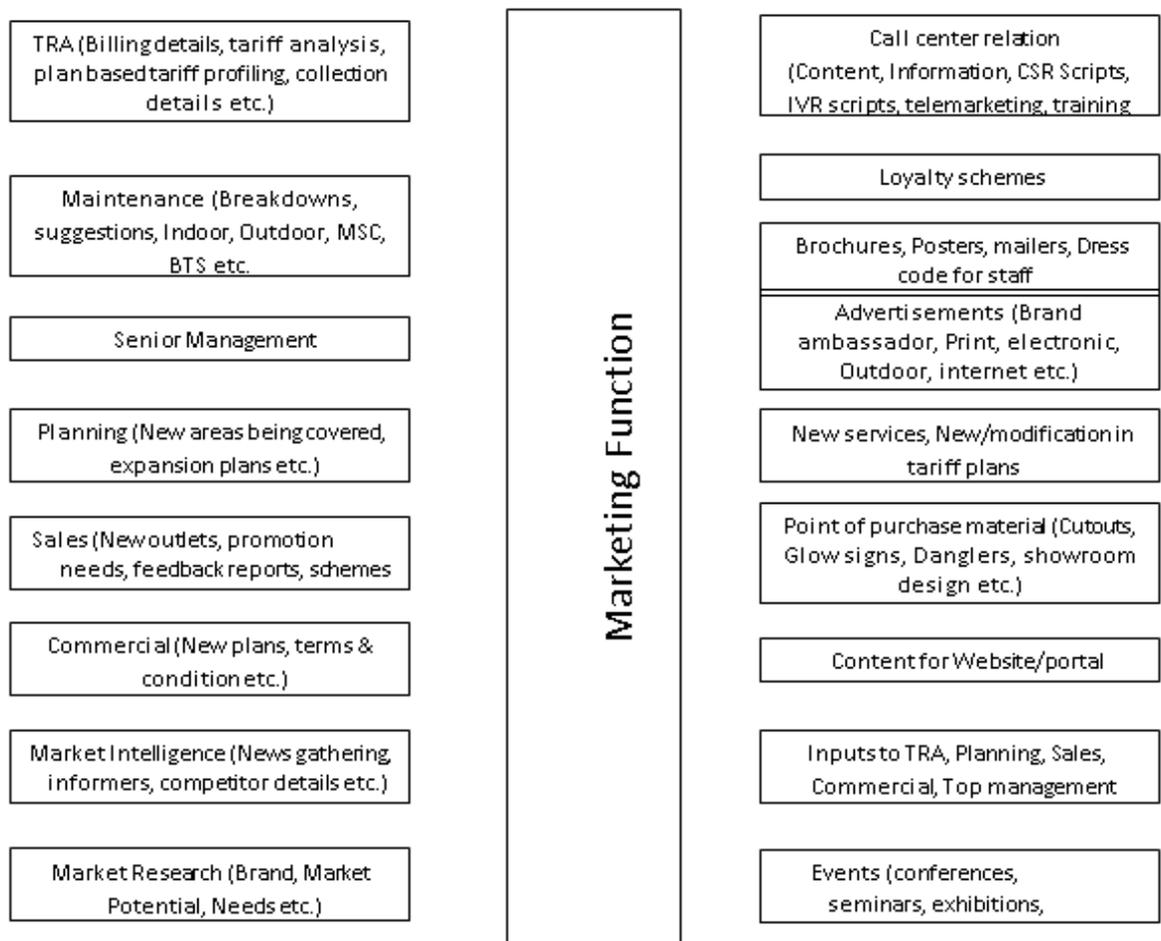


Figure 51: Interaction Map of Marketing with Other Units Input Output

13.6.1 Digital Marketing

Digital marketing is a type of marketing that can be defined as achieving objectives through the use of electronic communications technology such as Internet, e-mail, EBooks, database, and mobile phone. It is a more general term than online marketing which is limited to the use of internet technology to attain marketing objectives.

Dave Chaffey, working from a relationship marketing perspective, has defined Digital marketing as:

Applying Digital technologies which form online channels (Web, e-mail, databases, plus mobile/wireless & digital TV) to contribute to marketing activities aimed at achieving profitable acquisition and retention of customers (within a multi-channel buying process and customer lifecycle) through improving our customer knowledge (of their profiles, behavior, value and loyalty drivers), then delivering integrated targeted communications and online services that match their individual needs.

Chaffey's definition emphasizes that:

1. It should not be the technology that drives e-marketing, but the business returns from gaining new customers and maintaining relationships with existing customers.
2. It also emphasizes how Digital marketing does not occur in isolation, but is most effective when it is integrated with other communications channels such as telemarketing, direct-mail, personal selling, advertising, publicity, sales promotion, and other promotional techniques.
3. Online channels should also be used to support the whole buying process from pre-sale to sale to post-sale and further development of customer relationships where this is appropriate.
4. It should be based on knowledge of customer needs developed by researching their characteristics, behavior, what they value, and what keeps them loyal.
5. The web and e-mail communications should be personally tailored to individual buyers based on the information obtained in the research.

13.6.2 Telemarketing

Telemarketing is a form of direct marketing where a salesperson uses the telephone to solicit prospective customers to sell products or services.

Categories

There are two major categories of telemarketing:

1. Business-to-business and
2. Business-to-consumer.

Within these two categories are two other broad divisions: Lead Generation, where the objective is to obtain information and Sales, where the object is to get someone to buy something.

Within these two categories, there are two other broad categories: Outbound and Inbound. Outbound telemarketing efforts are proactive, with the marketing person making phone calls to prospects or existing customers. Inbound telemarketing efforts are reactive,

where the agent processes request for information or takes orders. The demand is generally created by advertising, publicity or the efforts of outside salespeople.

Telemarketing may be done from a company's office, a call center or increasingly from someone's home.

Effective telemarketing programs often involve a two or more call process: The first call (or series of calls) determines the prospect or existing customer's needs. The final call (or series of calls) motivates the prospect or existing customer to make a purchase.

The prospective customers are identified and qualified by various means, including past purchase histories, previous requests for information, credit limit, competition entry forms or application forms. Names may also be purchased from another company's customer database, or obtained from a telephone directory or some other public list or forum. The qualification process is intended to find those prospective customers most likely to purchase the product or service being sold or advertised. Charitable organizations, alumni associations and political parties often use telemarketing to solicit donations.

Market survey companies often use telemarketing techniques to survey prospective or past customers of a client business to assess market acceptance or satisfaction with a particular product, service, brand or company. Public opinion polls are conducted in a similar manner.

Telemarketing techniques can also be applied to other forms of electronic marketing using e-mail or fax messages.

From an employment perspective, telemarketing is frequently considered to be a rough industry where some businesses potentially only give telemarketers cramped or poor conditions, minimal or commission only pay, and subject to frequent layoffs/firings with workers that are perceived not successful enough in their calls.

13.7 PROMOTION & PROMOTION MIX

Promotion is communication about an organization and its products that are intended to inform, persuade, or remind target audience members. A promotion mix is the particular combination of promotion methods a firm uses in its promotional campaign to reach a target market. In this chapter, we examine the promotion methods of advertising, personal selling, sales promotion, and public relations.

THE ROLE OF PROMOTION

- Promotion is commonly the object of two misconceptions.
- People take note of highly visible promotional activities, such as advertising and personal selling, and conclude that these make up the entire field of marketing.
- People sometimes consider promotional activities to be unnecessary, expensive, and the cause of higher prices.
- The role of promotion is to facilitate exchanges directly or indirectly by informing individuals, groups, or organizations and influencing them to accept a firm's products. •The broader role of promotion, therefore, is to maintain positive relationships between a company and groups in the marketing environment.

•Marketers must carefully plan, implement, and coordinate promotional communications to make the best use of them.

•The effectiveness of promotional activities depends greatly on the quality and quantity of information available to marketers about the organization's marketing environment.

THE PROMOTION MIX: AN OVERVIEW

•Marketers can use several promotional methods to communicate with individuals, groups, and organizations.

•Advertising, personal selling, sales promotion, and publicity are the four major elements in an organization's promotion mix

•Two, three, or four of these ingredients are used in a promotion mix, depending on the type of product and target market involved.

•Advertising is a paid, no personal message communicated to a selected audience through a mass medium.

•Personal selling is personal communication aimed at informing customers and persuading them to buy a firm's products.

13.7.1 PERSONAL SELLING

•Personal selling is the most adaptable of all promotion methods because the person who is presenting the message can modify it to suit the individual buyer. However, personal selling is also the most expensive promotion method. •Kinds of Salespersons. Salespersons may be order getters, order takers, and support personnel. A single individual can, and often does, perform all three functions.

•Order Getters. An order getter is responsible for what is sometimes called creative selling: selling the firm's products to new customers and increasing sales to present customers.

•information about the firm's product, and persuade them to buy the product.

•Order Takers. An order taker handles repeat sales in ways that maintain positive relationships with customers. •Support Personnel. Sales support personnel aid in selling but are more involved in locating prospects, educating customers, building goodwill for the firm, and providing follow-up service.

The Personal-Selling Process.

Most salespeople follow the **six-step** procedure

1 Prospecting. The first step in personal selling is to research potential buyers and choose the most likely customers or prospects

2 Approaching the Prospect. Because first impressions are often lasting impressions, the salesperson's first contact with the prospect is crucial to successful selling.

3 Making the Presentation. The next step is the actual delivery of the sales presentation. In many cases, this includes demonstrating the product.

4 Managing Personal Selling. A firm's success often hinges on the competent management of its sales force.

- 4 Without a strong sales force—and the sales revenue it brings in—a business will soon fail.
- 5 Sales managers have responsibilities in a number of areas.

13.7.2 SALES PROMOTION

•Sales promotion consists of activities or materials that are direct inducements to customers or salespersons. Sales promotion techniques are used primarily to enhance and supplement other promotion methods.

•Sales Promotion Objectives. Sales promotion activities may be used singly or in combination, both offensively and defensively, to achieve one goal or a set of goals.

•Marketers use sales promotion activities and materials for a number of purposes. (The specific purposes are listed in the text.) •Any sales promotion objective should be in keeping with the organization's general goals and with its marketing and promotion objectives.

•Sales Promotion Methods. Most sales promotion methods can be classified as promotion techniques either for consumer sales or for trade sales.

•A consumer sales promotion method attracts consumers to particular retail stores and motivates them to purchase certain new or established products.

•A trade sales promotion method encourages wholesalers and retailers to stock and actively promote a manufacturer's products.

•**Rebates.** A rebate is a return of part of the purchase price of a product.

•**Coupons.** A cents-off coupon reduces the retail price of a particular product by a stated amount at the time of purchase.

•**Samples.** A sample is a free package or container of a product.

•**Premiums.** A premium is a gift that a producer offers the customer in return for using its product.

•**Frequent-User Incentives.** Frequent-user incentives are programs developed to reward customers who engage in repeat (frequent) purchases. Frequent-user incentives build customer loyalty. An airline's frequent-flyer program is one example of a frequent-user incentive.

•**Buying Allowance.** A buying allowance is a temporary price reduction to resellers for purchasing specified quantities of a product. A buying allowance may serve as an incentive to resellers to handle new products, stimulate purchase of items in large quantities, or secure temporary price reductions.

•**Cooperative Advertising.** Cooperative advertising is an arrangement whereby a manufacturer agrees to pay a certain amount of the retailer's media costs for advertising the manufacturer's product. A retailer must show proof that the advertisements did appear before being reimbursed.

•**Point-of-Purchase Displays.** A point-of-purchase display is promotional

material placed within a retail store. It may actually hold merchandise or inform customers of what the product offers and encourage them to buy it.

•**Trade Shows.** A trade show is an industry wide exhibit at which many sellers display their products.

13.7.3 PROMOTION PLANNING

A promotional campaign is a plan for combining and using the four promotion methods—advertising, personal selling, sales promotion, and public relations—in a particular promotion mix to reach one or more marketing goals. When selecting promotion methods, it is important to strive for integrated marketing communication. Integrated marketing communication is the coordination of promotional elements and other marketing efforts to maximize total informational and promotional impact. In planning a promotion, marketers must answer two basic questions.

•What will be the role of promotion in the overall marketing mix?

•To what extent will each promotion method be used in the promotion mix?

•**Promotion and Marketing Objectives.** Promotion is naturally better suited to some marketing objectives than to others. Some objectives that would require the use of promotion as a primary ingredient of the marketing mix are as follows.

•**Providing Information.** This is the main function of promotion.

•**Increasing Market Share.** Promotion can be used to convince new customers to try a product, while maintaining the product loyalty of established customers.

Positioning the Product.

The sales of a product depend, to a great extent, on its competition. The stronger the competition, the more difficult it is to maintain or increase sales. For this reason, many firms go to great lengths to position their products in the marketplace. Positioning is the development of a product image in buyers' minds relative to the images they have of competing products.

•**Stabilizing Sales.** Special promotional efforts can be used to increase sales during slack periods, such as the "off season." Promotion is also used to increase the sales of products that are in the declining stage of their life cycle.

•**Developing the Promotion Mix.** Once the role of promotion is established, the various promotion methods may be combined in a promotional campaign.

•As in many other areas of business, promotion planning begins with a set of specific objectives. The promotion mix is then designed to accomplish these objectives.

•Marketers often use several promotion mixes simultaneously if a firm sells multiple products. •The amount of promotional resources available in an organization influences the number and intensity of promotion methods that marketers can use.

•A firm with a limited budget for promotion will probably rely on personal selling, because the effectiveness of personal selling can be measured more easily than that of advertising. •An organization's objectives also have an effect on its promotional activities.

•The size, geographic distribution, and socioeconomic characteristics of the target

market play a part in the composition of a product's promotion mix.

13.8 CONCLUSION:

Lot of effort has been made by BSNL in retaining & strengthening its market position. In spite of heavy growth in BSNL subscriber base from 2.5 crore to over 9 crores since its formation, its market share is on the decline. Mergers & acquisitions are helping competitors to improve their market share. While certainly a comprehensive internal & external marketing strategy for BSNL is needed to check this trend, procedural changes and more functional autonomy may also be required.

14 CONTRACT MANAGEMENT

14.1 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.

14.2 INDIAN CONTRACT ACT-1872

1.0 Sec-1 Short Title

- Applicable to whole of India
- Applicable from 1.09.1872

2.0 Sec-2 Interpretation-Clauses

2.1 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.

2.2 Promise

A proposal when accepted becomes a promise.

2.3 Promisor

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

2.4 Promisee

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

2.5 Consideration

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

2.6 Agreement

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

2.7 Reciprocal Promises

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

2.8 Contract

An Agreement enforceable by Law is a CONTRACT

2.9 Void

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

Chapter – I Communication, Acceptance and Revocation of Proposals

3.0 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 as 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

4.0 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.

Chapter – II Of 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 promise 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.

Chapter – IV Of Performance of Contracts, Contracts Which Must Be Performed

Performance of Reciprocal Promises

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, suo-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.

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 later is bound to make compensation to the former in respect of, or to restore, the thing so done or delivered.

Chapter VI Of 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-fulfillment of the contract.

14.3 CONCLUSION

An important aspect of contract management is the categorization 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.

15 ENTERPRISE SALES

15.1 LEARNING OBJECTIVES

This chapter deals with the following information:

- Enterprise Sales
- Evolution of Enterprise sales in BSNL
- Enterprise Customer Segmentation
- Enterprise Sales organization in BSNL
- Key Selling Skills for Enterprise Sales
- Enterprise solutions offered by BSNL
- Key issues in Enterprise sales

15.2 OVERVIEW

Aim of all business is to make more profit. To make profit two possibilities are selling high volume at less margin or low volume at high margin. Both approaches have its pros & cons. Companies usually adopt a mix of these approaches. Enterprise sales is an approach to generate high volume business by developing clients. This chapter discusses the concept of Enterprise sales, sales organization in BSNL and various enterprise solutions offered by BSNL.

15.3 ENTERPRISE SALES

- This sales initiative can happen from either party. Purchasers usually float request for proposal (RFP) or Expression of Interest (EoI) or Tenders. Other possibility is the seller suggesting a solution to a company for their unfulfilled need or a better solution than the existing in use.
- Goal is to help a client find value in offered solutions on a long term basis ensuring win-win for the company & client.
- While marketing is for masses, BD specifically targets select clients where high revenue is expected either through sale of its own services or introduction of joint products/services.
- The emphasis is to make more money by selling solutions rather than just plain vanilla services.

Since it is usually a high volume business, purchaser expects volume discounts. Seller agrees to appropriate discounts depending on the contract value and the term. Thumb rule is Higher the discount, longer is the contract period.

Table 30. What an Enterprise Customer generally looks for

<ul style="list-style-type: none"> • One stop shop 	Telecom Expense management
<ul style="list-style-type: none"> • Unified communication • Solution 	Faster roll out
<ul style="list-style-type: none"> • Scalability 	24x7 monitoring & servicing
<ul style="list-style-type: none"> • Simplicity of deal 	Long term commitment
<ul style="list-style-type: none"> • Business continuity (Disaster Management) 	Consultancy support for solution to new needs

15.3.1 EVOLUTION OF ENTERPRISE SALES IN BSNL

Growth in industrial and IT sectors in India during last few years has created new business opportunities in telecom sector. In order to leverage its widespread telecom network resources in India and to tap these business opportunities and to provide customized network solutions and services to its clients, BSNL decided in 2001 to set up BD cell in each circle and also at corporate office. GM & DGM posts were sanctioned to run these units. In 2008, BD cell at corporate office was split thereby creating a new unit titled 'Enterprise Business' at circle level, earlier structure continued. In 2009, as part of massive restructuring under Project Shikhar, Director level post has been created for Enterprise & Whole Sale. GM (Business Planning), GM (Enterprise Business), GM (ILD), GM (Lease circuit), GM (IT) and GM (Fin) report to Dir (E&WS) at BSNL HQ. A post of ED (core Network) has also been created and all project circles and maintenance regions have been brought under ED. Also post of GM (EB-city) has been created in 4 big cities. All Circles now have GM (Enterprise) supported by DGM (Enterprise Sales) and DGM (Service Delivery/Service assurance)

- **Enterprise Customer segmentation**

BSNL has segmented enterprise customers into following three categories:

Platinum customers: These customers are large corporate entities (with indicative turnover greater than Rs. 500 cr p.a.), with significant telecom spend across several locations and sophisticated product needs. It is desired that BSNL should provide highest degree of focus to these accounts through a dedicated national team.

Gold customers: These are medium-sized corporate entities (with indicative turnover of Rs. 50-500 cr p.a.). It is desired that BSNL will provide higher service levels to these customers through an in-house account management team based in the circles.

Silver customers: All corporate customers that are not a part of the Platinum or Gold accounts are designated as Silver accounts (with indicative turnover greater than Rs. 10 cr p.a.). Since the number of companies in this segment is very large, it is proposed that BSNL should use appropriate channel partners to ensure that sufficient attention is devoted to these accounts.

15.4 ENTERPRISE SALES STRUCTURE IN BSNL

Career Wholesale: This unit is responsible for generation of Carrier Wholesale revenues for on BSNL's National Long Distance (NLD) network and International Long Distance (ILD) network. Primarily GM (Business Planning) at BSNL HQ deals with it with back end support from maintenance regions.

Enterprise Business: The role of this wing, which has been created at corporate as well as circle levels is to identify the specific needs of enterprise customer which can be a mix of Voice, Data and Managed Services solutions. To give proper focus to such customers based on their potential, such customers are categorized as platinum, Gold and Silver. Another important segment of enterprise customers is BFSI i.e. banking, financial services and Insurance sector companies. Main function of this wing is to achieve profitable and sustainable growth of enterprise business by creating sales policy & strategy for platinum, Gold and Silver enterprise customers and monitoring performance for the same. Promotion of Enterprise business to platinum customers through marketing activities such as advertisements and promotions based on focused market research is also its responsibility. This wing is supported by other related units such as leased circuit, Network operations, Core Network planning and field units of CFA, CM for execution of enterprise projects. A key difference from previous approach to enterprise sales is the creation of DGM (Service Delivery/Service Assurance) post at Circle level. Earlier this work was handled by DGM Enterprise sales thereby overloading the post with dual responsibility of bringing new business as well as handling project management for such business. Concept of National Account Manager (NAM) and Key Account Manager (KAM) has also been introduced to provide focused attention to corporate customers. Reimbursement of travel/meal/sundry expenses is allowed to NAM/KAM depending on their role and quantum of work.

BSNL Channel Partners: BSNL has decided to deal with Platinum & Gold customers directly. BSNL executives have been appropriately trained in enterprise sales. For capturing silver customers, BSNL has started appointing Channel partners in key circles such as Maharashtra, Chennai, Gujarat, Karnataka etc. These channel partners are given an exclusion list mentioning Platinum & Gold customers so that they don't waste their efforts on these customers. The job of channel partners is primarily for direct marketing & sales of BSNL data services to silver customers. Service as to these channel partners. They get commission as per approved structure on various services. Purpose of such channel partner is to offer Total Telecom Solution to the silver clients as per need comprising of MPLS, lease lines, Web Hosting, VPN, Broadband, basic, Mobile, IN, bill collection etc.

System Integrators: Many of the Telecom project requirements of customers consist of a mix of following elements

- Hardware
- Software
- Bandwidth
- Integration

While BSNL has strong hold in bandwidth, yet for other three elements no in-house expertise exists. Since most customers ask for single window contact for all above items, BSNL decided to appoint system integrators for leveraging their expertise in hardware, software and integration. SIs are appointed at national as well as Circle level. While BSNL can seek the help of System integrators, they can also bring business to BSNL. Depend upon situation, concept of front end bidding (BSNL at front end) or back end bidding is followed.

15.5 KEY SELLING SKILLS FOR ENTERPRISE SALES

Executives responsible for Enterprise sales need to have specific skills for success. Some of the important skills are:

- Need assessment
- Conceptual
- Technical
- Presentation Skills
- Business communication
- Interpersonal skills
- Meeting management
- Project management
- Organizing Skills
- Business Intelligence
- Negotiation skills
- Proposal writing

Enterprise relationship options

MoU: In this case BSNL signs a memorandum with willing company/unit expressing written intention to work for mutual benefit. MoU allows BSNL to offer preferential treatment & tariffs to MoU partner which otherwise is not possible. As part of MoU, BSNL works out customized solutions for the corporate client and offers up to 20% volume discount for revenue exceeding Rs 5 crore per annum.

Contract: In this case, BSNL participates in a tender or RFP floated by interested enterprise customer. A direct deal may happen based on sales initiatives of BSNL. Such deals have a formal contract specifying agreed terms of business such as deliverables, payables, penalties, contract duration and exit clauses etc.

Partnership: BSNL is open to the idea of joining hands with other companies for joint sales efforts which lead to win-win for both partners. BSNL has partnered with many global carriers for offering global Managed Network Services & solutions. Such deals

have been made with hardware & software sellers also such as with M/s Presto for telepresence services and Tata communications for Hosted Contact Centre service.

15.6 ENTERPRISE SOLUTIONS OFFERED BY BSNL

Total Telecom Solution: In today's scenario many corporate houses seek complete solution from vendors. Such solutions are often a mix of hardware, software and networking & integration. In order to provide such clients a single window solution, telecom operators often tie up with third parties known as system integrators (SI). SIs are firms specializing in network integration and mediation with hardware & software vendors. BSNL has tied up with many SIs categorized as circle, zonal and all India operations.

Single window: Many clients having multi location telecom requirements ask the telco to give an integrated invoice for all services availed at various locations. This becomes necessary as telecom operators offer bulk discounts based on the revenues generated by clients. Unless consolidation of bills pertaining to a client is done on pan India basis, such discounts cannot be calculated. While new operators have installed centralized billing solutions from day one, BSNL is still to achieve it. At present, Nodal Circles have been designated who collect invoices pertaining to select clients across the country and issue consolidated bills. BSNL's CDR project is under commissioning which will offer all such flexibilities.

Corporate VPN: some of the benefits of this solution are-

- 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 EPABX Scheme: BSNL has tied up with EPABX manufactures and offers group of customers an independent EPABX. Manufacturer partner installs, operates and maintains the connections as per pre-approved tariff. BSNL provides junction connectivity to the EPABX and shares revenue with EPABX manufacturer.

Revenue Share packages: BSNL ties up with many TV channels for tele-voting solutions wherein revenue is shared with client depending on usage. Indian Idol, Kaun banega crorepati (KBC), Zee cine award had used BSNL facility under this scheme. Indian railway has also a revenue share arrangement with BSNL for its enquiry service.

International business: To develop international business, BSNL participates in international tenders and tries to get Basic & mobile service license in other countries. Effort is also made to train foreigners through its Training institutes.

Co-branded & White label services: BSNL is open to the idea of launching co-branded services such as Global calling cards, Hosted CRM, Contact center ERP solutions,

Blackberry etc. BSNL has already tied up with Tata Communications to launch Hosted Contact Center Services (HCCS) as white labeled service. White labeling is a term used in the industry where party that runs the service allows it be sold under the brand name of partner firm. BSNL is able to get all the associated business with service of partner firm. For example anybody desirous of setting of Call center certainly needs Telecom backbone also. As part of HCCS tie-up, BSNL sell Bandwidth as well as hosted call center solution.

Schemes: BSNL has tied up with M/s HCL for bundling of PC with broadband connection. Time to time BSNL also launches mobile handset bundled offers in association with leading handset vendors such as Nokia, Motorola etc. Many new initiatives such as GSM PCO bundling, Bundling schemes for Data card for mobile, RF modems etc. are also introduced.

Managed Services: BSNL is in the process of positioning itself as a strong Managed Services Provider. Effort is to extend the full range of Telecom services and Network management including hardware, software, Data Centers, Hosted solutions, Service Level Agreements anywhere in the world. Network management of MPLS links is handled through NOC (Network Operating Center) at Bangalore with Disaster Recover site at Pune. BSNL has also tied up with international firms such as Cable & Wireless and British Telecom to provide managed bandwidth solutions across the globe. BSNL has also tied up with Microsoft to offer managed E-mail service.

Blackberry: BSNL has tied up with M/s RIM to offer blackberry services in India on its GSM & 3G Network. Two types of services are being offered namely BIS (Blackberry Internet Service) and BES (Blackberry Enterprise Service)

15.6.1 Key Issues for Enterprise Sales in BSNL

- Scarcity of staff at H.Q and circle level
- Skill/Attitude problem of staff
- Operation / Maintenance Problems i.e. poor back end support
- BSNL executives have less awareness about BSNL solutions
- Customer wants negotiation and instant decision
- All tariff in BSNL transparent; No negotiation leverage to front end personal
- 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, broadband

15.7 CONCLUSION

Business of more than Rs 650 crore was generated in 2008. Enterprise & Whole sale division is the front end setup of BSNL dealing with enterprise customers and associates. Execution of work needs back end support for ensuring prompt & fault free service to clients. Increase in enterprise sales force, appropriate training to BSNL staff, right empowerment & introduction of convergent billing and computerization will facilitate faster & flexible solutions to the client.

16 RETAIL SALES

16.1 LEARNING OBJECTIVE

After this session, participants will be able to

1. Define Sale & Retail Sales
2. Describe Retail Sales process
3. Understand Retail Selling Skills & technique
4. Understand BSNL retail Sales structure

16.2 INTRODUCTION

Every organization wants to make more profit. This can be achieved by increasing sales. More selling depends on many factors such as skills of sales people, number of outlets; channel management etc. In an ideal business world, most marketers would prefer to handle all their distribution activities by way of their own channel arrangement. This arrangement provides the marketer with two important benefits. First, being responsible for all distribution means the marketing organization need only worry about making decisions concerning their product. Second, having control on all distribution means the marketer is always in direct contact with buyers of their products, which can make it easier to build strong, long-term relationships with customers. Unfortunately, for many marketing organizations a company owned channel is not feasible either due to high cost or lack of experience needed to run a channel efficiently necessitating reliance on third parties to get their products into the hands of customers. This chapter explains the concept of retail sales and application in BSNL.

Sales

Simply stated it is the Exchange of Goods or Services for an Amount of Money or its equivalent. Sales is a process which involves the buying and selling processes. One buys a product (service) which solves his problem or satisfies a 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.

Retailing

It consists of the sale of goods or merchandise from a fixed location, such as a department store, boutique or kiosk, or by mail, in small or individual lots for direct consumption by the purchaser. Retailing may include subordinated services, such as delivery. Purchasers may be individuals or businesses. In commerce, a "retailer" buys goods or products in large quantities from manufacturers or importers, either directly or through a wholesaler, and then sells smaller quantities to the end-user. Retail establishments are often called shops or stores. Retailers are at the end of the supply chain. Manufacturing marketers see the process of retailing as a necessary part of their overall distribution strategy. Shops may be on residential streets, shopping streets with few or no houses or in a shopping mall. Online retailing, a type of electronic commerce used for business-to-consumer (B2C) transactions and mail order, are forms of non-shop retailing. There are several ways in which consumers can receive goods from a retailer:

Counter Service

Where goods are out of reach of buyers and must be obtained from the seller. This type of retail is common for small expensive items (e.g. jewelry) and controlled items like medicine and liquor. In telecom sector FWT, new mobile connection, recharge vouchers sale happens over the counters now. (activation of connections may happen later)

Delivery (commerce)

Where goods are shipped directly to consumer's homes or workplaces. Ordering by telephone is now common, either from a catalog, newspaper, television advertisement or a local restaurant menu, for immediate service (especially for pizza delivery). Direct marketing, including telemarketing and television shopping channels, are also used to generate telephone orders. In telecom sector, new connections can be ordered over phone.

Door-to-door sales

where the salesperson sometimes travels with the goods or takes order for sale. DSA concept in BSNL is an example of this category.

Self-service

Where goods may be handled and examined prior to purchase has become more common now.

Key issues of concern to a retailer are:

- Location of outlet
- Stock availability
- Layout of outlet
- Margins
- Incentives
- Promotional-Push, Pull techniques
- Exclusive or Multi brand outlet

Key issues of concern to a company appointing retailers are:

Reach: Number of outlets that need to be opened so that the items are available at convenient locations.

Retailer service: Activities other than sale to be handled by retailer

Brand Control: Ensuring correct branding and level of service at retail outlets

Cost of Retailing: Incentives, margins, credit stock, replacement terms, product & sales training to retailer staff, monitoring system etc.

Stock Ownership: Whether retailer assumes the title or manages stock on behalf of company

Target Assignment: Assessing sales potential and fixing sales targets

Sales Management:

It is the management process of establishing, directing, and coordinating the sales development activities for the company products. 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 achieve the budgeted target. The scope of the sales management, in broad terms includes, the following

- 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

Selling Skills

Retail Salesperson should essentially have certain skills and attributes such as:

Knowledge:

About:

- The organization,
 - The products,
 - The customer,
 - Technical and commercial aspects,
 - Similar products of the competitor.
- ii) **Communication skills:** Verbal, non-verbal, listening
- iii) **Administrative skills:** Organizing, planning and prioritizing, coordinating
- iv) **Strategies or “Game plan”:** Building long-term relationship, sensing customer reactions, Managing customer perception and expectation.
- v) **“YOU” factor:** Personal appearance, 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 Technique:

Depending on the situation, product and profile of customer a Salesperson has to decide the technique such as focus on features & advantages of the product/service or customer need satisfaction or product itself. One important selling technique is FABV-Feature, Advantages, Benefits & Value.

Feature:

Part of the product or service – or what the product/service IS. Physical characteristics of the product : e.g. *Broadband through ADSL technology.*

Advantage:

•Describes why the feature provides advantage to the customer e.g. *Faster download speed.*

Benefit

Describes the economic, technical, service, and social benefits delivered by the product offering: *Time saving, more business, competitiveness, more options.*

Value: The worth (often in money term)of the offering. Any one buys when the *value perceived is more than the money parted with.*

16.3 RETAIL SALES STRUCTURE & SYSTEM IN BSNL:

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.

16.4 BSNL OWNED SALES SETUP:

Customer Service Centres: 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

WEB self Care: 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.

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 SSAs.

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.

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

payouts, sales data on geographical as well franchisee/retailer/DSA wise for analysis.

16.5 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 need 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.

17 OFFICIAL LANGUAGE

17.1 LEARNING OBJECTIVE

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

OFFICIAL LANGUAGE

17.2 राजभाषा- हिंदी- संवैधानिक व्यवस्था

भारत वर्ष में बिभिन्न भाषाएं बोली जाती है । भारतीय भाषाओं का इतिहास लगभग साढ़े तीन हजार वर्ष पुराना है यहाँ की प्रमुख भाषाएं हिंदी, मराठी, गुजराती, बंगाली, तामिल, तेलुगु, कन्नड़, असमी, पंजाबी आदि है । हिंदी यहाँ के अधिकांश भुभाग 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 ।

17.3 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 स्वरूप अन्तराष्ट्रीय होगा
 (ग) संविधान के प्रारम्भ से 15 वर्ष तथा 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

अनुच्छेद 344- राष्ट्रपति संविधान के लागू 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 बिभिन्न भाषाओं के प्रतिनिधि सदस्य होंगे ।

अनुच्छेद 345-राज्य की राजभाषा- राज्य विधान सभा विधि द्वारा राज्य प्रयोग होने वाले किसि भाषा या हिंदी को राज्य के काम काज की भाषा बना सकती है . राज्यों के बीच पत्राचार इसि भाषा में किया जा सकता है ।

अनुच्छेद 346- दो अधिक राज्य आपसी पत्राचार के लिए एक भाषा अधिकृत कर सकते हे, यदि वह करार करते है की 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 अंग्रेजीका बना रहना-
धारा 3(3)केन्द्र सरकार के कार्यालयों आदि में निम्न द्विभाषी ही जारी होंगे-

(क) संकल्पों, सामान्य , आदेशों, नियमों, अधिसूचनाओं, प्रशासनिक व अन्य प्रतिवेदनों, या प्रेस विज्ञप्तियों के लिए हिंदी अंग्रेजी दोनों प्रयोग होगी ।

(ख) संसद के किसी सदन या सदन में रखे गये 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 ।

17.4 राजभाषा नियम-1976

(1) नियम तामिलनाडु राज्यों को छोड़कर पूरे देश में लागू ।

(2) पूरे देश को 3 (तिन) भाग में बाँटना- क, ख व ग क्षेत्र ।

- क क्षेत्र- इसमें हिंदी भाषी क्षेत्र बिहार , हरियाणा , हिमाचल प्रदेश , मध्य प्रदेश , उत्तर राजस्थान तथा दिल्ली आते हैं।
- ख क्षेत्र- इसमें गुजरात , महाराष्ट्र और पंजाब राज्य तथा अंडमन और निकोबर द्वीप एवं चंडीगढ़ संघ क्षेत्र आते हैं।
- ग क्षेत्र -क , व ख में नामित क्षेत्रों को छोड़कर अन्य सभी क्षेत्र ग में नामित है ।
- 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 कमसे कम 2 बैठक
- 2) नगर राजभाषा कार्यान्वयन समिति- वर्ष में 2 बैठक (छमाही)
- 3) राजभाषा कार्यान्वयन समिति- वर्ष में 4 बैठक (तिमाही)

Table 31.

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

सं.	कार्य विवरण	क क्षेत्र	ख क्षेत्र	ग क्षेत्र
	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%	
	हिंदी में प्राप्त पत्रों का उत्तर हिंदी में दिया जाना	100%	100%	100%
	हिंदी में टिप्पण	75 %	50 %	30 %
	हिंदी टंकण, आशुलिपिक	100%	100%	100%
	हिंदी में डिटेकसन	20 %	20 %	20 %
	हिंदी प्रशिक्षण (भाषा, टंकण, आशुलिपि)	100%	100%	100%
	द्विभाषी प्रशिक्षण सामग्री तैयार करना	100%	100%	100%
	हिंदी ई-बुक सहित हिंदी पुस्तकों, जर्नल और मानक संदर्भ ग्रंथों को छोड़कर आदि की खरीद पर पुस्तकालय के लिए उपलब्ध कुल अनुदान में से खर्च का प्रतिशत	50 %	50 %	50 %
	कंप्यूटर सहित सभी प्रकार के इलेक्ट्रॉनिक उपकरणों की द्विभाषी रूप में खरीद	100%	100%	100%
0	वेब साइट	100% (द्विभाषी)	100% (द्विभाषी)	100% (द्विभाषी)
1	नागरिक चार्टर तथा जन सूचना बोर्ड आदि का प्रदर्शन	100% (द्विभाषी)	100% (द्विभाषी)	100% (द्विभाषी)
2	(i) मंत्रालयों/विभागों और कार्यालयों द्वारा अपने मुख्यालय से वाहार स्थित कार्यालयों का निरीक्षण (कार्यालयों का प्रतिशत)	25% (न्यूनतम)	25% (न्यूनतम)	25% (न्यूनतम)
	(ii) मुख्यालयों में स्थित कार्यालयों का निरीक्षण	25% (न्यूनतम)	25% (न्यूनतम)	25% (न्यूनतम)

Table 32. Administrative Terminology Hindi-English

क्र म सं. S I 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.	वैरा प्रशित 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.	मैं असहमत हूँ	I do not agree
12.	मैं कार्यालय टिप्पणी से पूर्णतया 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 के टिप्पणी के अनुसार अनुमोदित	Approved as per marked in the margin
16.	उपर 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 बाद करें / चर्चा करें	Please speak/ please discuss
25.	आगे भेजने के लिए	For onward transmission

17.5 निष्कर्ष

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।

18 RIGHT TO INFORMATION ACT, 2005

18.1 LEARNING OBJECTIVES

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

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

18.2 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 fulfill 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.

18.2.1 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.

18.2.2 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 suo 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 center 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, e-mails, 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

18.3 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 banker's cheque or postal order drawn in favor of that public authority. Applicant can seek review of the decision on fees charged by the PIO by applying to the appropriate Appellate Authority. No fees is 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.

18.3.1 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.

18.3.2 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.

18.3.3 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.

18.4 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;"

18.5 STATUS IN BSNL

Initially BSNL designated Appellate, PIO and APIO at corporate office 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 website

18.6 CONCLUSION

In **conclusion** we can say that **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.

19 TIME AND STRESS MANAGEMENT

19.1 LEARNING OBJECTIVE

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

1. Time Management
2. Benefits of Time Management
3. Steps of Time Management
4. Introduction of Stress
5. Types of Stress
6. Managing Stress

19.2 INTRODUCTION

“**Time and tide wait for none.**” is a common popular proverb known to all of us from our childhood. Time is continuously flowing or passing like the flow of tide in the ocean. Nobody can think of storing or stopping it for future. In telecommunication field, all of us are provided with different resources to get our work done. Among all the resources, time is a peculiar resource and limited. All of us have the same amount of time to use it effectively to get success in our life either in our profession or personal.

“**Time is precious than Gold**” is a popular proverb. It is seen that Human Beings are running after gold but never seen anybody running after Time. It is simply because they never realize the value of Time till they reach at the evening of their lives.

Time is equal to Life. Wasting of Time is as good as wasting of valuable Life. Proper utilization of time is the cause of the steering in successful life.

Time What Exactly It Is?

- Can time be seen, smelt, heard, tasted, or felt?
- Can the timeless flow be manipulated, changed or influenced in any way by any of us?
- Can time be made to wait for anyone
- If nothing can be done by us with time, then, what is time management?

In fact time is not managed; we manage ourselves to execute the job in available time successfully.

Clock or Compass!!

- Set your compass to the goal
- Steer the life to the goal
- Enjoy the process
- Enjoy the result
- That’s how we manage time!!!
- That’s how we manage life!!
- Time management is nothing but life management.

Check If –

- Do you feel timelessness for important things?
- Do you keep a diary for time management – for urgent tasks, important tasks, appointments etc?
- Do you frequently postpone many tasks?
- Are many people easily taking away your valuable time?
- Do you keep other people waiting generally?
- Are others keeping you waiting?
- Do you find time to work, rest and play?
- Do you feel stressed at any time due to lack of time?

19.3 TIME MANAGEMENT STEPS



Figure 52: Time Management

Goal & Role Determination Clarify your value system

- Identify your deeper interests
- Identify your strengths & weaknesses
- Determine your goals for a 3 - 5 year period
- Break the goals into annual goals
- Break current year goals into quarterly goals.

Clock & Compass Synchronization Grid I Urgent + Important

- Crisis
- Pressing problems
- Deadline driven task
- Meetings
- Illnesses

Not Urgent +Important

- Long term goals
- Planning

- Preparation
- Value clarification
- Relationship building
- Empowerment

- **Urgent + Not Important**
- Interruptions
- Some phone calls
- Popular activities
- Some mail
- Some reports.

- **Non Urgent + Not Important**
- Time wasters
- Escape activities
- Some phone calls
- Spam, useless mail
- Excessive TV

Now identify weekly goals for the current quarter

Table 33. Goal (& Role) Determination

LIFE ASPECT	CURRENT WEEK	CURRENT QUARTER GOAL	CURRENT YEAR GOAL	3-5 YEAR GOALS
OFFICE	1	1	1	1
	2	2	2	2
	3	3	3	3
HOME	1	1	1	1
	2	2	2	2
	3	3	3	3
	4	4	4	4
Social				
Health				
Finance				

19.4 TIME MANAGEMENT ON A DAILY BASIS

- Remember – time management without goal orientation - is not time management but waste of time
- Success:- plan properly + act as per plan
- Avoid urgency addiction

- Keep focus on the important
- Week's plan is the real action plan
- Keep your (5 year) vision & be enthusiastic
- Balance your roles – at office, home & society
- Keep integrity in the moment of choice
- Beware of enemy within & enemy without
- Think win-win
- Get info; give info; delegate; get feedback.

Pit Falls to Avoid

- Enemy Inside (Laziness, Ill-health, TV, Inefficiency, Indecision, Habits etc)
- Enemy Outside (Interruptions, Phone Calls, TV, Popular Activities, Delayed Transport, Inefficiency of others etc.)
- Too Many Goals/Non-Synergetic Goals Spoiling Important Relationships
- Procrastination / Too Many Tasks At A Time
- Unorganized (Clutter On Table / At Home)
- Planning More / Less than CAPABILITY

Some Tips

- USE TECHNOLOGY:- Phone, fax, calculator, diary etc - to reduce repetitive work and for keeping data
- SWITCH TASKS, or take breaks after some time & come back to them after such breaks
- Communicate Effectively - Be clear with words
- Do Not copy others' "LOSER BEHAVIOUR"
- Discussion is OK & needed. But, Avoid Argument
- Gossip & Rumor – can wreck you, your home & your organization. Avoid it. It is also a time waster
- ENSURE TIME FOR PLAY – with your spouse, with children, with parents, with friends etc.
- Your plan is a guide. It need not be RIGID. Review it.

Table 34. Effective Time Utilization

Sl.	Activities	Aggregate
1.	Sleep	28 Years
2.	Study and Education	10 Years
3.	Recreations/hobby/ holidays	8 Years
4.	Illness and Rest	6 Years
5.	Traveling and commuting	5 Years
6.	Eating	4 Years
7.	Getting ready (transit time)	3 Years
8.	Effective time	8 Years
	Total	72 Years

A Timely Call!

- We see that only 8 years time is generally used for effective work in the total life span of 72 years.
- Can we use at least this 8 years really effectively and purposefully to achieve our Life's goals?
- Time Management is simply Life Management. Great and Successful People were good Time Managers

Lack of Punctuality: - Example 1. Cash counter:

The cash counter clerk is supposed to sit at about 10 am and he has not turned up till 10:45 am. The subscriber standing in a queue will get impatient; have disputes, shouting at the counter. This directly diminishes the image and creates a sense of dissatisfaction.

Example 2. Directory Enquiry position 197.

If we are not punctual in our duty at 197, then there will be no response at the enquiry position. One does not get the service and tends to conclude that the department as a whole does not function and is negligent towards customers.

Example 3. At SDO (P) 1/ JTO (O/D) Office

If the dealing assistants are not coming on duty in time, then subscriber has to unnecessary wait and this creates grievances to the subscriber.

Example No. 4 Unmanning at customer services centre.

It is very much important that the customer service centre should be properly manned during the office hours. Any lack of punctuality by Dealing Assistant will create the problem to the customers. There may be other examples like manning of 180, 181 commercial office.

19.5 STRESS MANAGEMENT

Stress is a condition or feeling experienced when a person perceives that demands exceed the personal and social resources the individual is able to mobilize. People feel little stress when they have the time, experience and resources to manage a situation. They feel great stress when they think they can't handle the demands put upon them.

Stress is the "wear and tear" our bodies experience as we adjust to our continually changing environment. It has physical and emotional effects on us and can create positive or negative feelings. As a positive influence, stress can help compel us to action; it can result in a new awareness and an exciting new perspective. As a negative influence, it can result in feelings of distrust, rejection, anger, and depression, which in turn can lead to health problems such as headaches, upset stomach, rashes, insomnia, ulcers, high blood pressure, heart disease, and stroke. With the death of a loved one, the birth of a child, a job promotion, or a new relationship, we experience stress as we readjust our lives. In so adjusting to different circumstances, stress will help or hinder us depending on how we react to it.

19.5.1 TYPES OF STRESS

Stress can manifest itself in a number of ways depending upon the suddenness of an event to be dealt with and types of stressors to be handled by an individual. It may manifest itself either physically, emotionally, and mentally, as certain symptoms

Physical: This happens when body as a whole suffers due to stressful situation. There are many symptoms like, headaches, tension in the neck, forehead and shoulder muscles. Long period stress can cause serious symptoms like digestive problems, insomnia, fatigue, high blood pressure etc.

Emotional: These responses are due to stress affecting the mind and include anxiety, anger, depression, irritability, frustration, over-reaction to everyday problems, memory loss and lack of concentration for any task.

Psychological: Long term stress can cause psychological problems in some individuals. Symptoms may include social isolation, phobias, compulsive behaviors, eating disorders and night terrors.

Stress may be classified into two types:

1. **Positive Stress (Eustress)**- Moderate and manageable level of stress for a reasonable period of time can be handled by the body through mobilization of resources and is accompanied by positive emotions, such as, enjoyment, satisfaction, excitement and so on. It is often known as curative and pleasant stress which is very important for a person to generate maximum performance and output.
2. **Negative stress (Distress)** – An overload of stress resulting from a situation of either over arousal or under arousal for long periods of time causes the following: first a pleasant feeling, followed by physical damage, fatigue and in extreme cases, even death of an individual.

19.5.2 HOW TO MANAGE STRESS?

As we have seen, positive stress adds anticipation and excitement to life, and we all thrive under a certain amount of stress. Deadlines, competitions, confrontations, and even our frustrations and sorrows add depth and enrichment to our lives. Our goal is not

to eliminate stress but to learn how to manage it and how to use it to help us. Insufficient stress acts as a depressant and may leave us feeling bored or dejected; on the other hand, excessive stress may leave us feeling "tied up in knots". What we need to do is find the optimal level of stress that will individually motivate but not overwhelm each of us.

There is no single level of stress that is optimal for all people. We are all individual creatures with unique requirements. As such, what is distressing to one may be a joy to another. And even when we agree that a particular event is distressing, we are likely to differ in our physiological and psychological responses to it.

The person who loves to arbitrate disputes and move from job site to job site would be stressed in a job which was stable and routine, whereas the person who thrives under stable conditions would very likely be stressed in a job where duties were highly varied. Also, our personal stress requirements and the amount which we can tolerate before we become distressed changes with our life-styles and our ages.

It has been found that most illness is related to unrelieved stress. If you are experiencing stress symptoms, you have gone beyond your optimal stress level; you need to reduce the stress in your life and/or improve your ability to manage it.

Finding the cause of the anxiety is the first step in resolving a problem with stress. Stress management refers to the effort to control and reduce the tension that occurs with a situation that is considered difficult or unmanageable. Identifying unrelieved stress and being aware of its effect on our lives is not sufficient for reducing its harmful effects. Just as there are many sources of stress, there are many possibilities for its management. However, all require effort toward change: changing the source of stress and/or changing your reaction to it.

There are three major approaches that we can use to manage stress:

- **Action-oriented:** In which we seek to confront the problem causing the stress, changing the environment or the situation.
- **Emotionally-oriented:** In which we do not have the power to change the situation, but we can manage stress by changing our interpretation of the situation and the way we feel about it; and
- **Acceptance-oriented:** Where something has happened over which we have no power and no emotional control, and where our focus is on surviving the stress.

Stress management involves the effort of a person in making emotional and physical changes. The degree of stress and the desire to make the changes will determine the level of change that will take place.

The attitude of an individual can influence whether a situation or emotion is stressful or not. A person with a negative attitude will often perceive many situations as being stressful. Negative attitude is the predictor of stress, because this type of person is more affected by stress than a person with a more positive attitude.

If the nutritional status of the person is poor, the body is stressed and the person is not able to cope well in a stressful situation. As a result, the person can be more susceptible to infections. A poor nutritional state can be related to unhealthy food choices, inadequate food intake, or an erratic eating schedule. A nutritionally unbalanced eating pattern can result in an inadequate intake of nutrients.

Inadequate physical activity can result in a stressful state for body. Physical activity has both physiological and psychological benefits. A consistent programme of

physical activity can contribute to a decrease in depression, if it exists. It also improves the feeling of well-being.

A minimal or total lack of mutually supportive friendships/relationships due to family problems or other social problems in general can cause stress. Social situations can be beyond the coping ability of a stressed person.

When a person has no hobbies or means of relaxation, he may be unable to handle stressful situations because the individual has no outlet for stress.

a) Warnings & Consequences of Physical Signs of Excess Stress

Physical warning	Physical consequences
Insomnia	Arthritis
Headaches	Glaucoma
Heartburn	Multiple sclerosis
Backaches	Stroke
Peptic ulcers	Cancer
Cramps	Leukemia
Indigestion	

b) Warning and consequences of Mental signs of Excess Stress

Mental warning	Mental consequences
• Lack of concentration	• Loss of self-confidence
• Loss of memory	• Physical illness
• Anxiety	• Total mental breakdown
• Unjustifiable fears	• Chemical dependencies
• Quick to cry	
• Quick to anger	
• Excessive worry	

Stress by itself can't hurt anyone. It's how we respond to stress that counts. Develop positive attitude to overcome stress.

Stress is a result of your mental attitude and can pump hormones in your body, which can be profoundly harmful. Yet positive attitude, feelings, and expectations can negate its effects. While stress can destroy! Positive attitude can heal!

1. Become aware of your stressors and your emotional and physical reactions

- Notice your distress. Don't ignore it. Don't gloss over your problems.
- Determine what events distress you. What are you telling yourself about the meaning of these events?

- Determine how your body responds to the stress. Do you become nervous or physically upset? If so, in what specific ways?
- 2. Recognize what you can change**
- Can you change your stressors by avoiding or eliminating them completely?
 - Can you reduce their intensity (manage them over a period of time instead of on a daily or weekly basis)?
 - Can you shorten your exposure to stress (take a break, leave the physical premises)?
 - Can you devote the time and energy necessary to making a change (goal setting, time management techniques, and delayed gratification strategies may be helpful here)?
- 3. Reduce the intensity of your emotional reactions to stress**
- The stress reaction is triggered by your perception of danger, whether from a physical or emotional threat. Are you viewing your stressors in exaggerated terms and viewing a difficult situation as a disaster?
 - Are you expecting to please everyone?
 - Are you overreacting and viewing things as absolutely critical and urgent? Do you feel you must always prevail in every situation?
 - Work at adopting more moderate views; try to see the stress as something you can cope with rather than something that overpowers you.
 - Try to temper your excess emotions. Put the situation in perspective. Do not labour on the negative aspects and the "what if's".
- 4. Learn to notice and moderate your physical reactions to stress**
- Slow, deep breathing will bring your heart rate and respiration back to normal.
 - Relaxation techniques can reduce muscle tension. There are many relaxation techniques viz. Meditation, Trans Meditation, Yoga Nidra, Self-Hypnosis. It can help you gain voluntary control over such things as muscle tension, heart rate, and blood pressure.
 - Medications, when prescribed by a physician, can help in the short term in moderating your physical reactions. However, they alone are not the answer. Learning to moderate these reactions on your own is a preferable long-term solution.

5. Build your physical reserves

- Exercise for cardiovascular fitness three to four times a week (moderate, prolonged rhythmic exercise is best, such as walking, swimming, cycling, or jogging).
- Eat well-balanced, nutritious meals.
- Maintain your ideal weight.
- Avoid nicotine, excessive caffeine, and other stimulants.
- Mix leisure with work. Take breaks and get away when you can.
- Get enough sleep. Be as consistent with your sleep schedule as possible.

6. Maintain your emotional reserves

- Look at things more positively, Refocus the negative to be positive, make an effort to stop negative thoughts
- Develop some mutually supportive friendships/relationships.
- Pursue realistic goals, which are meaningful to you, rather than goals others have for you that you do not share.
- Expect some frustrations, failures, and sorrows.
- Always be kind and gentle with yourself - be a friend to yourself.

How can Your Mind Produce Physical Symptoms ?

It is worth spending a little time understanding the way your body works. It is much easier to deal with your problems if you understand exactly what is going on.

We know that nerves transmit and receive messages. Our nervous system controls the functions of our entire body.

Take the simple example of standing. Your muscles have a certain tension in them. If that tension was not there, you would collapse in a heap like a puppet with its strings cut. Messages go from the muscles to indicate the weight which the individual muscles are bearing and messages go back to the muscles to maintain or alter the tension necessary to bear that weight. There is a constant interchange of messages like this that we are not aware of. The system is automatic. If it goes out of balance you could get too much tension. Eventually you would become aware of it. It would be uncomfortable. It could cause pain or a tremor.

Similarly there are many other functions of the nervous system of which we are not aware of. What makes our pupils dilate or contract? What regulates the heart ? What closes off the blood vessels of our skin when we are cold? What makes the muscles of the bowel work more quickly to give us diarrhea ?

All of these functions are controlled by the automatic part of the nervous system. It is aptly called the autonomic nervous system and without which we could do nothing. Normally, it behaves very well and we are not aware of its actions. In times of stress we become all too aware of its workings, and people with anxiety states may be aware of its

actions all the time.

The autonomic nervous system doesn't only work through the nerves in the body. It can work by causing special glands to secrete chemicals into the bloodstream. These chemicals have actions which are similar to those produced by nervous impulses, except that their effects are felt over the entire body and not in one isolated part.

The most important of these chemicals is adrenalin. It is the body's immediate answer to stress. It prepares the whole body for action. In the right situation, its release is vital. If it is released in the wrong or inappropriate situation, it can have uncomfortable effects.

Here are some of the actions of adrenalin on different organs. You may be only too familiar with some of them.

Heart: Adrenalin makes the heart beat faster and more strongly

Blood vessels: Arteries have muscles in their walls. This control the amount of blood flowing through them. Adrenalin makes the arteries in the skin contract, directing the blood to other more important places, such as muscles.

Eyes: The muscles in the eye relax and the pupils dilate to facilitate 'far' vision.

Muscles: Adrenalin makes all the big muscles in the body become tense.

The digestive system: The bowel is lined by a muscle coat. The muscles in this lining contract in sequence, pushing the contents of the gut through. Adrenalin makes these muscles contract more quickly, speeding up the transport of the bowel contents and in this way causing diarrhea.

The lungs: The bronchioles, those tubes which carry air into the lungs, have a muscular lining. They dilate to allow more air to enter. The rate at which we breathe speeds up as well.

The pancreas: Insulin production is speeded up. It makes the sugar available to the muscles to fuel sudden action.

Sweat glands: Adrenalin makes your sweat gland operate.

You can see that one hormone has many effects. All of them are essential if you are in danger. It means that you can act quickly. What happens if the adrenalin is produced in just small excess all the time or if it is produced in large amounts at inappropriate times? You can work out from the list of the actions of adrenalin just what the effects might be, and how the individual might feel.

Adrenalin does not act uniformly. It can cause some of its effects without others. This is because the organ is having different receptors, which make them respond in particular ways to the secretion of adrenalin. In some ways, not as yet well understood, adrenalin can cause one muscle to contract more than another. This is why we get a contraction of the muscles of one side of the neck only. Muscles in contraction cause pain, in this case a headache.

It is not important to remember all these details about the way your body works. It is certainly not essential for treatment, but if you understand what is happening to your body you may begin to appreciate why treatment is so difficult. If your anxiety state can be reduced to a group of physical symptoms brought on by the secretion of adrenalin, why can't it be cured by taking a pill? It is a good question, but unfortunately, there is no pill, which will stop the action of adrenalin.

To understand why, you must remember that an anxiety state is a mixture of a physical and a psychological state. The adrenal glands are under the direct control of the nervous system. In fact they are a part of the nervous system. We are talking about an imbalance rather than a disease. It is a subtle condition, which is difficult to treat medically.

There is no known medication that will control the secretions of the adrenal gland. The glands themselves are tiny and not amenable to surgery. Adrenal is essential to life, but it is produced in small quantities, too small to measure. It is a very potent substance indeed.

In an anxiety state there is nothing wrong with the adrenal gland. The problem is with the way the entire nervous system reacts. Again, there is nothing fundamentally wrong with the nervous system. The basic fault is a psychological one. It is your psyche which has taught your nervous system to over react. There is no point in starting to treat the adrenal gland. It is only doing its job. Likewise the nervous system is only doing what it has learnt to do. **Effective treatment must start with our minds.**

What we have is a psychological state with physical manifestation. We must treat the whole thing together. There is no other way to proceed.

19.5.3 RULES OF THE MIND

- What you expect you tend to realize.
- Imagination is more powerful than knowledge.
- Every thought or emotion has a psychosomatic reaction.
- An idea programmed into subconscious will remain there until replaced by another idea.
- Each suggestion you accept allows easier acceptance of future suggestions.
- Your body will produce what your mind believes.
- You tend to move in the direction of your most dominant thought.

19.5.4 THE PRINCIPLES OF CONVINCING THE SUBCONSCIOUS MIND

- Repetition.
- Ideas presented by authority figures
- Intense emotion
- Hypnosis.

19.5.5 AN EXERCISE FOR SELF HYPNOSIS FOR IMPROVING SELF-CONFIDENCE

- Sit down, close your eyes and remember a time when you felt really confident.
- Picture in your mind what you say, hear what you heard and feel what you felt. Now enhance those images. Make the pictures brighter and bolder, the colours richer, the

wounds louder and the feelings stronger.

- When you can feel a burst of that confidence quite strongly, carry out a specific action like squeezing your thumb and your middle finger together. That will link in your mind the feeling of confidence with the finger squeeze.
- Go through that routine ten times in a row to reinforce that link between your fingers and the feeling of confidence. Eventually it will mean that you will only have to squeeze your fingers together and you will begin to easily remember that confidence.
- Now think about the event you want to be confident for, imagine the event going as smoothly and as perfectly as you can while all the time squeezing your thumb and finger together re-triggering that confident feeling.
 - You will notice a difference in your confidence this time. Every time you do this you send a very strong message to your unconscious mind that you want to be more confident at that particular time in the future. This is used by some people to wipe-out a life fear of public speaking with this one simple exercise.

19.6 CONCLUSION

Time is equal to Life. Wasting of Time is as good as wasting of valuable Life. Proper utilization of time is the cause of the steering in successful life. Stress has been defined as physical, mental or emotional responses to events which cause mentally or bodily tension.

20 BSNL CDA RULES

20.1 LEARNING OBJECTIVES

This chapter provide with the following information:

1. Various CDA Rules.
2. Schedule of Appointing, Disciplinary, Appellate and Reviewing Authorities in BSNL For Non-Executives.
3. Schedule of Appointing, Disciplinary, Appellate and Reviewing Authorities in BSNL For Executives.

20.2 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.
- (3) ‘Board’ means the Board of Directors of the Company and includes in relation to the exercise of powers, any Committee/Sub-Committee of the Board or any officer of the undertaking to whom the Board delegates any of its powers.
- (4) ‘Chairman/Managing Director’ means the Chairman/ Managing Director of the Company.
- (5) ‘Company’ means the Bharat Sanchar Nigam Limited (BSNL).
- (6) ‘Competent Authority’ means the authority empowered by the Board of Directors by any general or special rule or order to discharge the function or use the powers specified in the schedule to these rules.

(7) 'Disciplinary Authority' means the authority specified in the Schedule appended to these rules and competent to impose any of the penalties specified in Rule 33 of BSNL Conduct, Discipline and Appeal Rules, 2006.

(8) 'Employee' means –

- a) A person in the employment of the Company including employees whose service are temporarily placed at the disposal of the company or a subsidiary or any PSU but does not include casual employee, work charged or contingent staff or workmen as defined in Industrial Disputes Act, 1947 and those governed by Industrial Employment (Standing orders) Act, 1946, and,
- b) A persons on deputation to the company from Central/ State Govt. or a subsidiary of the company or any other PSU.

(9) 'Family' in relation to an employee includes:

a) the wife or husband as the case may be of the employee, whether residing with the employee or not, but does not include a wife or husband, as the case may be, separated from the employee by a decree or order of a competent court;

b) son(s) or daughter(s) or step-son(s) or step-daughter(s) or legally adopted son(s) or legally adopted daughter(s) of the employee wholly dependent on him/her, but does not include a child or step- child who is no longer in any way dependent on the employee or of whose custody the employee has been deprived by or under any law; and

c) any other person related whether by blood or marriage to the employee or to such employee's wife or husband and wholly dependent on such employee.

(10) 'Government' means the Government of India.

(11) 'Inquiring Authority' or 'Inquiring Officer' means any person or persons empowered by the Competent Authority from time-to-time under these Rules to inquire into misconduct.

(12) 'Premises' means any building adjunct, installation and any plot of land, wherever situated and owned/hired by the Company.

(13) 'Public Servant'- The term Public Servant shall have the same meaning assigned to it in Section 21 of the Indian Penal Code as amended from time-to-time.

(14) 'Reviewing Authority' means the authority specified in the Schedule attached to these rules and empowered to function as such.

(15) 'Schedule' means, the Schedule to these Rules, as specified from time to time.

Rule 4. GENERAL

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

- (a) Maintain absolute integrity;
- (b) Maintain devotion to duty;
- (c) Do nothing which is unbecoming of a Public Servant;

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.

(3)(a) No employee shall indulge in any act of sexual harassment of any woman at her work place.

(b) Every employee holding a supervisory post shall take appropriate steps to prevent sexual harassment to any woman at such work place.

Explanation:

For the purpose of this rule, “sexual harassment” includes such unwelcome sexually determined behavior, whether directly or otherwise as: -

- (i) physical contact and advances;
- (ii) a demand or request for sexual favors;
- (iii) sexually coloured remarks;
- (iv) showing pornography;
- (v) any other unwelcome physical, verbal or non-verbal conduct of a sexual nature.

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) Willful 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 behavior in the premises of the Company or outside such premises where such behavior 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 willfully 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 rumors 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.
- (Inserted vide BSNL Board's 155th meeting held on 6th June 2014)
- (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).

(Inserted vide BSNL Board's 176th meeting held on 7th July 2017)

Note: The above instances of misconduct are illustrative in nature and not exhaustive.

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:

Provided that where the acceptance of the employment cannot await the prior permission of the competent authority, the employment may be accepted provisionally subject to the permission of the Competent Authority to whom the matter shall be reported forthwith. The competent Authority should communicate the decision within 60 days from the date of receipt of the request of the employee.

3. The employee shall, as soon as, he becomes aware of the acceptance of an employment by a member of his family in any such company or firm,

Intimate such acceptance to the competent authority and shall also intimate whether he has or has had any official dealings with that company.

4. No employee shall, in the discharge of his official duties, deal with any matter or give or sanction any contract to any Company or Firm/Corporation, or any other person if any member of his family is employed in that Company or Firm/ Corporation or under that person or if he or any member of his family is interested in such matter or contract in any other manner and the employee shall refer every such matter or contract to his official superior and the matter or the contract shall thereafter be disposed of according to the instructions of the authority to whom the reference is made.

5. Details in form A-1 is to be submitted by every employee on his first appointment in the company.

Note: For purpose of this rule, the members of family will be as defined in schedule I of Section 6 of Indian Companies Act, 1956.

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:

Provided that no such sanction shall be required if such letter, broadcast or such contribution is of a purely literary, artistic or scientific or Engineering/ Sociological/ Historical character.

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:

Provided that nothing in these rule; shall apply to any statement made or views expressed by an employee of purely factual nature which are not considered to be of confidential nature, in his official capacity or in due performance of the duties assigned to him:

Provided further that nothing contained in this clause shall apply to bonafide expression of views by him as an office bearer of a recognized Trade Union/ Association/Society/Institution for the purpose of safeguarding the conditions of service of such employees or for securing any improvement thereof.

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.

3. Nothing in this rule shall apply to:

a. evidence given at any enquiry before an authority appointed by the Government, Parliament or a State Legislature or the Company.

b. evidence given in any judicial enquiry; or,

c. evidence given at any departmental enquiry ordered or by authorities subordinate to the Government.

Rule 13. UNAUTHORIZED COMMUNICATION OF INFORMATION

(1) 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.

Explanation:

Quotation by an employee in his representation to the Chief Executive or to the Chairman or to the Board of Directors of the Company or to any authority of the Company/Government, or to any other person, from any letter, circular or office memorandum or from the notes on any file to which he is not authorized to have access, or which he is not authorized to keep in his personal custody or for personal purposes, shall amount to unauthorized communication of information within the meaning of this Rule.

Every employee of the Company shall follow the instructions with regard to security of information, as issued from time to time.

Rule 14. INVENTIONS

(1) 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.

(2) The employee shall furnish, at the request and expense of the Company all particulars thereof and if required, shall apply for all letters of patent and rights in India or elsewhere and give assignments and transfers to the Company or its nominees as may be directed by the Company.

(3) Letter of patent, if taken out shall belong to the Company, and any remuneration payable to the employee for any such invention, discovery or modification shall be at the discretion of 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.

Explanation:

The expression 'Gift' shall include free transport, boarding, lodging or other service or any other pecuniary advantage when provided by any person other than a near relative or a personal friend having no official dealings with the employee. However, a causal meal or lift or other social hospitality shall not be deemed to be a gift.

Note: An employee shall avoid acceptance of lavish hospitality or frequent hospitality from any individual or firm having official dealings with him.

(1) 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).

(1) Gift received from foreign dignitaries/firms may be retained by the recipient if the value thereof does not exceed the amount mentioned in Para

(2) above for different categories. The same shall, however, be intimated to the competent authority.

(1) In any other case, an employee of the Company shall not accept or permit any other member of his family or any other person acting on his behalf to accept any gift without the sanction of the competent authority if the value thereof exceeds the amount mentioned in Para (2) above for different categories.

(2) When more than one gift has been received from the same person/firm within a period of twelve months the matter shall be reported to the competent authority if the aggregate value of the gifts exceeds the amount mentioned in Para (2) above for different categories.

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.

Explanation : For the purpose of this rule, dowry has the same meaning as in the Dowry Prohibition Act, 1961 (28 of 1961).

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, or
- (e) take part, except in the discharge of his official duties, in the registration,

promotion or management of any Bank or other company registered or required to be registered, under the Companies Act, 1956(2 of 1956), or any other law for the time being in force, or of any co-operative society for commercial purposes.

(f) participate in or associate himself in any manner in the making of-

(i) a sponsored media (radio or television) programme; or

(ii) a media programme commissioned by Government media but produced by a private agency; or

(iii) a privately produced media programme including video magazine :

Provided that no previous permission shall be necessary in case where the employee participates in a programme produced or commissioned by Government /Company in his official capacity.

(1) An employee may, without the previous sanction of the Competent Authority-

(a) undertake honorary work of a social or charitable nature, or

(b) undertake occasional work of a literary, artistic or scientific character, or

(c) participate in sports activities as an amateur, or

(a) take part in the registration, promotion or management (not involving the holding of an elective office) of a literary, scientific or charitable society or of a club or similar organization, the aims or objects of which relate to promotion of sports, cultural or recreational activities, registered under the Societies Registration Act, 1860 (21 of 1860), or any other law for the time being force, or

(b) take part in the registration, promotion or management (not involving the holding of elective office) of a co-operative society substantially for the benefit of employees of the Company, registered under the Co- operative Societies Act, 1912 (2 of 1912), or any other law for the time being in force :

Provided that-

(i) his official duties shall not suffer thereby.

(ii) he shall, within a period of one month of his taking part in such activity, report to the Company giving details of the nature of his participation, and

(iii) he shall discontinue taking part in such activities, if so directed by the company.

1(a) Every employee, on his initial appointment in the Company shall report to the Competent authority if any member of his family is engaged in a trade or business or owns or manages an insurance agency or commission agency within two months of his joining the duty.

(b) If any member of family of an employee, who is already in service in the Company, engages in such trade or business etc., a report thereon shall be submitted by the employee within two months of commencement of such business.

(c) No employee shall accept any employment with any of the companies/ business houses/ firms engaged in the same line of business as that of the Bharat Sanchar Nigam Limited (BSNL), for a period two years from the date of resignation/ superannuation / retirement/ removal from service as the case may be.

(1) Unless otherwise provided by general or special orders of the Company, no

employee may accept any fee or any pecuniary advantage for any work done by him for any private or public body or any private person without the sanction of the competent authority.

(2) Functional Director of the Company, including the Chief Executive, who has retired from the service of the company, after such retirement, seeking post-retirement employment within two years from the date of his retirement should send application, in prescribed form i.e. Form-6, for seeking permission to accept commercial employment.

Explanation:

As per DPE vide OM No- 2(22)/99-GM-31 dt 10/5/2001 and No-. 2(22)/99- GM-GL-039 dated 2nd September, 2002), it is decided that the administrative Ministries/Departments will be competent to consider and decide requests for post-retirement employment received in Form-6 from former Board level executives of PSUs under their administrative control in consultation with DPE without involving the CVC, with the approval of their Minister-in-charge.

Note:

The term “retirement” includes resignation; but not cases of those whose term of appointment was not extended by Government for reasons other than proven misconduct.

The term “business relations ” includes “ official dealings” as well.

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) (a) 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 . (Form-1).

(b) Any addition/extension in the immovable property subsequently shall be intimated/sanctioned (Form- 2&3&5).

(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.

Explanation No. I

The term ‘movable property’ includes jewellery, vehicles, household articles, shares, securities, debentures, units of Mutual Funds/ UTI, Loans and Advances , insurance facilities with annual premia exceeding above limits.

Explanation No. II

The transaction entered into by spouse or any other member of the family of an employee of the company out of his or her own funds (including stridhan, gifts, inheritance, etc.) as distinct from the funds of the employee himself or herself, in his or her own name and in his/her own right, would not attract the provisions of the above sub-rule.

(4) Every employee shall, on his first appointment in the Company, submit a return of his assets and liabilities etc{Form A (2 to 8)} within three months of joining giving the particulars regarding: -

(a) the immovable property inherited by him or owned or acquired by him or held by him on lease or mortgage either in his own name or in the name of any member of his family or in the name of any other person;

(b) shares, debentures and cash including bank deposits inherited by him or similarly owned acquired or held by him;

(c)other movable property inherited by him or similarly owned acquired or held by him if the value of such property exceeds:

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

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

(d) debts and other liabilities incurred by him directly or indirectly.

Note: The value of articles of daily use such as clothes, utensils, crockery, books, etc. need not be included in such return.

(5) Every employee shall be giving 1st January submit a return of immovable property inherited/owned/acquired by him either in his own name or in the name of any member of his family in January, as on 1st January in the prescribed Form-4.

(6) The competent authority may at any time, by general or special order require an employee to submit within a period specified in the order a full and complete statement of such movable or immovable property held or acquired by him or on his behalf or by any member of his family as may be specified in the order. Such statement shall, if so required by the competent authority, includes details of the means by which, or the source from which, such property was acquired.

(7) Every Return submitted under this rule shall be handled as secret document and the provisions of Rule 13 shall apply thereto.

(8) In the event of no change in the list of the immovable property mentioned in sub-rule (4) above a 'No change' Return shall be filed by the employee.

Explanation:- For the purpose of Rules 5,6,9,12,15,21,21-A,21-B & 23, the competent authority is as under:-

SSA level staff	: SSA Head.
Circle level staff	: Circle Head.
All India level staff	: Circle Head where the staff is posted.
For the circle Head, the competent authority will be	<i>Director(HR). Corporate office</i>
<i>Division.</i>	<i>Concerned PGM BSNL CO /G BSNL CO Head</i>
<i>For the PGMs, BSNL CO/ GM, BSNL CO/ Head of Division</i>	<i>the competent authority will be Director (HR).</i>

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Papers and documents relating to these transactions shall be kept on record with the Vigilance Department at respective SSA/Circle/ Corporate office. The position will be reviewed by CMD for modification as and when necessary.

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 executives/ employees including full time Directors of Company who are in possession of unpublished price sensitive information would be prohibited from dealing/ transacting either in their own name or through any member of their family in the shares of their own company.

(c) Full-time Director or executives /employees of Company or any member of his/her family or any person acting on his/her behalf shall not apply for shares out of any preferential quota reserved for employees/Directors of other companies.

(d) 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.

*NOTE:- In this rule Competent Authority means the Competent Authority defined in Rule 21.

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,

Provided that the Board may permit an employee to enter into or contract any such marriage as is referred to

clause (1) or clause (2) above if it is satisfied that-

(a) such marriage is permissible under the personal law applicable to such employee and the other party to the marriage; and

(b) there are other grounds for so doing.

(1) An employee who has married or marries a person other than that of Indian Nationality shall forthwith intimate the fact to the competent authority.

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:

Provided that if no such sanction is received by the employee within a period of three months from the date of receipt of his request by the competent authority, he shall be free to assume that the permission sought for has been granted to him.

(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 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.

(2) An employee who is detained in custody, whether on a criminal charge or otherwise, for a period exceeding 48 hours shall be deemed to have been suspended with effect from the date of detention by an order of the competent authority and shall remain under suspension until further orders. Similarly an employee who has been convicted for an offence, has been sentenced to a term of imprisonment exceeding forty eight hours and is not forthwith dismissed or removed or compulsory retired consequent of such conviction shall deemed to have been placed under suspension from the date of his conviction by an order of the competent authority and shall remain under suspension until further orders.

(3) Where a penalty of dismissal or removal from service imposed upon an employee under suspension is set aside on appeal or on review under these rules and the case is remitted for further inquiry or action or with any other directions the order of his suspension shall be deemed to have continued in force on and from the date of the original order of dismissal or removal and shall remain in force until further orders.

(4) Where a penalty of dismissal or removal from service imposed upon an employee is set aside or declared or rendered void in consequence of or by a decision of a court of law and the competent authority on consideration of the circumstances of the case decides to hold a further inquiry against him on the allegations on which the penalty of dismissal or removal was originally imposed, the employee shall be deemed to have been placed under suspension by the competent authority from the date of the original order of dismissal or removal and shall continue to remain under suspension until further orders.

(5) (a) Subject to the provisions contained in 30(5)(e), an order of suspension made or deemed to have been made under this rule shall continue to remain in force until it is modified or revoked by the authority competent to do so.

(b) Where an employee is suspended or is deemed to have been suspended (whether in connection with any disciplinary proceeding or otherwise), and any other disciplinary proceeding is commenced against him during the continuance of that suspension, the authority competent to place him under suspension may, for reasons to be recorded by him in writing, direct that the employee shall continue to be under suspension until the termination of all or any of such proceedings.

(c) An order of suspension made or deemed to have been made under this rule may at any time be modified or revoked by the authority, which made or is deemed to have made the order or by any authority to which that authority is subordinate.

(d) An order of suspension made or deemed to have been made under this rule shall be reviewed by the authority which is competent to modify or revoke the suspension before the expiry of ninety days from the date of order of suspension on the recommendation of the Review Committee** constituted for the purpose and pass orders either extending or revoking the suspension

. Subsequent reviews shall be made before the expiry of the extended period of suspension. Extension of suspension shall not be for a period exceeding one hundred and eighty days at a time.

(e) An order of suspension made or deemed to have been made under sub-rule 30(1) or 30(2) of this rule shall not be valid after a period of ninety days unless it is extended after reviews, for a further period before the expiry of ninety days:

Provided that no such review of suspension shall be necessary in the case of deemed suspension under sub- rule 30(2), if the employee continues to be under detention at the time of completion of ninety days of suspension and the ninety days period in such case will count from the date the employee detained in custody is released from detention or the date on which the fact of his release from detention is intimated to his Appointing Authority, whichever is later.

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.

(2) 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.

(3) 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.

**(Guidelines at Para (4) issued by CVO vide their letter no. 212-52/2007- VM-V dated 17th Aug 2007 for composition of Review Committee may be followed till further orders).

(i) The following compulsory deduction should be enforced from the subsistence allowance: -

(a) Income tax, wherever justified.

(b) House rent and allied charges i.e. electricity, water, furniture etc.

(c) Repayment of loans and advances taken by the employee.

(d) Contribution towards Employees Groups Insurance Scheme.

(e) CGHS Contributions.

(ii) The following deductions are optional and should not be made except with the written consent of the employee:

(a) Premium due on Postal Life Insurance Policies.

(b) Amount due to co-operative stores and co-operative credit societies.

(c) Refund of advance taken from General Provident fund.

(iii) The following deductions should not be made from the subsistence allowance:

(a) Subscription to General Provident fund.

(b) Amount due on Court attachments.

(c) Recovery of loss to BSNL for which the employee is responsible.

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) 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.

Explanations:

The following shall not amount to a penalty within the meaning of this rule:-

(i) Withholding of increment of an employee for failure to pass a prescribed test or examination;

(ii) Stoppage of an employee at the efficiency bar time scale on the ground of his unfitness to cross the bar;

(iii) Non-promotion, whether in an officiating capacity or otherwise, of an employee to a higher post for which he may be eligible for consideration but for which he is found unsuitable after consideration of his case;

(iv) Reversion of an employee officiating in a higher grade or post to a lower grade or post on the ground that he is considered, to be unsuitable for such higher grade or post or on any administrative grounds unconnected with his conduct;

(v) Reversion of an employee appointed on probation to another grade or post to his permanent grade or post during or at the end of the period of probation in accordance with the terms of his appointment or the rules and orders governing such probation;

(vi) Compulsory retirement of an employee in accordance with the provision relating to his superannuation or retirement;

(vii) Termination of service-of an employee appointed on probation during or at the end of the period of probation, in accordance with the terms of his appointment; of an employee appointed in a temporary capacity on the expiry of the period for which he was appointed or earlier in accordance with the terms of his appointment; of an employee appointed under a contract or agreement in accordance with the terms of such contract or

agreement; and, of an employee on reduction of establishment.

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

- (1) 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 misbehavior 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.
 - (1-A) *Whenever the disciplinary authority is of the opinion that there are grounds for inquiring into the truth of any imputation of misconduct or misbehavior against an employee, he should hold an inquiry in the manner laid down in sub rule (2) to (22) of Rule 36.*
- (2) The record of the proceeding shall include:
 - (a) a copy of statement of imputations of misconduct or misbehavior delivered to the employee;
his defence statement if any.
 - (c) the evidence produced during the inquiry.
 - (d) the orders of the competent authority together with the reason thereof.

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 misbehavior 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.

**(As per the directions issued by CVC vide letter No.98/MS/23, dated 25.3.03 & dated 1.8.2003/No.004/VGL/63 dated 18.11.2004)*

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

(a) the substance of the imputation of misconduct or misbehavior into definite and distinct articles of charge.

(b) each article of charge to be supported by

(i) a statement of all relevant facts including any admission or confession made by the employee,

(ii) a list of documents by which and a list of witnesses by whom, the articles of charge are proposed to be sustained.

Explanation:

It will not be necessary to show the documents listed with the charge sheet or any other document to the employee at this stage.

(4) The Disciplinary Authority shall deliver or cause to be delivered to the employee a copy of the articles of charge, the statement of the imputation of misconduct or misbehavior and list of documents and witnesses by which each article of charge is proposed to be sustained and shall require the employee to submit, within such time as may be specified by Disciplinary Authority (not exceeding 15 days), a written statement of his defence and state whether he desires to be heard in person.

(5) (a) On receipt of written statement of the employee, the Disciplinary Authority may itself inquire into such of the articles of charges as are not admitted, or appoint an Inquiring Authority for the purpose under sub-rule (2).

(b) If all the articles of charge have been admitted by the employee in his written statement, the Disciplinary Authority shall record its finding on each charge after taking such evidence as it may think fit and shall act in the manner laid down in Rule 37.

(c) Where the Disciplinary Authority itself inquires into any articles of charge or appoints an Inquiring Authority for holding any inquiry into such charge, it may, by an order, appoint a public servant to be known as “Presenting Officer” to present on its behalf the case in support of the articles of charge.

(6) The Disciplinary Authority shall, where it is not the Inquiring Authority, forward to Inquiring Authority:

(a) A copy of the articles of charge and the statement of the imputations of misconduct or misbehavior;

(b) A copy of the written statement of the defence, if any, submitted by the employee;

(c) A copy of the statement of witnesses, if any, referred to in sub-rule (3) ;

Evidence proving the delivery of the documents referred in sub-rule (3) to the employee;

(d) A copy of the order appointing the “Presenting Officer”.

(7) On the date fixed by the Inquiring Authority the employee shall appear before the Inquiring Authority at the time, place and date specified in the notice. The Inquiring Authority shall ask the employee whether he pleads guilty or has any defence to make and if he pleads guilty to any of the articles of charge, the Inquiring Authority shall record the plea, sign the record and obtain the signature of the employee concerned thereon. The

Inquiring Authority shall return a finding of guilt in respect of those articles of charge to which the employees concerned pleads guilty.

(8)(a) An employee may take the assistance of any other public servant/*retired employee of DoT/BSNL* but may not engage a legal practitioner for the purpose, unless the presenting officer appointed by disciplinary authority is a legal practitioner or, the disciplinary authority having regard to circumstances of the case so permits.

(b) The employee shall not take the assistance of any public servant/*retired employee of DoT/BSNL* who has *seven* pending disciplinary cases on hand in which he has to function as Defence Assistant.

(c) An employee against whom disciplinary proceedings are pending under these Rules shall not be entitled to assist another employee in disciplinary proceedings under these rules till the completion of such proceedings.

(9) If the employee does not plead guilty, the Inquiring Authority shall adjourn the case to a later date not exceeding thirty days, after recording an order that the employee may, for the purpose of preparing his defense:

- a. Inspect the documents listed with the charge-sheet:
- b. Submit a list of additional documents that he wants to examine; and
- c. be supplied with the copies of the statement of witness, if any, listed in the charge sheet.

Note: Relevancy of the additional documents referred to 9 (b) and the copies of statements of witnesses referred to in sub-rule 9 (c) above will have to be given by the employee concerned, and the documents and witnesses shall be summoned if the Inquiring Authority is satisfied about their relevance to the charge under inquiry.

(10) The Inquiring Authority shall, on receipt of the notice for the discovery or production of documents, forward the same or copies thereof to the authority in whose custody or possession the documents are kept, with a requisition for the production of the documents by such date as may be specified in the requisition:

Provided that the Inquiring Authority may, for reasons to be recorded by it in writing, refuse to requisition such of the documents as are, in its opinion, not relevant to the case.

(11) The authority, in whose custody or possession the requisitioned documents are, shall arrange to produce the same before the Inquiring Authority on the date, place and time specified in the requisition notice:

Provided that the authority having the custody or possession of the requisitioned documents may claim privilege, for reasons to be recorded by it in writing, if the production of such documents will be against public interest or the interest of the Company. In that event, it shall inform the Inquiring Authority accordingly. The Inquiring Authority shall, on being so informed, communicate the information to the employee and withdraw the requisition.

(12) On the date fixed for the inquiry, the oral and documentary evidence by which the articles of charge are proposed to be proved shall be produced by or on behalf of the Disciplinary Authority. The witnesses shall be examined by or on behalf of the Presenting Officer and may be cross-examined by or on behalf of the employee. The Presenting Officer shall be entitled to re-examine the witnesses on any points on which they have

been cross-examined, but not on a new matter, without the leave of the Inquiring Authority. The Inquiring Authority may also put such questions to the witnesses as it thinks fit.

(13) Before the close of the prosecution case, the Inquiring Authority may, in its discretion, allow the Presenting Officer to produce evidence not included in the charge-sheet or may itself call for new evidence or recall or re-examine any witness. In such a case the employee shall be given opportunity to inspect the documentary evidence before it is taken on record or to cross-examine a witness, who has been so summoned. The Inquiring Authority may also allow the employee to produce new evidence, if it is of the opinion that the production of such evidence is necessary in the interest of justice.

(14) When the case for the *Disciplinary* Authority is closed, the employee shall be required to state his defence, orally or in writing, as he may prefer. If the defence is made orally, it shall be recorded and the employee shall be required to sign the record. In either case, a copy of the statement of defence shall be given to the Presenting Officer, if any, appointed.

(15) The evidence on behalf of the employee shall then be produced. The employee may examine himself in his own behalf if he so prefers. The witnesses produced by the employee shall then be examined and shall be liable to cross-examination, re-examination and examination by the Inquiring Authority according to the provisions applicable to the witnesses for the Disciplinary Authority.

(16) The Inquiring Authority may, after the employee closes his case, and shall, if the employee has not examined himself, generally question him on the circumstances appearing against him in the evidence for the purpose of enabling the employee to explain any circumstances appearing in the evidence against him.

(17) The Inquiring Authority may, after completion of the production of evidence, hear the presenting Officer, if any, appointed, and the employee, or permit them to file written briefs of their respective case, if they so desire.

(18) If the employee to whom a copy of the articles of charge has been delivered, does not submit the written statement of defence referred to in sub-rule (3) on or before the date specified for the purpose or does not appear in person, before the Inquiring Authority or otherwise fails or refuses to comply with any of the provisions of these rules, the Inquiring Authority may hold the inquiry 'Exparte'.

(19)(a) Where a Disciplinary Authority competent to impose any of the penalties specified in Clause (a) to (e) of Rule 33 (but not competent to impose any of the penalties specified in clause (f) to (j) of Rule 33) , has itself inquired into or caused to be inquired into the articles of any charge and that authority, having regard to its own findings or having regard to its decision on any of the findings of any Inquiring Authority appointed by it, is of the opinion that penalties specified in clause (f) to (j) of Rule 33 should be imposed on the employee, that authority shall forward the records of the inquiry to such Disciplinary Authority as is competent to impose the last mentioned penalties.

(b) The Disciplinary Authority to which the records are so forwarded may act on the evidence on the record or may, if it is of the opinion that further examination of any of the witnesses is necessary in the interests of justice recall the witness and examine, cross-examine and re-examine the witness and may impose on the employee such penalty as it may deem fit in accordance with these rules.

(20) Whenever any Inquiring Authority after having heard and recorded the whole

or any part of the evidence in an inquiry ceases to exercise jurisdiction therein, and is succeeded by another Inquiring Authority which has, and which exercises, such jurisdiction, the Inquiring Authority so succeeding may act on the evidence so recorded by its predecessor, or partly recorded by its predecessor and partly recorded by itself :

Provided that if the succeeding Inquiring Authority is of the opinion that further examination of any of the witnesses whose evidence has already been recorded is necessary in the interest of justice, it may recall, examine, cross- examine and re-examine any such witnesses as herein before provided.

(21) After the conclusion of the inquiry, a report shall be prepared by the Inquiring Authority and it shall contain: -

- a. the articles of charge and the statement of the imputations of misconduct or misbehavior;
- b. the defence of the employee in respect of each article of charge;
- c. an assessment of the evidence in respect of each article of charge;
- d. the findings on each article of charge and reasons therefor.

Explanation:

If in the opinion of the Inquiring Authority the proceedings of the inquiry establish any article of charge different from the original articles of charge, it may record its finding on such article of charge:

Provided that the finding on such articles of charge shall not be recorded unless the employee has either admitted the facts on which such article of charge is based or has had a reasonable opportunity of defending himself against such article of charge.

(22) The Inquiring Authority where it is not itself the Disciplinary Authority, shall forward to the Disciplinary Authority the records of inquiry which shall include-

- a. the report of the inquiry prepared by it under sub-rule (21) above;
- b. the written statement of defence, if any, submitted by the employee referred to in sub rule (14);
- c. the oral and documentary evidence produced in the course of the inquiry;
- d. written briefs, if any, filed by the Presenting Officer or the employee or both during the course of the inquiry referred to in sub-rule (17) and ;
- e. the orders, if any, made by the Disciplinary Authority and the Inquiring Authority in regard to the inquiry.

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.

(b) The Disciplinary Authority shall consider the representation, if any, submitted by the employee and record its findings before proceeding further in the manner as specified in sub-rule (3) to (6).

(3) The Disciplinary Authority shall, if it disagrees with the findings of the Inquiring Authority on any Article of Charge, record its reasons for such disagreements and record its own findings on such charge, if the evidence on record is sufficient for the purpose.

(4) If the Disciplinary Authority having regard to its finding on all or any of the articles of charge is of the opinion that any of the penalties specified in Clause

(a) to (e) of Rule 33 should be imposed on the employee, it shall, notwithstanding anything contained in Rule 35, make an order imposing such penalty.

(5) If the Disciplinary Authority having regard to its finding on all or any of the articles of charge and on the basis of the evidence adduced during the inquiry is of the opinion that any of the penalties specified in Clause (f) to (j) of Rule 33 should be imposed on the employee, it shall make an order imposing such penalty and it shall not be necessary to give the employee any opportunity of making representation on the penalty proposed to be imposed. *Disciplinary authorities specified in BSNL CDA Rules 2006 can initiate major penalty proceedings but before imposing any major penalty prior approval of the appointing authority is necessary.*

(6) If the Disciplinary Authority having regard to its findings on all or any of the articles of charge is of the opinion that no penalty is called for, it may pass an order exonerating the employee concerned.

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.

(3) In the light of the findings in the disciplinary proceedings, conducted against the employee: -

(a) If the borrowing authority is of the opinion that any of the penalties specified in Clause (a) to (e) of Rule 33 should be imposed on him, it may pass such orders on the case as it deems necessary after consultation with Lending Authority:

Provided that in the event of a difference of opinion between the borrowing and the lending authorities, the services of the employee shall be placed at the disposal of the Lending Authority.

(b) If the borrowing authority is of the opinion that any of the penalties specified in Clause (f) to (j) of Rule 33 should be imposed on him, it shall replace his services at the disposal of the Lending Authority and transmit to it the proceedings of the inquiry for such action, as it deems necessary.

(4) If the employee submits an appeal against an order imposing any of the penalty on him under sub-rule 3 (a) above it will be disposed of after consultation with the Lending Authority:

Provided that if there is a difference of opinion between the Appellate Authority and the Lending Authority, the services of the employee shall be placed at the disposal of the Lending Authority and the proceedings of the case shall be transmitted to that authority for such action as it deems necessary.

Rule42. PROVISION REGARDING EMPLOYEES LENT TO GOVERNMENT/SUBSIDIARYCOMPANY OR OTHERPUBLIC UNDERTAKINGS, ETC.

(i) 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 forth with 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.

(ii) In the light of the findings of the inquiring authority against the employee:

(i) If the borrowing authority is of the opinion that any of the penalties specified in Clauses (a) to (e) of Rule 33 (minor penalties) should be imposed on the employee, it may, after consultation with the lending authority, make such orders in the case, as it deems necessary:

Provided that in the event of a difference of opinion between the borrowing authority and the lending authority, the services of the employee shall be replaced at the disposal of the lending authority.

(ii) If the borrowing authority is of the opinion that any of the penalties specified in clauses (f) to (j) of Rule 33 should be imposed on the employee, it shall replace his services at the disposal of the lending authority and transmit the proceedings of the inquiry for such action as deemed necessary to that authority .

Explanation:

The disciplinary authority may make an order under this clause on the record of inquiry transmitted to it by the borrowing authority or by holding such further inquiries, as it may deem necessary , as far as may be in accordance with Rule 35,36 or 37

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.

EXPLANATION: - In this rule –

- (i) the expression employee includes a person who has ceased to be in Company's service;
- (ii) the expression 'pension' includes additional pension, gratuity and any other retirement benefit.

Rule 46. APPELLATE AUTHORITY

(1) 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.

(2) Notwithstanding anything contained in sub-rule (1) –

(i) an appeal against an order in a common proceeding held under Rule 39 shall lie to the authority to which the authority functioning as the Disciplinary Authority for the purpose of that proceeding is immediately subordinate;

(ii) where the person who made the order appealed against becomes, by virtue of his subsequent appointment or otherwise, the Appellate Authority in respect of such order, an appeal against such order shall lie to the authority to which such person is immediately subordinate.

(3) An employee may prefer an appeal against order imposing any of the penalties specified in Rule 33 to the Director (*HR*), BSNL Board where no such appeal lies to him under Sub Rule 1 or Sub Rule 2, if such penalty is imposed by any authority other than the Director (*HR*) BSNL Board on such employee in respect of his activities connected with his work as an office bearer of the recognized union / association.

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.

(4) The authority, which made the order appealed against, shall, on receipt of a copy of the appeal, forward the same with its comments thereon together with the relevant records to the Appellate Authority without any avoidable delay, and without waiting for any direction from the Appellate Authority.

Rule 49. WITHOLDING 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:
- (b) 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:

Provided that an appeal withheld on the ground only that it does not comply with the provisions of Rule 48 shall be returned to the appellant, and if resubmitted within one month thereof after compliance with the said provisions, shall not be withheld.

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

- (3) At the commencement of each quarter, a list of the appeals withheld by any authority during the previous quarter, together with the reasons, for withholding them, shall be furnished by that authority to the Appellate Authority.

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, the Appellate Authority shall consider –

(a) whether the procedure laid down in these rules has been complied with, and if not, whether such non-compliance has resulted in the violation of any provisions of the Constitution of India or in the failure of justice;

(b) whether the findings of the Disciplinary Authority are warranted by the evidence on the record; and

(c) whether the penalty or the enhanced penalty imposed is adequate, inadequate or severe; and pass orders –

(i) confirming, enhancing, reducing, or setting aside the penalty; or

(ii) remitting the case to the authority, which imposed or enhanced the penalty or to any other authority with such direction as it may deem fit in the circumstances of the cases;

Provided that –

(i) if the enhanced penalty which the Appellate Authority proposes to impose is one of the penalties specified in Clause (f) to (j) of Rule 33 and an inquiry under Rule 36 has not already been held in the case, the Appellate Authority shall, subject to the provisions of Rule 40, itself hold such inquiry or direct that such inquiry be held in accordance with the provisions of Rule 36 and thereafter, on a consideration of the proceedings of such inquiry and make such orders as it may deem fit;

(ii) if the enhanced penalty which the Appellate Authority proposes to impose is one of the penalties specified in Clause (f) to (j) of Rule 33 and an inquiry under Rule 36 has been held in the case, the Appellate Authority shall make such orders as it may deem fit after the appellant has been given a reasonable opportunity of making a representation against the proposed penalty; and,

(iii) no order imposing an enhanced penalty shall be made in any other case unless the appellant has been given a reasonable opportunity, as far as may be, in accordance

with the provisions of Rule 35, of making a representation against such enhanced penalty.

- (3) In an appeal against any other order specified in Rule 45, the Appellate Authority shall consider all the circumstances of the case and make such orders as it may deem just and equitable.

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.

Provided that no order imposing or enhancing any penalty shall be made by any Reviewing Authority unless the employee concerned has been given a reasonable opportunity of making a representation against the penalty proposed and where it is proposed to impose any of the penalties specified in Clause (f) to (j) of Rule 33 or to enhance the penalty imposed by the order sought to be reviewed to any of the penalties specified in those Clauses, and if an inquiry under Rule 36 has not already been held in the case, no such penalty shall be imposed except after an inquiry in the manner laid down in Rule 36 subject to the provisions of Rule 40.

Provided further that no power of review shall be exercised unless –

- (i) the authority which made the order in appeal, or
 - (ii) the authority, to which an appeal would lie, where no appeal has been preferred, is subordinate to him.
- (2) No proceeding for review shall be commenced until after –
 - (i) the expiry of the period of limitation for an appeal, or
 - (ii) the disposal of the appeal, where any such appeal has been preferred.
 - (3) An application for review shall be dealt with in the same manner as if it were

an appeal under these rules.

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:

(a) The age of superannuation shall be completion of 60 years and an employee shall retire from service on the last day of the month in which he attains the age of superannuation.

(b) Deleted

(c) An employee may also at any time after completing the age of 55 years voluntarily retire by giving three months' notice to the Company.

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.

Explanations:

(i) 'Employee' for the purpose of this rule shall mean an employee directly recruited by the Company or an employee who was earlier an employee of DOT/DTS/DTO and who was subsequently absorbed permanently in the company.

(ii) In case of an absorbed employee, the date of entry into service will be the date he entered into Government service.

(Inserted vide BSNL Board's 176th meeting held on 7th July 2017)

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 35. PAY SCALES

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

Table 36. FOR MINOR PENALTY

Equivalent to Cadre in CDA	Pay Scale In	Corresponding IDA Pay	APPOINTING AUTHORITY	DISCIPLINARY AUTHORITY	APPELLATE AUTHORITY	REVIEWING AUTHORITY

	CDA	scale	Y			TY
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 37. FOR MAJOR 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	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

Note 1 : JTO/SDE/ Sr. SDE shall cover all JTO/ SDEs / Sr. SDEs of all wings i.e. Civil, Electrical, Arch. & Telecom.

Note 2:

- (a) All above mentioned officers and their equivalents shall exercise the powers of disciplinary authorities in respect of employees working under them. (includes officers on deputation/deemed deputation)

- (b) Where officers of the level indicated in the schedule are not available, then the officers in the higher scale(s)/grade shall exercise these powers in the above schedule.
- (c) Where pay scale is not figured in between above range of pay scales in the above schedule, the Disciplinary/Appellate/Reviewing Authorities of next higher pay scale shall be applicable.
- (d) The above Disciplinary/Appointing/Appellate/Reviewing Authorities in the case of recently absorbed Group 'B' Officers/ Direct recruited officers shall be exercised as per BSNL Conduct, Discipline and Appeal Rules 2006.
- (e) (i) "CGM or equivalent" will also include Officer holding or entrusted with the charge of the office of CGM or equivalent, provided that the charge is for not less than 45 days.
- (ii) "GM or equivalent" will also include Officer holding or entrusted with the charge of the office of GM or equivalent, provided that the charge is for not less than 45 days.
- (iii) Equivalent means equivalent Officer in the concerned wing, i.e. BSNL Finance, Civil, Electrical, Architecture, etc.

(As amended vide notification no. 10-5/2012-WS&I Dated 24.01.2013)

Note 3: Director means the Functional Director Dealing with the HR of the Company.

Note4: These will be the Authorities for the cases dealt during their period in DOT/DTS/DTO.

Note5: These Authorities will come in to force with effect from date of absorption/appointment of the officer (Executive) in the company.

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

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

Table 38. 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/PGMBSNL CO/GM BSNL CO	Director	CMD
STS	10000-325-15200	14500-350-18700	Director	CGM/PGMBSNL 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 SNLCO)	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 39. 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

20.3 CONCLUSION

CDA Rules can be an important part in establishing 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 behavior. 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

Note: Pl also see the latest circular of BSNL for any amendment /changes

21 GENDER ISSUES

21.1 LEARNING OBJECTIVES

After this session, participants will be able to understand:

- Sexual Harassment : The Law
- Vishaka Guidelines issued by Supreme court
- Implementation of Vishaka Guidelines in BSNL

21.2 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.

21.3 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.

21.3.1 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/screen savers 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.

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.

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.

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.

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.

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.

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. **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.

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.

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.

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.

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.

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.

Prevention & Resolution mechanism in BSNL.

Employers need to set up redress mechanism/complaints committees as per Vishaka Guidelines. In this regard instruction 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 work place [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 conducive 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.

21.4 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.

Note: Pl also see the latest circular of BSNL for any amendment /changes

22 STAFF WELFARE

22.1 LEARNING OBJECTIVES

BSNL has a provision for constituting a BSNL staff Welfare Board, which shall promote, develop organize and exercise the overall control in respect of staff amenities and Welfare institutions, and cultural activities. After this session, participants will be able to understand:

- Objectives of Staff Welfare Board.
- Allotment of Funds for Staff welfare.
- Welfare Activities conduct.

22.2 PRIMARY OBJECTIVES OF STAFF WELFARE BOARD

1. Scholarship and other financial assistance to children and dependents of
2. BSNL employees for their education.
3. Financial and medical assistance in case of exceptional hardship resulting in serious or long illness or major surgical operations.
4. Financial assistance to the dependents of the deceased BSNL employee.
5. Grants to Sports control board
6. Setting-up and Grant-in-aid to staff welfare institutions such as Holiday Homes, Tailoring Centres, Crèches, Recreation Clubs.
7. Financial assistance to BSNL Welfare Association and BSNL Woman's Organization.
8. Financial assistance to BSNL Teams, players for participation in various sports and games at the All India and International level.

22.3 ALLOTMENT OF FUNDS TO CIRCLE STAFF WELFARE BOARD

The annual grant to Circle Staff Welfare Boards for carrying out the welfare activities is governed by the following principles:

1. The Funds will be allocated to the Circle Staff Welfare Board on pro-rata basis i.e. on the basis of the staff strength in the particular Circle. For example a Circle having the staff strength of 20,000 (out of total staff strength of BSNL say 4,00,000) will get the annual welfare grant to the tune of $10 \times 20000 / 400000$ i.e. Rs.50, 00,000 for that year.
2. The Circle will have to managed within the annual grant for that particular year and no further grant will be sanctioned.
3. 25% of the amount sanctioned to each Circle will be given to them in May as ad- hoc grant. Remaining 75% grant will be given only after receipt of the audited account of the previous financial year.
4. The Presidents of Circle Staff Welfare Boards can utilize at their discretion up

to 15% of the grant allocated to them in the financial year from BSNL Staff Welfare Board on special cases or on requests received by them, provided that this expenditure is based on the general principles such as grant of flood relief, educational assistance etc.

5. In the balance 85% of the grant sanctioned the Circle should earmark 35% for scholarship, 25% for Book Award & incentive and 25% for rest of the welfare activities.
6. The president of the Circle Staff Welfare Boards can however change the ratio prescribed above keeping in view the total number of applications received by the Circle.
7. In no circumstances the minimum eligibility criterion for giving away the assistance from Welfare Fund, as circulated by BSNL CO. can be relaxed by the Circle.
8. If a Circle finds that number of applicants in certain category is more they can give Scholarship, Book Award and incentive by raising the eligibility criterion so as to manage with in the limit of grant for that particular category.
9. Allotment of Fund to SSA: Circles allot funds to each SSA proportionate to their staff strength.

Activities Under Staff Welfare Scheme

Most of the following are available for Employees drawing pre revised basic pay up to Rs. 12,750/- p.m. in CDA scale or RS.17,600/-p.m. in IDA scale only.

Scholarship: Scholarships are given to the wards of employees studying in the Technical/ Professional Degree Course (4 Year' and above duration) such as MBBS/ BDS/ BVSc/ BE/ B.Tech/ B.Arch./BE IInd year/BAMS/BHMS/BPT/BPharma courses and post-graduate integrated degree courses upto the basic level of graduation degree of that particular course viz. M tech (bio tech)/B tech Hons, MBA of more than five years duration-up to 4th year [No basic pay limit], Technical Diploma (3 years course) in Engineering/Architecture/Hospital Management/BBA/ Aircraft Mtce Engg, B.Sc (Nursing) BIT/BCA/BSc (Food Tech.) B.Sc(Bio techniques). BA LLB (Hons) 5 years, B.Sc B.Ed 4 years and -graduate integrated degree courses upto the basic level of graduation degree of that particular course viz MSc Hons (bio) of more than 4 year duration- upto third year of that course, Non-Technical Course- BA/B.Sc /B.Com, All ITI Course in ITI Institutes, Handicapped children studying In Schools/ Colleges. The eligibility criteria for award of such scholarship are also defined in terms of basic salary, marks in school/college etc. Scholarship is allowed only to two children of an employee.

Book Award: - Book Award are given to the outstanding school going children of the employees, on the basis of the performance of the previous academic year in Class II to

XII. To become eligible for book award, the children should have secured at least 75% marks in the respective annual examination of the previous year in the Government School/ Govt. Recognized school. The minimum prescribed percentage is relaxable by 10% in case of the children belonging to SC/ST/OBC categories and 15% for girls students. Both the relaxation cannot be combined. Handicapped students are also allowed 10% relaxation in marks.

Incentive for Meritorious Student: Wards of BSNL employees who are toppers (First & second) in the annual examination of schools Class II to Class XII, Board/University are granted incentives. The toppers in the schools have to secure a minimum of 75% marks in the respective examination. In schools where grading system of evaluation is followed in the primary sections (class I-V), the students getting the excellent/outstanding grade are eligible for grant of incentive. Wherever, annual examination for Class VIII and X is conducted by Board, incentive is awarded to the toppers securing 1st, 2nd and 3rd positions.

Financial Assistance To Handicapped/Mentally Retarded Children Of Employees For Transport/Hostel Subsidy: Handicapped/mentally retarded children of the employees studying in recognized schools are granted financial assistance as transport charge/hostel subsidy of Rs.150/-per month in A & B Class cities and Rs.100/-per month in other cities.

Financial Assistance In Case Of Death: In case of death of an employee while in service, irrespective of the fact whether he/she is a regular employee, a temporary status mazdoor or a daily wager, financial assistance of Rs. 15000/- is granted to the dependents of the deceased employee as immediate relief.

Financial Assistance In Cases Of Serious Illness Or Major Operations: If an employee or any dependent member of his family is suffering from a serious disease like heart ailment, kidney failure, cancer, etc. or undergoing any major operation, financial assistance up to a maximum of Rs. 25,000/- is granted from the welfare fund. The Head of Circles are competent to sanction up to Rs. 15,000/- to the employee in such cases. For grant of financial assistance over and above Rs. 15,000/- full facts of the case are required to be sent to the Welfare & Sports Section of BSNL (HQ) along with the recommendation of the CGM concerned.

Financial Assistance To Employees Who Are On Leave Due to Prolonged Illness: Such employees are given financial assistance of Rs.2000/-per month or half of basic pay plus DA whichever is less, when on leave without pay and Rs.1000/-per month or 1/3 of basic pay plus DA whichever is less, when on half pay leave.

Financial assistance to victims of natural calamities./ Communal Riots / Terrorists Attacks: Employees affected by natural calamities/ communal riots/ terrorist attacks are given financial assistance up to Rs.3000/- for suffered loss of moveable/ immovable if certified by the Village Officer/ Tehsildar in whose jurisdiction the property is situated and the area in which the property is located has been declared as “affected area” by the State Government.

Grant to Recreation Clubs : Recreation Clubs are given grant-in-aid of Rs.20/- per head for the total sanctioned strength and a matching grant of Rs.20/-per member of the Club is also given. Voluntary organizations like TWCO and TWOS in Circles are running Crèches/ Tailoring Centres for the welfare of low paid employees. with the grants given from the welfare Found.

Participation in Sports: Departmental sports meets tournaments: Provision of Special Casual Leave, Refreshment/ conveyance charges, Kit money etc. are allowed to players/coach etc. 1st, 2nd and 3rd position holders in All India BSNL tournament for two consecutive years are entitled for cash award also.

National/ International Meets: Official tour of players/coach/manager for participation/coaching, four hours daily off for practice after selection to represent BSNL in National/ International Meets, kit money, dress etc. is allowed. Also Sanchar Krida Awards are given for outstanding who have achieved excellence by representing India in International competitions and also to those who achieve 1st ,2nd and 3rd positions in the Nationals / national level tournaments.

Excursion Trips: Excursion trips organized by Welfare & Sports Section or Recreation Club for the benefit of the staff are granted transport subsidy to the extent of 75% of the

cost of rail fare or journey undertaken by road in the case of employees and their family members (spouse and dependent children only) subject to fulfillment of terms & conditions as specified.

22.4 CONCLUSION

Learned about activities conduct by staff welfare board for staff and their family member’s welfare and above all for larger perspective for society.

Note: Pl also check the latest circular of BSNL for any amendment /changes iro staff welfare

23 RESERVATION POLICY

23.1 LEARNING OBJECTIVE

After this session, participants will be able to understand:

- Important constitutional provisions
- Article 15, 16, 46, 335.
- Relaxation/concessions for SC/ST/OBC
- Post based roster

23.2 IMPORTANT CONSTITUTIONAL PROVISIONS

23.2.1 ARTICLE 15: RIGHT TO EQUALITY

Prohibition of discrimination on grounds of religion, race, caste, sex or place of birth.-

The State shall not discriminate against any citizen on grounds only of religion, race, caste, sex, place of birth or any of them

No citizen shall, on grounds only of religion, race, caste, sex, place of birth or any of them be subject to any disability, liability, restriction or condition with regard to-

- (a) Access to shops, public restaurants, hotels and places of public entertainment; or
- (b) The use of wells, tanks, bathing ghats, roads and places of public resort maintained wholly or partly out of State funds or dedicated to the use of the general public.

(3) Nothing in this article shall prevent the State from making any special provision for women and children and making any special provision for the advancement of any socially and educationally backward classes of citizens or for the Scheduled Castes and the Scheduled Tribes.

23.2.2 ARTICLE 16: EQUALITY OF OPPORTUNITY IN MATTERS OF PUBLIC EMPLOYMENT:

(1) There shall be equality of opportunity for all citizens in matters relating to employment or appointment to any office under the State.

(2) No citizen shall, on grounds only of religion, race, caste, sex, descent, place of birth, residence or any of them, be ineligible for, or discriminated against in respect of, any employment or office under the State.

(3) Nothing in this article shall prevent Parliament from making any law prescribing, in regard to a class or classes of employment or appointment to an office under the Government of, or any local or other authority within, a State or Union territory, any requirement as to residence within that State or Union territory] prior to such employment or appointment.

(4) Nothing in this article shall prevent the State from making any provision for the reservation of appointments/promotions/provisions for filled vacancies of posts in

favor of any backward class of citizens under the State.

23.2.3 ARTICLE 46-

Special care for educational and economic interests of weaker section, in particular sc and sts. also protect them from social injustice and all forms of exploitation

23.2.4 ARTICLE 335

Claims of scheduled castes and scheduled tribes to services and posts – the claims of the members of the scheduled castes and scheduled tribes shall be taken into consideration, consistently with the maintenance of efficiency of administration, in the marking of appointments to services and posts in connection with the affairs of the union of a state. [82nd amendment in 2000: provided that nothing in this article shall prevent in marking of any provision in favor of the members of the scheduled castes and scheduled tribes for relaxation in qualifying marks in any examination or lowering the standards of evaluation, for reservation in matters of promotion to any class or classes of services or posts in connection with the union or a state.]

Appointment of two separate commissions as per Articles 338 and 338a of the constitution of India

- (1) Scheduled castes and (2) scheduled tribes union

SUMMARY

1. National Commission for Scheduled Castes constituted on 24-2-2004 and notified on 25-2-2004 as under:

One Chair Person, One Vice Chair Person and Three Members.

2. National Commission for Scheduled Tribes constituted on 28-2-2004 and notified on 31-3-2004 as under One Chair Person, One Vice Chair Person and Three Members.

Table 40. RELAXATION/CONCESSIONS FOR SC/ST/OBC

		SC/ST	OBC
1.	Upper Age Limit	5 Years	3 years
2.	TA to attend Interview/ Test	Reimbursable- By 2 nd Class- Shortest Route- To and Fro- from nearest Railway Station to place of Interview/test	Not applicable
3.	Application Fee	Fully Exempted	No exemption
4.	Examination Fee	Fully Exempted	No exemption
5.	Experience/Qualification for Direct Recruitment	Relax able at the discretion of Competent Authority	Not relax able

6.	Standard of suitability	relax able	relax able
7.	Rule of Exclusion (Creamy Layer)	Not applicable	Applicable
8.	Reservation in Promotion	Applicable	Not applicable
9.	Candidates comin on merit in Direct Recruitment	Not to be adjusted against reservation quota	Not to be adjusted against reservation
10.	Liaison Officer	Separate for SC/ST	Separate for OBC

1. Reservation for SC/ST/OBC put together not to exceed 50% of vacancies in a year.
2. Reservation for SC/ST/OBC put together not to exceed 50% of the cadre.

Post Based Roster

The reservation of jobs for the backward classes SC/ST/OBC should apply to posts and not to vacancies. The court further held that the vacancy based rosters can operate only till such time as the representation of persons belonging to the reserved categories, in a cadre, reaches the prescribed percentages of reservation. Thereafter, the rosters cannot operate & vacancies released by retirement, resignation, promotion, etc., of the persons belonging to the general and the reserved categories are to be filled by appointment of persons from the respective category so that the prescribed percentage of reservation is maintained.

2. The persons belonging to the reserved categories who are appointed on the basis of merit- and not on account of reservation are not to be counted towards the quota meant for reservation.
3. With a view to streamline the implementation of reservation in line with policy, it has been decided that the existing 200-point, 40-point & 120-point vacancy -based rosters shall be replaced with post-based rosters.
4. The principles for preparing the rosters elaborated upon in the Explanatory Notes are briefly recapitulated below:-
 - (a) Since reservation for OBCs does not apply in promotions, there shall be separate rosters for direct recruitment and for promotions;
 - (b) The number of points in the rosters shall be equal to the number of posts in the cadre. In case there is any increase or decrease in the cadre strength in future, the rosters shall be expanded/contracted correspondingly;
 - (c) Cadre for the purpose of a roster, shall mean a particular mode of

recruitment in terms of the applicable Recruitment Rules. Thus, in a cadre of, say, 200 posts, where the Recruitment Rules Prescribe a ratio of 50:50 for direct recruitment and promotion, two rosters – one for direct recruitment and one for promotion (when reservation in promotion applies)- each comprising 100-points shall be drawn up on the lines of the respective model rosters;

(d) Since reservation does not apply to transfer on deputation/transfer, Where the Recruitment Rules prescribe a percentage of posts to be filled by this method, such posts shall be excluded while preparing the rosters;

5. At the stage of initial operation of a roster, it will be necessary to adjust the existing appointments in the rosters . This will also help in identifying the excesses/shortages, if any, in the respective categories in the cadre. This may be done starting from the earliest appointment and making an appropriate remark-‘’ utilized by SC/ST/OBC/Gen.’’ as the case may be, against each model rosters. In making these adjustments of candidates belonging to SCs/ST/OBCs that were made on merit (& not due to reservation) are not to be counted towards reservation so far as direct recruitment is concerned. In other words, they are to be treated as general category appointments.

6. Excess, if any, would be adjusted through future appointments and the existing appointments would not be disturbed.

7. All Ministries/Departments have been requested to initiate immediate action to prepare and operate them according to these guidelines.

8. The existing orders on the subject are deemed to have been amended to the extent herein. While above orders took effect from the date of its issue, however, necessary adjustments in cases where selections have already been finalized were allowed to be made in future. In other cases, recruitment is to be withheld till the revised rosters are brought into operation and recruitment effected in accordance with these instructions.

23.3 CONCLUSION

The system of reservation in India comprises a series of measures, such as reserving access to seats in the various legislatures, to government jobs, and to enrollment in higher educational institutions. The reservation nourishes the historically disadvantaged castes and tribes, listed as Scheduled Castes and Scheduled Tribes (SCs and STs) by the Government of India and also those designated as Other Backwards Classes (OBCs). The reservation is undertaken to address the historic oppression, inequality and discrimination faced by those communities and to give these communities a place. It is intended to realize the promise of equality enshrined in the Constitution.

Note: Pl also check the latest circular of BSNL & GOI for any amendment /changes iro Reservation Policy

24 INTRODUCTION TO OCSC, TEEVRA, SANCHAR AADHAR, SANCHAR SOFT AND FMS APPLICATIONS

24.1 LEARNING OBJECTIVES

- Learn about Online CSC Portal for Outsourced CSC to channel partner.
- Learn about Sanchar Aadhaar Portal for D-KYC,E-CAF capturing feature and for maintaining CAF in server.
- Learn about Sancharsoft for Managing Franchisee Channel Partner and Mobile SIM, Load Inventory, Sales Reports.
- Learn about Teevra app utilities to know about status of Network Elements (DSLAM / OLT / TIP-OLT).

24.2 INTRODUCTION TO OCSC

Online CSC Portal launched for giving single window access to Wire line 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 nodal.

24.2.1 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 .

24.2.2 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 | | | |

24.2.3 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.

24.3 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 Updated ,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

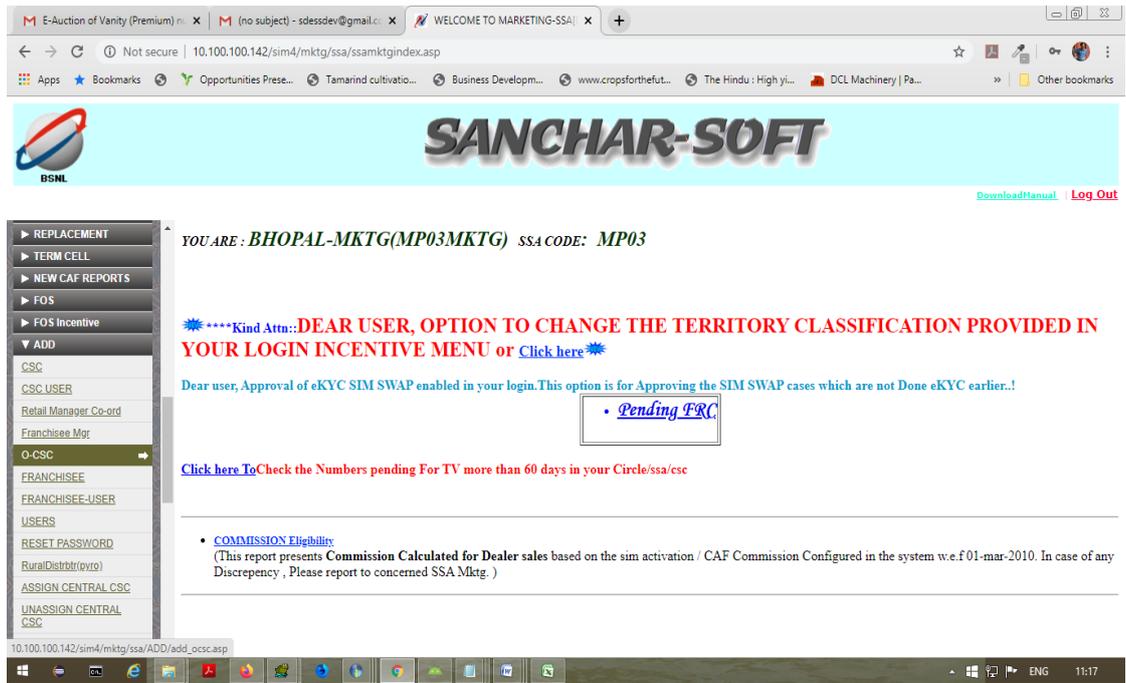


Figure 53: Sanchar soft homepage

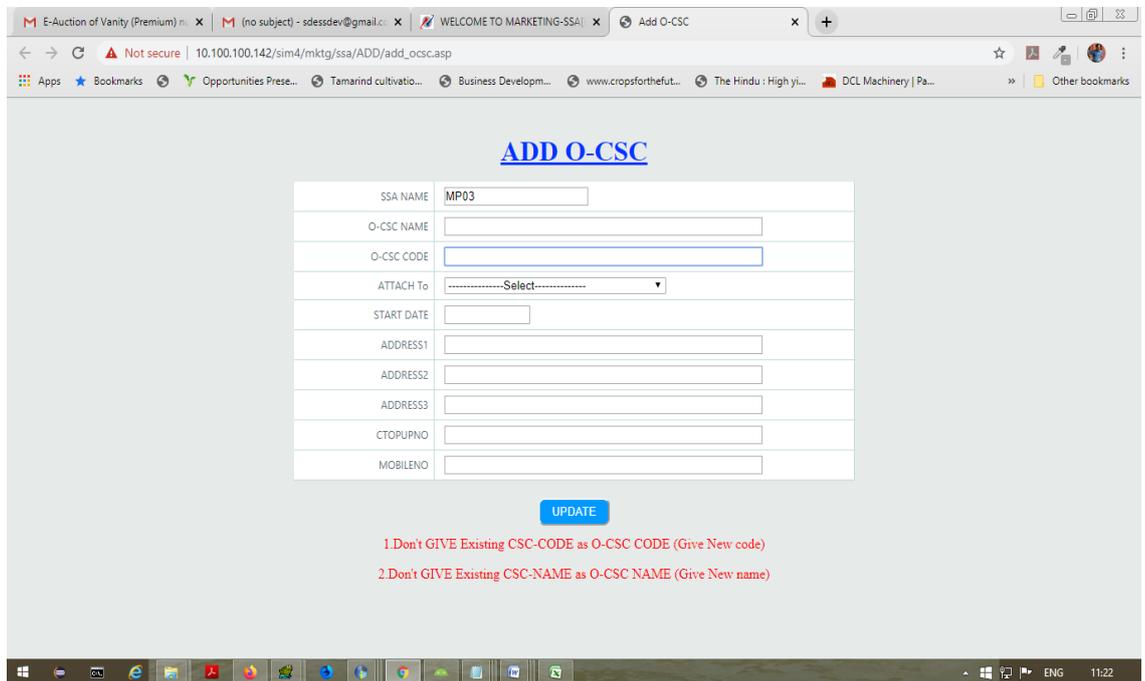


Figure 54: Add OCSC

OCSC user will be created in Sanchar soft. User name is small letter of OCSC code and Password is username followed by 123

CSCA will be created in PYRO, attached to OCSC in SS will be updated automatically based on the master OCSC CTOPOP number

2. OCSC user will login to Sanchar soft following facilities available

users --> ADD AGENT USER for login creation of CSCA user

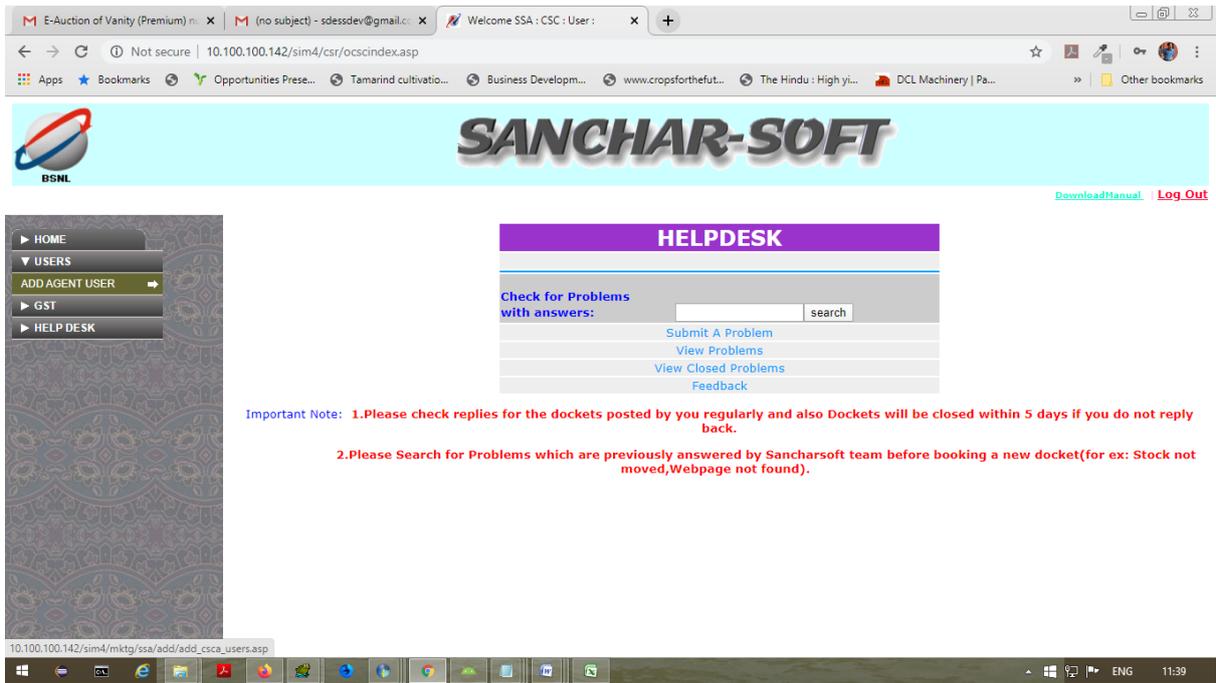


Figure 55: helpdesk

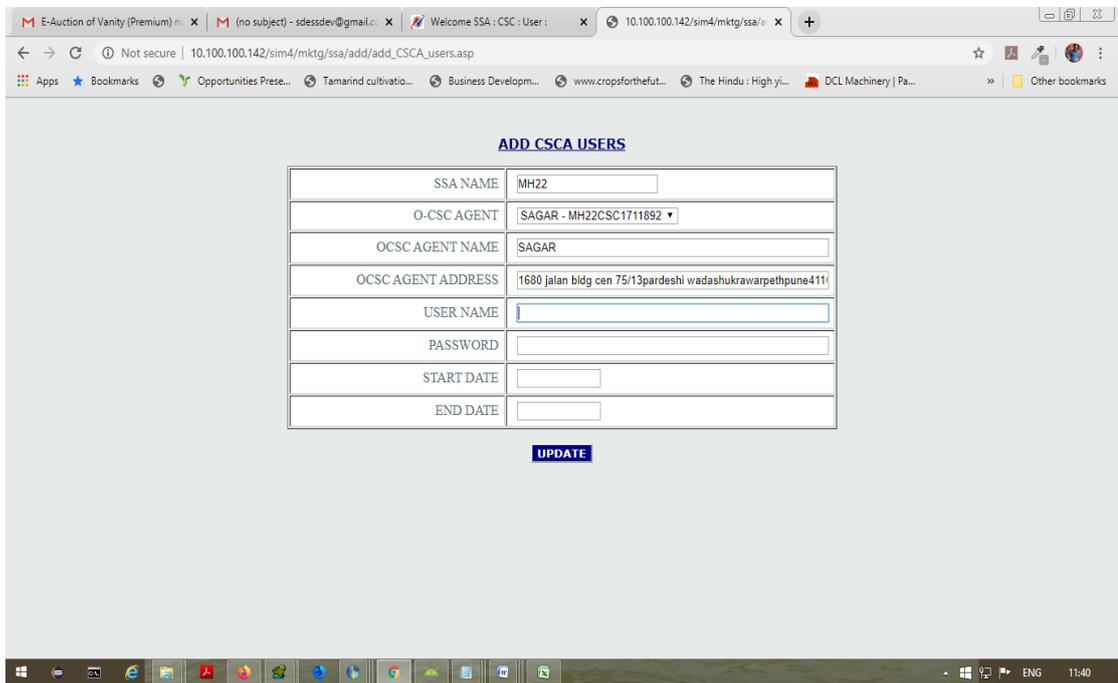


Figure 56: adding CSC users

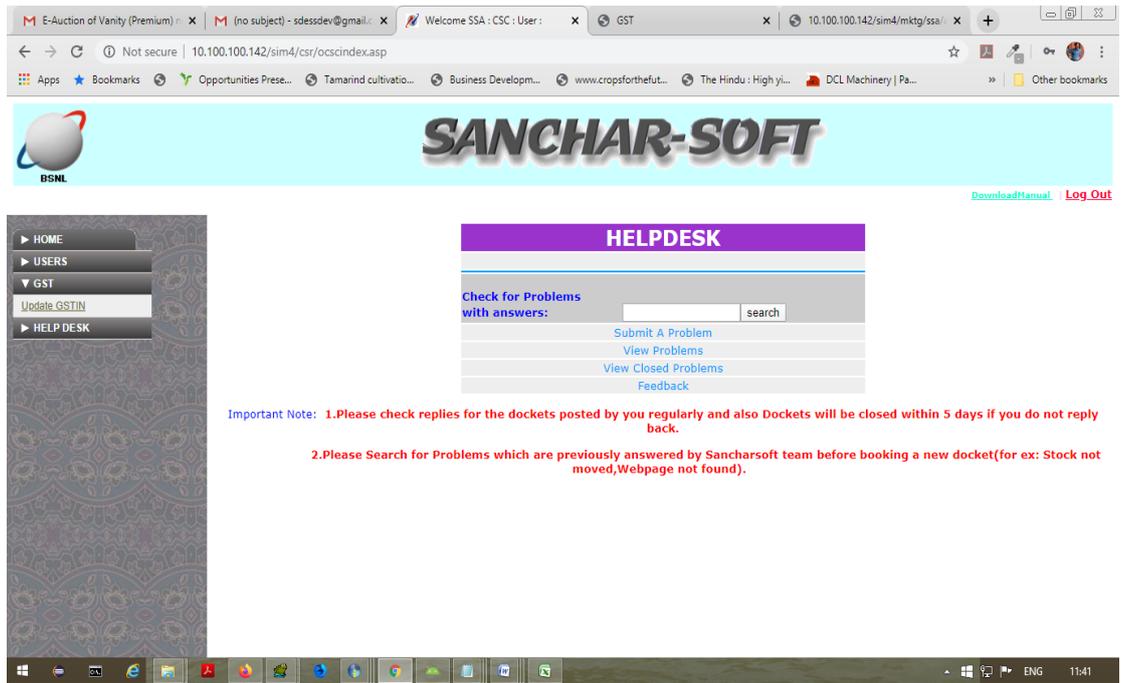


Figure 57: OCSC USERS
Help desk for Docket Booking:

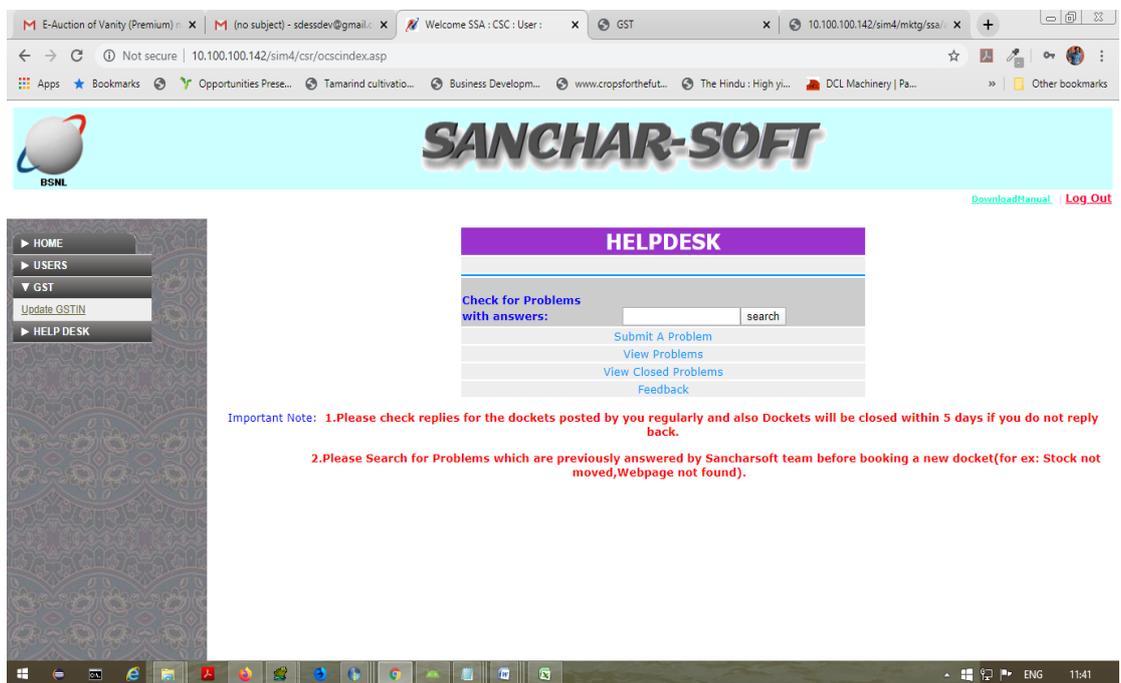


Figure 58: DOCKET BOOKING

24.1.4 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 InstaPay Portal.

Single Sign On to Sanchar Adhaar OCOC, Sanchar Adhaar GSM is available

Single Sign On for CRM (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 41. 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

24.4 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
 - ✓ eCAF generated from CAF filled details in mobile app
 - ✓ CAF entry done by OCSC/CSCA users are sent for CSC employee approval
- 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
- ✓ 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

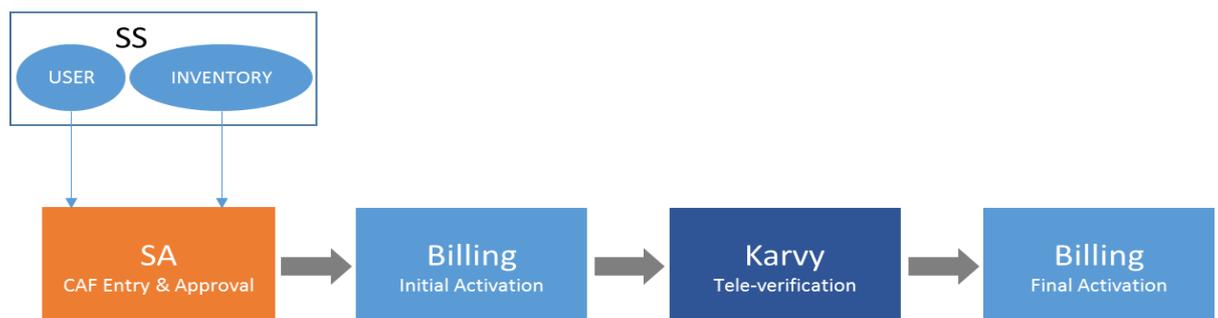


Figure 59: Process Flow

Login:

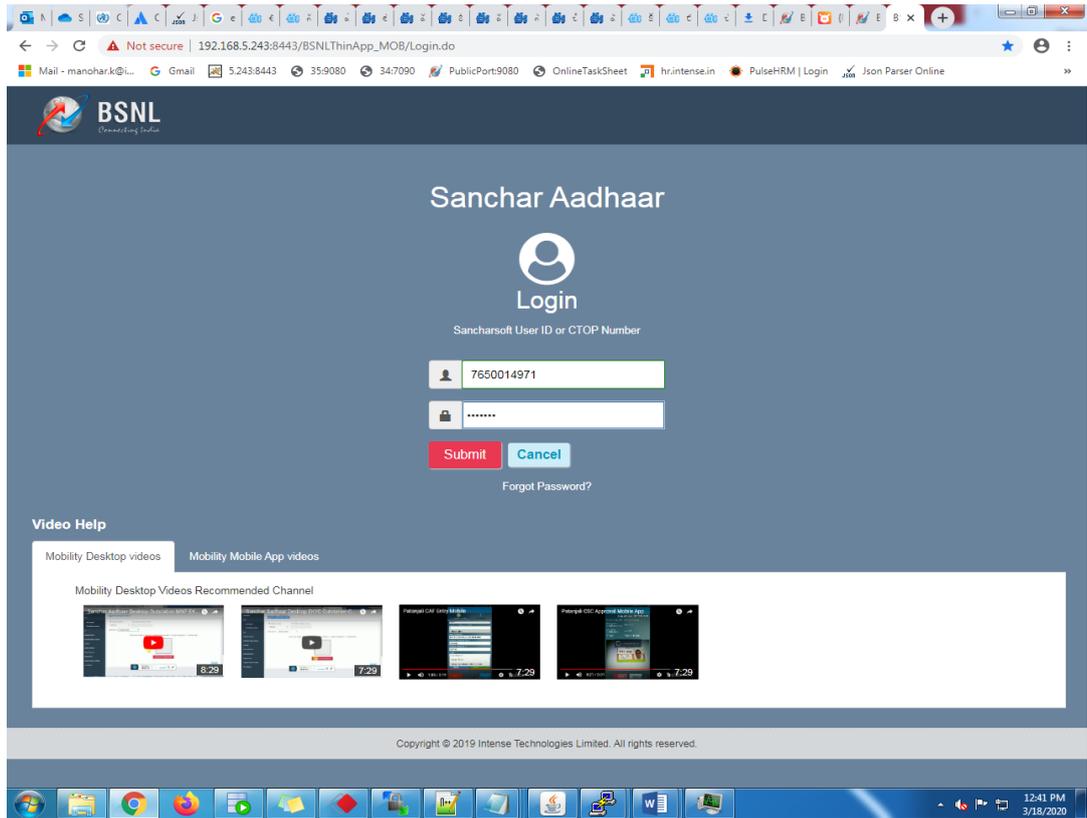


Figure 60: Login

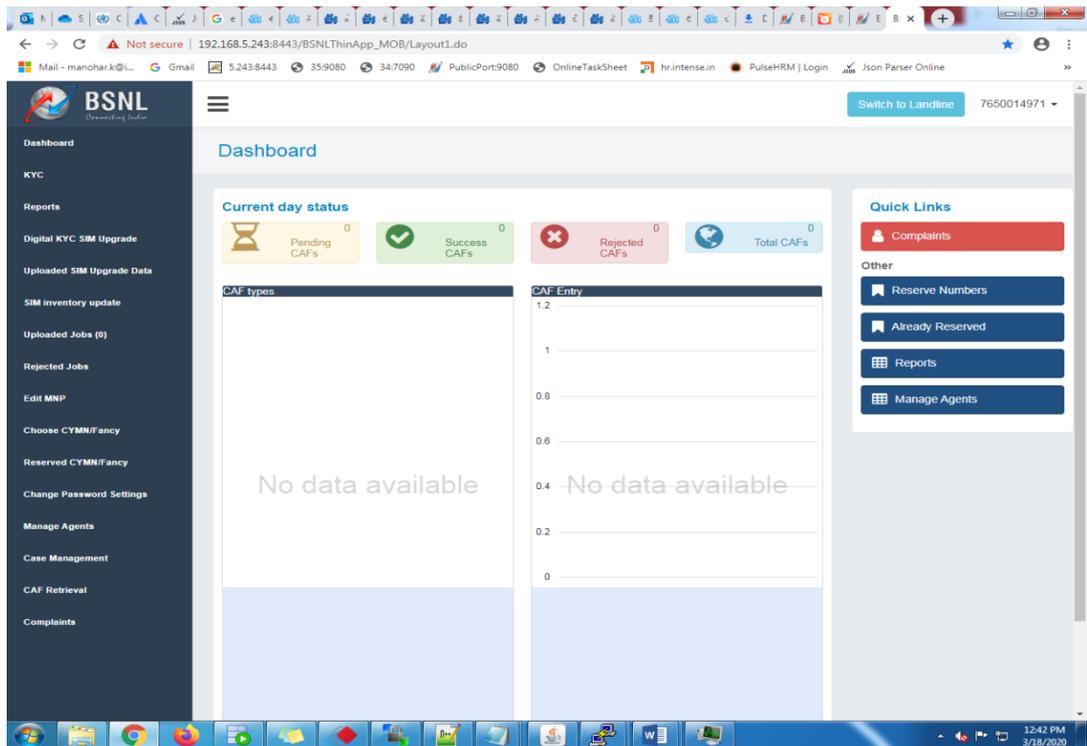


Figure 61: dashboard

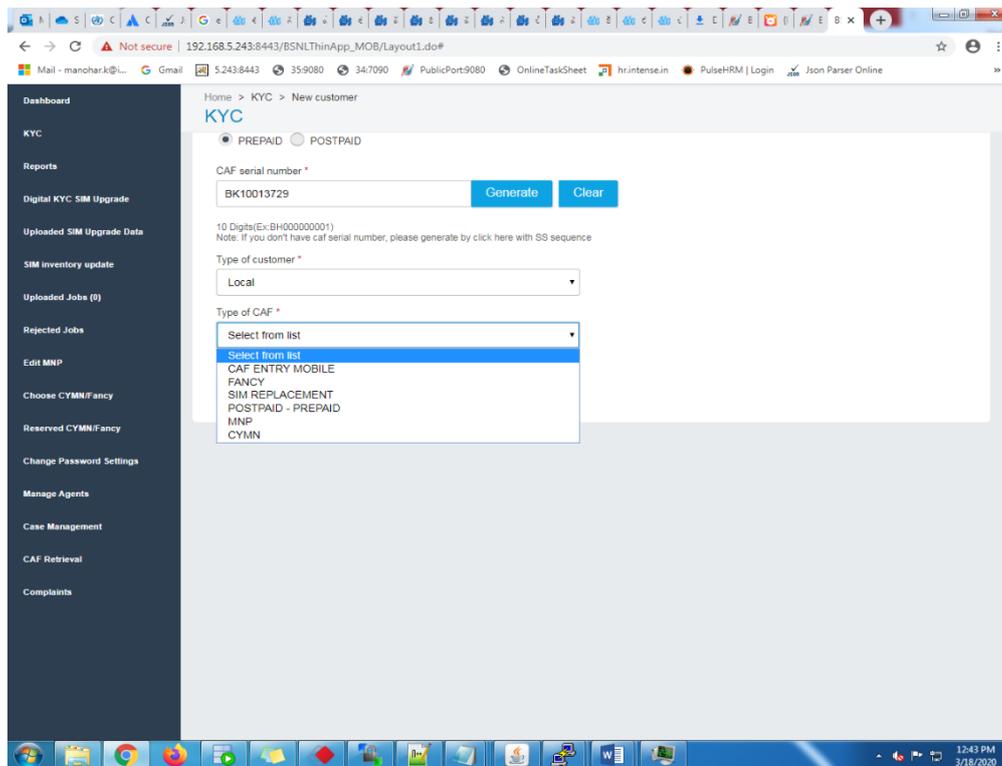


Figure 62: KYC CAF Entry:

24.5 INTRODUCTION TO SANCHARAADHAR FOR SELF-REGISTRATION

25.3.1 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.

25.3.2 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

24.6 INTRODUCTION TO TEEVRA

To know the health status of Network Elements (DSLAM / OLT / TIP-OLT) relates to BB/Bharath Fibre Tele Phone No. and FMS Services

Teevra App Reports - ITPC Dev Hyderabad

AppUrl -->

<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) / (Franchisee User : Auto

generated)

Password : User's choice)

3)BSNL User have to wait for nodal's Approval whereas Franchisee or his team member will

approved instantly to use the app

4)BSNL User can use the app after Nodal approval

Table 42. Franchisee Sign Up Procedure:

Franchi see	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 43. 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Assign a fault to Team member 2. Close a Fault Order 3. Track a fault

	4. Order 5. Team member can close a fault either assigned to him or an 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 44. 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
E-mail 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 45. 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 46. 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 Deactivate
Privileges	Choose True based on User Job Profile
Update	Click Update to enable the User

Table 47. 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 Standing Amount, Static IP, Bandwidth, DSLAM Port, ADSL Status, Port Profile, Port SNR, Attenuation , Attainable Rate, Current Rate, Internet Connectivity Status and Speed
Inventory	Nodals 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 Stamp
Port Verify	BB Test/ Multiplay Test of selected BNG showing the results of Exge code, Port, Time Stamp
NMS	DSLAM / OLTs / TIP OLTs ONLINE / OFFLINE Status along with 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 48. 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

Menu	Feature
Reports	App related Reports
Admin	1.Fault Rectify 2.Inventories 3. Manage Users

24.7 INTRODUCTION TO SANCHARSOFT

24.7.1 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.

24.7.2 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.

24.7.3 Sancharsoft Menu

The various menus used for Prepaid, Recharge / Top up cards are:

Home	Prepaid	Recharge	Replacement	Stock
Re-printing	Reports	Query	Dealer sales	

24.8 INTRODUCTION TO FMS (FRANCHIESE MANAGEMENT SYSTEM)

Welcome Partner

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.

24.8.1 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

Table 49. Channel Partner Registration Form

Channel Partner Registration Form	
Company Name*	<input type="text"/>
SurName*	<input type="text"/>
Name*	<input type="text"/>
Email*	<input type="text"/>
Mobile*	<input type="text"/>
Work Phone	<input type="text"/>
Website	<input type="text"/>
Hno*	<input type="text"/>
Locality*	<input type="text"/>
City / District*	<input type="text"/>
State*	<input type="text"/>
PinCode*	<input type="text"/>
Circle*	<input type="text"/>
SSA*	<input type="text"/>
Message	<input type="text"/>
Cancel	

24.9 CONCLUSION

This study material provides complete introduction to OCSC, TEEVRA, SANCHAR AADHAR, SANCHAR SOFT AND FMS Applications. These 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 softwares are responsible for accomplishing different tasks in no time, enhance customer satisfaction and improve efficiency.