INDEX

1   INDUSTRY DRIVEN TRANSFORMATION

1.1 LEARNING OBJECTIVES

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

1. Key digital transformation priorities.

2. What happens when your company digitally transforms?

3. Why industries have shifted to tech enabled transformation?

4. Changing dynamics in industries.

5. Faster-moving ecosystems of customers and suppliers.

6. Digital disrupters.

7. The digital transformation of industries.

8. The transformative power of technology.

9. Digital transformation: value at stake for society and industry.

1.2 INTRODUCTION:

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.

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

1.4   HOW TO OPTIMISE YOUR DIGITAL TRANSFORMATION RETURN ONINVESTMENT?

a)   Seamlessly share data and insights across multiple platforms.

b)   Respond to unforeseen events automatically with highly adaptive implementations.

c)   Mitigate risk and protect critical data with stringent cyber security approaches.

d)   Back your investment with a multidisciplinary ecosystem of technology partners.

1.5   WHAT HAPPENS WHEN YOUR COMPANY DIGITALLY TRANSFORMS?

a)   **Value chains:** become digital nervous systems that can quickly adapt to marketconditions

b)   **Your brand:** remains customer-centric.

c)   **Products:** become information streams enabling transparency and traceabilityacross the design-to-dispose lifecycle

d)   **Workers:** become problem solvers who bring judgment, imagination, andimprovisation for agility and innovation

e)   **Work processes:** become information loops enabling closed-loop feedback,precision control, and continuous improvement

f)   **Physical assets:** become information appliances that are self-aware andincreasingly autonomous

1.6   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.

1.7   CHANGING DYNAMICS IN INDUSTRIES

There are three factors which are reshaping the industrial sector.

a) A changing workforce

b) Faster-moving ecosystems of customers and suppliers

c)Digital disrupters.

1.7.1   A CHANGING WORKFORCE

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.

1.7.2   FASTER-MOVING ECOSYSTEMS OF CUSTOMERS ANDSUPPLIERS

To date, industries 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 200days. 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.

1.7.2.1 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 (Rs 7000 Crore) 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 glob 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.

1.8 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 had 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, along with 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.

1.9   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.

1.10 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 fuelling 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.

1.11 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

1.12 DIGITAL TRANSFORMATION: VALUE AT STAKE FOR SOCIETY AND INDUSTRY

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.

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

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.

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.

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 words, 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 behaviour, 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 1.   Difference between traditional marketing and digital marketing channel

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.

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.

1.13 EXAMPLES OF DIGITAL TRANSFORMATION INMARKETING

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 hireerrand 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.

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.

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 cheque 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.

1.13.1 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.

1.14 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   INTERPERSONAL SKILLS

2.1 LEARNING OBJECTIVES:

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

1. Define interpersonal skills

2. Explain the need for developing interpersonal skills

3. Interpersonal skills matters, why?

4. List the elements of interpersonal skills

5. Describe attitudes affecting interpersonal skills

6. How to improve interpersonal skills?

2.2 INTRODUCTION

Interpersonal skills make the people web or net. The people are connected and make the networks through interpersonal skills. Not only efficiency, effectiveness and productivity can be increased but also the motivation level, morale and belongingness is automatically enhanced through better interpersonal skills. This handout will deal the definition, its need, factors affecting interpersonal skills and process for improving interpersonal skills.

2.3 DEFINITION OF INTERPERSONAL SKILLS

Interpersonal skills are the skills we use every day when we communicate and interact with other people, both individually and in groups. They include a wide range of skills, but particularly communication skills such as listening and effective speaking. They also include the ability to control and manage your emotions.

2.3.1 NEED FOR DEVELOPING INTERPERSONAL SKILLS

Interpersonal skills are the foundation for success in life. People with strong interpersonal skills tend to be able to work well with other people, including in teams or groups, formally and informally. They communicate effectively with others, whether family, friends, colleagues, customers or clients. They also have better relationships at home and at work.

2.3.2 INTERPERSONAL SKILLS MATTERS BECAUSE NONE OFUS'S LIVES IN A BUBBLE.

In the course of our lives, we have to communicate with and interact with other people on a daily if not hourly basis, and sometimes more often. Good interpersonal skills 'oil the wheels' of these interactions, making them smoother and pleasanter for all those involved. They allowus to build better and longer-lasting relationships, both at home and at work.

You can improve your interpersonal skills by developing your awareness of how you interact with others and practicing your skills.

2.4   ELEMENTS OF INTERPERSONAL SKILLS

Here is a list of interpersonal skills for the one may possess that are valuable.

2.4.1   ACTIVE LISTENING

Active listening means listening to others with the purpose of gathering information and engaging with the speaker. Active listeners avoid distracting behaviors while in conversation with others. This can mean putting away or closing laptops or mobile devices while listening and asking and answering questions when prompted.

2.4.2   DEPENDABILITY

Dependable people can be relied on in any given situation. This can include anything from being punctual to keeping promises. Employers highly value dependable workers and trust them with important tasks and duties.

2.4.3   EMPATHY

A worker's 'emotional intelligence' is how well they understand the needs and feelings of others. Employers may hire empathetic or compassionate employees to create a positive, high-functioning workplace.

2.4.4   LEADERSHIP

Leadership is an important interpersonal skill that involves effective decision making. Effective leaders incorporate many other interpersonal skills like empathy and patience to make decisions. Leadership skills can be used by both managers and individual contributors. In any role, employers value people who take ownership to reach common goals.

2.4.5   TEAMWORK

The ability to work together as a team is extremely valuable in every workplace. Teamwork involves many other interpersonal skills like communication, active listening, flexibility and responsibility. Those who are good 'team players' are often given important tasks in the workplace and may be seen as good candidates for promotions.

2.5   THE ELEMENTS OF INTERPERSONAL SKILLS INCLUDE

- Creating cohesive project teams

- Developing effective communication skills

- Emphasizing the importance of listening

- Delegating effectively

- Achieving a balance among authority, responsibility and accountability

- Negotiating to achieve a win-win outcome

- Respecting each other 's opinion

- Helping each other succeed

- Using power and influence effectively and

- Managing corporate politics

2.6 ATTITUDES/ BEHAVIOURS / HABITS THAT AFFECTS INTERPERSONAL SKILLS

The following attitude/ behavior /habit affect interpersonal skills:

• Selfishness

• Lack of courtesy

• Not meeting commitment

• Inconsiderable behavior

• Rude behavior

• Lack of integrity & honesty

• Self-centeredness

• Arrogance

• Negative attitude

• Closed Mind

• Lack of listening

• Suspicious nature

• Lack of respect for values

• Lack of compassion

• Impatience

• Anger

• Touch nature

• Past bad experience

• Uncaring attitude

2.6.1 HOW TO IMPROVE INTERPERSONAL SKILLS?

While interpersonal skills can seem easy to practice as you interact with others on a daily basis, making a deliberate plan can help you quickly improve. Consider the following ways toimprove your interpersonal skills.

Attend workshops or online classes. There are several workshops, online classes and videos on ways you can practice building interpersonal skills. While many are free, some are available at a cost.

Seek opportunities to build relationships. If you work from home or do not otherwise have many opportunities to build interpersonal skills, you might consider joining a group. This could be related to your work—networking or industry-specific groups—or simply a group that shares a similar interest or hobby.

Be thoughtful about ways your interactions could improve. Take time to review the interactions you have had and consider ways you could have interacted more effectively. This might be certain words you said, ways you reacted or body language you used.

Ask trusted friends or colleagues for constructive criticism. It is helpful to get a third-party perspective about your skill level and specific ways you can improve. Ask friends or trusted colleagues to provide constructive criticism regarding your interpersonal skills.

Observe other positive interpersonal interactions. It can also be helpful to learn by observing others use their interpersonal skills. Observe positive interactions of those around you and apply the qualities you admire to your own relationships.

Seek mentorship. Asking someone you trust, admire and respect to counsel you on improving interpersonal skills and advancing in your career can be an extremely effective way to learn.

Setting goals for yourself can also provide structure, making your learning more efficient by understanding when and how you have made adequate improvements.

2.7 CASE STUDY

Rameshwar is an intern at a law firm. He is hired for a two-month internship programme which includes assisting advocates, interacting with their clients and attending court sessions. However, after a few days, Rameshwar's performance suffered greatly which led to inefficiency and client dissatisfaction. Upon examining Rameshwar's work habits closely, the manager realized that he lacked interpersonal skills.

2.7.1 PROBLEMS

1. Verbal communication

Rameshwar did not have good verbal communication skills. When interacting with his seniors, Rameshwar often could not speak out his mind nor put his ideas across to his colleagues and seniors. His manner of speaking was flat and often lacked professionalism. He did not use professional language and sometimes ended up being rude to his seniors. This created confusion and a communication block between him and the others in the workplace.

2. Non-verbal-communication

Rameshwar's non-verbal communication skills lacked miserably. His body language was off-putting and he often gave off a negative vibe. He would not make eye contact while speaking with others and often spoke in a somewhat rude tone. His gait was awkward and often sat in the wrong position, with one leg up the other.

3. Listening skills

Rameshwar was not a good listener. When meeting with clients, he did not take notes properly while they were talking. This was because he did not pay attention to what the clients had said. Hence, there were several instances of misunderstanding by Rameshwar, which led to a communication gap with the client.

4. Negotiation

Rameshwar lacked negotiation skills. When talking with clients, Rameshwar often spoke back without really understanding the clients' situation. He would often show signs of irritation and point out flaws in the client instead of talking over them.

5. Problem-solving

When questioned about various legal solutions as part of his training, Rameshwar often lacked the ability to solve problems efficiently. He could not come up with efficient solutionsnor could he suggest ideas to the clients and seniors.

6. Decision-making

Rameshwar suffered from a lack of decision-making skills. Not only was he unable to solve given problems but he also lacked the ability to make decisions.

7. Assertiveness

Finally, Rameshwar's overall confidence was affected by his lack of assertiveness. He was often non-responsive when asked or told something. He also refrained from pointing out mistakes or suggest new ideas.

2.7.2 SOLUTION

In order to improve Rameshwar's interpersonal skills, a few things need to be changed and followed. His verbal communication skills need to be worked on. For this, Rameshwar needs to practice talking more often with his colleagues and clients to understand their demands and needs. He also needs to be more professional in his approach and speak with clarity and use non-aggressive, positive and formal tones. His body language needs to change in order to give off a warm and assuring vibe to others. He has to sit upright, control his upper body movements and make eye contact while speaking. Rameshwar also needs to increase his concentration by listening properly to what people say. This will lead to a better understanding of the people around him and also better efficiency. There would be better management of handling of the cases. With better verbal communication and listening skills, Rameshwar can improve his negotiation skills. This will also lead to understanding flaws in others and discussing them in a proper manner. With negotiation, problem-solving skills will flow where a better understanding of the overall situation will add to general efficiency. Assertiveness, especially with clients, give a positive image of confidence. Rameshwar can learn to be professional, amiable yet firm with his clients and colleagues.

2.8 CONCLUSION

Thus, in conclusion, interpersonal skills at work directly impact the whole organization. A strong approach to improve communication between people and break such barriers will go a long way in assuring the efficiency of the workplace. Cooperation with others and supportingthem is very important. It improves communication and leads to a better understand of the situation and the emotional disposition of people.

3   RESTRUCTURING & RESPONSIBILITY MATRIX IN BSNL

3.1   LEARNING OBJECTIVES

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

1   Objectives of Restructuring

2   Macro view of new company structure

3   Job Description concept

4   Implementation of new structure

5   Example of Job description

3.2   INTRODUCTION

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 affected in BSNL.

3.3   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.

3.3.1   THE MOTIVE BEHIND ADOPTION OF NEW ORGANIZATION STRUCTURE IS TO HELP BSNL TO –

1.   Create adequate focus

2.   On critical growth segments such as broadband, mobile, enterprise and new businesses (e.g., infrastructure sharing, international expansion etc)

3.   On critical skills such as marketing, sales, customer service, network management and IT

4.   Develop accountability at all levels in the organization along with control

5.   Business units driving each of the key businesses with full responsibility for generating revenue with adequate control over all critical functions

6.   Business unit structure at Head Office, Circle Office and in the field units (i.e.SSAs)

7.   Strike the right balance

8.   Ensure business units have equitable distribution of work-load and resources

9.   Synergy/ Co-ordination

10. Ensure minimal duplication of resources between the different business units as wellas ease of co-ordination among them

3.3.2 MACRO VIEW OF NEW STRUCTURE OF BSNL

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

Table 2.   Macro view of New Structure of BSNL

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, as depicted above there are four Business Units (BUs)

CONSUMER FIXED ACCESS (HEADED BY A DIRECTOR):

Will be responsible for products such as landline, PCO, broadband and related vas, and would target retail customers as well as small businesses. This business unit will control all PSTN and data switches as well as all fixed access media (i.e. The last mile)

CONSUMER MOBILITY (HEADED BY A DIRECTOR):

Will be responsible for products such as GSM (2G, 3G), WLL, CDMA, Wi-max and related VAS, and would serve retail customers as well as small businesses. This business unit will control the mobility access network (i.e., BTS, BSC, MSC etc).

ENTERPRISE (HEADED BY A DIRECTOR):

Will serve medium and large enterprises (i.e., corporate customers), carriers and ISPs. Enterprise products would include voice solutions, data solutions and managed services. This business unit will also be responsible for the wholesale business undertaken on BSNL's national long distance (NLD) and international long distance (ILD) network. It will also control bsnl's core network (i.e., transmission media assets – OFC, microwave etc).

NEW BUSINESSES (HEADED BY AN EXECUTIVE DIRECTOR):

Will be in-charge of new business opportunities which BSNL plans to pursue. One such concrete opportunity that we have identified and are going to pursue 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 will be responsible for generating revenue and driving profit in their respective areas. They will 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.

Table 3.   Macro view of new verticals

	Director Consumer Fixed Access	**Director Consumer Mobility**	**Director Enterprise**	**ED New Business**
Customer	Consumers SOHO Small enterprises	Consumers SOHO Small enterprises Carriers	Medium & large enterprises Carriers ISPs	Depends on nature of business
Products	Landline PCO Broadband VAS	GSM (2G,3G,4G) WLL WIMAX VAS Roaming	Voice Data Managed Services NLS/ILD wholesale	Depends on nature of business Passive Infra sharing

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

●   HR (including Admin, Legal) –Headed by Director

●   Finance – Headed by Director, supported by an

Executive DirectorDirectly 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, ITetc. within its organization structure to support respective business units.

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 4.   Restructuring of circles

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.

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

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

3.3.3   JOB DESCRIPTION CONCEPT:

A key feature of restructuring is the 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.

3.3.4 IMPLEMENTATION APPROACH FOR ORGANIZATION RESTRUCTURING

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

a) The organization structure of the Corporate Office has already been redesigned.

b) All the officers of corporate office (now called as head office (HO)) have beenassigned new job responsibilities.

c) The BSNL HO is under the process of smooth transition from old to new structure, having equipped with new job description, and new responsibilities.

d) 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.

e) Proposals of Circles are being examined at Corporate Office, GM (Administration) of territorial circles is 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.

f) After completion transformation of structure at Circle Office the same task has to be further taken up at Regional Office (RO) level.

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

Table 5.   Responsibility of various officers after restructuring

JD of Head of Customer Service forCM 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)	

•   Development of a comprehensive action agenda for the CM business unit for delivering best in-class service at all stages of the customer lifecycle (pre-sales, service delivery, after-sales), with particular focus on management of Call Centres.

o   Designing Service Level Agreements (SLAs) – internal and external

o   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

o   Liaising with DGM (Customer Service) – Head Office on policy matters.

o   Recommendations to Head Office based on local environment.

o   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	• Budget adherence on capex & opex (Rs. Cr)
Customer/Market	• Customer satisfaction (Scale of 1 to 5)

Operations	• 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	• Feedback from peers • Feedback from direct repartees

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

Key Responsibility Areas (KRAs)

- Formulation of CFA business unit strategy, in line with the overall company strategy

- Marketing strategy by liaising with GM (Corporate Marketing & Public Relations)
  – CA

- 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)

- Customer service strategy to deliver best-in-class service at all stages of customer lifecycle (presales, service delivery, after-sales)

- Network planning, expansion, up gradation and maintenance strategy

- Access media – Beyond local exchange (PSTN), Beyond DSLAM (data)

All PSTN and data switches IT strategy by liaising with PGM (Corporate IT) – CA Operationalization of business strategy through multiple levers Creation of annual business plan for CFA business unit by liaising with PGM (Corporate Planning & Monitoring) – CA and financial plan by liaising with GM (Budgeting & Financial Control) Creation of annual business plan for CFA business unit by liaising with PGM (Corporate

Planning & Monitoring) – CA and financial plan by liaising with GM (Budgeting & Financial Control)

- **Finance, including**

o   Financial targets – overall budget (revenue, capex, opex), profitability, etc

o   Customer/ Market targets – # connections, 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 CFA business unit

- Liaisoning with Circles for smooth day-to-day operations, HR section for adequate staffing and training within CFA business unit

- Development of employees to ensure continuous improvement in individual and company performance & Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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	• Direct
	      o CMD
	• Indirect (functional)
	      o To be decided

Reporting from	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 Indirect (functional),Head of Consumer Mobility at Circle – PGM/ GM
Key Responsibility Areas (KRAs)	

- Formulation of CM business unit strategy, in line with the overall companystrategy

- Marketing strategy by liaising with GM (Corporate Marketing & Public Relations) CA

- 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

- Customer service strategy to deliver best-in-class service at all stages of customerlifecycle (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

- Network planning, expansion, up gradation and maintenance strategy

- BTS – GSM (2G, 3G), WiMAX, CDMA, Switches – MSC, BSC

- IT strategy by liaising with PGM (Corporate IT) – CA

- Creation of annual business plan for CM business by liaising 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 liaising with Circle Heads and PGM (CorporatePlanning & 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

- Liaising with Circles for smooth day-to-day operations

- Liaising with HR section for adequate staffing and training within CM business unit Employee Development for continuous improvement in individual and company performance   &   Encouraging performance-oriented culture with emphasis on team-building and mentorship

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)

•   Formulation of E&WS business unit strategy, in line with the overall company strategy

•   Marketing strategy by liaising 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, upgradation and maintenance strategy for all Core network assets based on inputs from CFA, CM and sales expectation from enterprise customers

- Transmission media – Up to local exchange (PSTN), up to DSLAM (data)

- Evaluating economic benefits of building own International Long Distance (ILD)network compared to leasing from other operators

- IT strategy by liaising with PGM (Corporate IT) – CA

- Creation of annual business plan by liaising 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 – market share, share of wallet, etc

o   Operational targets – network roll-out & operations, customer service, etc

• Target-setting for enterprise business by liaising 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

• Liaising with industry-wise national KAMs and Circles for smooth day-to-day operations of EB

• Liaising with HR section for adequate staffing and training within E&WS business unit

• Liaising with HR section for adequate staffing and training within CM business unit Employee Development for continuous improvement in individual and company performance   &   Encouraging
    performance-oriented culture with emphasis on team-building and mentorship

3.4 CONCLUSION: -

Project SHIKHAR is a holistic transformation exercise with the help of The Boston Consulting Group (BCG) 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.

4   CONFLICT MANAGEMENT

4.1 LEARNING OBJECTIVE:

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

1 What is Conflict

2 Reasons for workplace conflict

3 Types of Conflict

4 Ways to manage conflict

5 Ways people deal with conflict

6 Skills for conflict Managers

4.2 INTRODUCTION:

The world today has become almost like a war zone, where each and every one is trying to compete with each other. For this very reason we find that the work places are witnessing conflicts among the co-workers, which if not properly managed, can scale up to the level when whole of the work atmosphere and the goal achievements can go for a toss and the company and the individuals may loose on both short term and long-term basis. This lesson will summarize the various causes, types and tactics to manage these conflicts.

4.3 CONFLICT

Conflict is when two or more values, perspectives and opinions are contradictory in natureand haven't been aligned or agreed about yet,

4.3.1 CONFLICT ARISES:

1.   Within yourself when you're not living according to your values;

2.   When your values and perspectives are threatened; or

3.   Discomfort from fear of the unknown or from lack of fulfillment.

Conflict is inevitable and often good, for example, good teams always go through a "**form, storm, norm and perform**" period. Getting the most out of diversity means often contradictory values, perspectives and opinions.

4.3.2 CONFLICT IS OFTEN NEEDED AS IT:

1.   Helps to raise and address problems.

2.   Energizes work to be on the most appropriate issues.

3.   Helps people "be real", for example, it motivates them to participate.

4.   Helps people learn how to recognize and benefit from their differences.

Conflict is not the same as discomfort. The conflict isn't the problem - it is when conflict ispoorly managed that is the problem.

4.3.3 CONFLICT IS A PROBLEM WHEN IT:

1.   Hamper productivity.

2.   Lowers morale.

3.   Causes more and continued conflicts.

4.   Causes inappropriate behavior

4.3.4   TYPES OF MANAGERIAL ACTIONS THAT CAUSE WORKPLACE CONFLICTS

1. Poor communications

a.   Employees experience continuing surprises, they aren't informed of new decisions,programs, etc.

b.   Employees don't understand reasons for decisions, and they aren't involved indecision making.

c.   As a result, employees trust the "rumor mill" more than management.

2. The alignment or the number of resources is insufficient. There is:

a.   Disagreement about "who does what".

b.   Stress from working with inadequate resources.

3. "Personal chemistry", i.e., conflicting values / actions among managers andemployees:

a.   Strong personal natures don't match.

b.   We often don't like in others what we don't like in ourselves.

4. Leadership problems, including inconsistent, missing, too-strong or uninformedleadership (at any level in the organization), evidenced by:

a.   Avoiding conflict, "passing the buck" with little follow-through on decisions.

b.   Employees see the same continued issues in the workplace.

c.   Supervisors don't understand the jobs of their subordinates.

4.3.5   TYPE OF CONFLICTS:

Destructive conflict.

Behaviors that escalate a conflict are dysfunctional and destructive. Destructive conflicts may degenerate sufficiently so the conflict parties forget the substantive issues and transform their purposes to getting even, retaliating or hurting the other person. In destructive conflict, no one is satisfied with the outcome, possible gains are not realized and the negative taste left over at the end of one conflict episode is carried over to the beginning of the next conflict--creating a degenerating or negative spiral. Destructive conflicts are more likely to occur when behaviors come from rigid, competitive systems.

Constructive conflict.

Behaviors that are adaptive to the situation, person and issues of the moment are functional and constructive. Many conflicts are a mixture of competitive and cooperative impulses. Constructive conflicts appropriately balance the interests of both parties to maximize the opportunities for mutual gains. Constructive conflicts contain an element of

creative adaptation born from a realization that one must know both one's own and the other's interests and be able to find a mutually acceptable outcome. Focusing on the process, not just the outcome e one person desires, is key to productive conflict management.

4.3.6   COMPETITIVE AND COOPERATIVE CONFLICT

Competitive conflict systems (sometimes also termed positional, distributive, win/lose, or adversarial) are grounded in a win/lose perspective--for one party to "win" the other party must "lose." Competitive systems often assume a zero-sum or fixed-pie view of all resources.

Cooperative conflict systems (sometimes also termed mutual gains, interest-based, and win/win) are grounded in a win/win or positive mutual outcome perspective--for one party to win the other party's needs and goals must also be considered, with the net result that both parties maximize their outcomes. Cooperative systems often assume that resources can be expanded or traded in creative ways. Instead of the other party being the opponent, the problem or issue becomes the opponent that both parties must join in defeating.

The chart below compares the elements of competitive and cooperative conflict.

4.3.7   COMPETITIVE CONFLICT COOPERATIVE CONFLICT OUTCOME

- My win is your loss

- Relationship is damaged

- Both win (something)

- Relationship is maintained

  Tactics • Be aggressive

- Use threats, bluffs, and lies

- Conceal interests

- Expect the other to move first

- Compromise toward the middle

- Negotiate in good faith

- Search for interests, share information

- Search for creative solutions

- Build the best possible outcome for both parties

  Assumptions • Winning now is most important

- Short-term thinking

- Zero-sum world

- Other is the opponent

- My solution is best

- Maintaining relationship and substantive outcome are most important

- Non-zero-sum

- The issue is the opponent

Characteristics At its worst:

• Dominating

• Manipulative

• Aggressive

• Argumentative

• Hostile

• Egotistical

• Rigid

• Intolerant

• Threatening

• **Disinterested in fairness at its best**:

• Trustworthy

• Realistic

• Courteous

• Personable

• Objective

• Flexible

• Logical

• Sincere

• Forgiving

• Self-controlled

• Interested in fairness

4.3.8   KEY MANAGERIAL ACTIONS / STRUCTURES TO MINIMIZE CONFLICTS

1. Regularly review job descriptions. Ensure:

• Job roles don't conflict.

• No tasks "fall in a crack".

2. Intentionally build relationships with all subordinates.

• Meet at least once a month alone with them in office.

• Ask about accomplishments, challenges and issues.

3. Get regular, written status reports that include:

• Accomplishments.

• Current issues and needs from management.

• Plans for the upcoming period.

4. Conduct basic training about:

•   Interpersonal communications

•   Conflict management

•   Delegation.

5. Develop procedures for routine tasks and include the employees' input.

•   Have employees write procedures when possible and appropriate.

•   Get employees' review of the procedures.

•   Distribute the procedures.

•   Train employees about the procedures.

6.   **Regularly hold management meetings,** for example, every month, to communicate new initiatives and status of current programs.

7.   **Consider an anonymous suggestion box** in which employees can providesuggestions.

4.3.9 WAYS PEOPLE DEAL WITH CONFLICT

There is no ideal way to deal with conflict. It depends on the current situation. Here are themajor ways that people use to deal with conflict:

1. Avoid it. Pretend it is not there or ignore it: Usually this approach tends to worsen theconflict over time. Use it:

•   When an issue is trivial, or more important issues are pressing.

•   When you perceive no chance of satisfying your concerns.

•   When potential disruption outweighs the benefits of resolution.

•   To let people cool down regain perspective.

•   When gathering information supersedes immediate decision.

•   When others can resolve the conflict more effectively.

•   When issues seem tangential or symptomatic of other issues.

2. Accommodate it. Give in to others, sometimes to the extent that you compromise yourself.

Use this approach very sparingly and infrequently, for example, in situations when you know that you will have another more useful approach in the very near future. Usually, thisapproach tends to worsen the conflict over time, and causes conflicts within you. Use it:

•   When you find you are wrong – you allow a better position to be heard, to learn, andto show your reasonableness

•   When issues are more important to others than to our self – to satisfy others andmaintain cooperation

•   To build social credits for later issues.

•   To minimize loss when you are outmatched and losing.

- When harmony and stability are especially important.

- To allow employees to develop by learning form mistakes.

3. Competing. Work to get your way, rather than clarifying and addressing the issue. Usewhen you have a very strong conviction about your position.

- When quick, decisive action is vital (e.g., emergencies)

- On important issues where unpopular actions need implementing (e.g., cost cutting,enforcing unpopular rules, discipline)

- On issues vital to company welfare when you know you are right.

- Against people who take advantage of non-competitive behavior.

4. Compromising. Mutual give-and-take: Use when the goal is to get past the issue andmove on. Use it:

- When goals are important, but not worth the effort or potential disruption of more assertive modes.

- When opponents with equal power are committed to mutually exclusive goals.

- To achieve temporary settlements to complex issues

- To arrive at expedient solutions under time pressure.

- As a backup when collaboration or competition is unsuccessful

5. Collaborating. Focus on working together: Use when the goal is to meet as many current needs as possible by using mutual resources. This approach sometimes raises new mutual needs. Use it:

- When the goal is to cultivate ownership and commitment.

- To find an integrative solution when both sets of concerns are too important to becompromised.

- When your objective is to learn

- To merge insights from people with different perspectives

- To gain commitment by incorporating concerns into a consensus.

- To work through feelings that have interfered with a relationship.

4.3.10 MANAGING INTRAPERSONAL CONFLICT (WITHIN YOURSELF)

It's often in the trying that we find solace, not in getting the best solution. The following stepswill help you in this regard:

1. Name the conflict, or identify the issue, includes what you want that you aren'tgetting. Consider:

a.   Writing your thoughts down to come to a conclusion.

b.   Talk to someone, including asking them to help you summarize the conflict in fivesentences or less.

2. Get perspective by discussing the issue with your friend or by putting it down inwriting. Consider:

a.   How important is this issue?

b.   Does the issue seem worse because you're tired, angry at something else, etc.?

c.   What's your role in this issue?

3. Pick at least one thing you can do about the conflict.

a.   Identify at least three courses of action.

b.   For each course, write at least three pros and cons.

c.   Select an action - if there is no clear course of action, pick the alternative that will not hurt, or be least hurtful, to yourself and others. d. Briefly discuss that course of action with a friend.

4. Lastly do something about the issue.

a.   Wait at least a day before you do anything about the conflict. This gives you a coolingoff period.

b.   Then take action.

c.   Have in your own mind, a date when you will act again if you see no clearimprovement.

4.3.11 MANAGING INTERPERSONAL CONFLICT (WITH OTHERS)

1. Manage yourself. If you and/or the other person are getting heated up, then manageyourself to stay calm by

a.   Speaking to the person as if the other person is not heated up - this can be veryeffective!

b.   Avoid use of the word "you" - this avoids blaming.

c.   Nod your head to assure them you heard them.

d.   Maintain eye contact with them.

2.   Move the discussion to a private area, if possible.

3.   Give the other person time to vent.

a.   Don't interrupt them or judge what they are saying.

4. Verify that you're accurately hearing each other. When they are done speaking:

a.   Ask the other person to let you rephrase (uninterrupted) what you are hearing fromthem to ensure you are hearing them.

b.   To understand them more, ask open-ended questions. Avoid "why" questions - thosequestions often make people feel defensive.

5.   Acknowledge where you disagree and where you agree.

6.   Work the issue, not the person. When they are convinced that you

understand them: Ask "What can we do fix the problem?" They will likely

begin to complain again.

Then ask the same question. Focus on actions they can do, too.

7. If possible, identify at least one action that can be done by one or both of you.

a.   Ask the other person if they will support the action.

b.   If they will not, then ask for a "cooling off period".

8. Thank the person for working with you.

9. If the situation remains a conflict, then:

a. Conclude if the other person's behavior conflicts with the policies and procedures in theworkplace and if so, present the issue to your supervisor.

b. Consider whether to agree to disagree.

c. Consider seeking a third party to mediate.

4.3.12 SKILLS FOR CONFLICT MANAGERS

Two basic communication skills are required if parties hope to manage conflict productively:

 • listening

• asking questions

Keep the following simple seven general communication skills Keep these practices in mind and use them when you can.

1.   **Speak your mind and heart**.

Someone needs to speak up and say what he or she wants, thinks or feels. Difficulty in expressing preferences directly may result in indirect or passive conflict. Instead of blaming or avoiding, make sure you address the problem as the issue. Speak up!

2.   **Listen well**.

Listening is a skill that underlies all productive conflict management. Focus on what the otherperson is saying, not your rebuttal. Search for what might be right about what you hear instead of what is wrong, and let the other know you are doing this. Give some feedback that indicates that the other has been heard." Remember that any sentence beginning with "Yes, but . . ." disqualifies anything you are going to say next.

3.   **Express strong feelings appropriately**.

 In conflict, you will have very strong feelings at times. You will be angry, hurt, enraged, sad, joyful, hopeful or despairing. Careful, respectful expression of these feelings helps, rather than damages, conflicts. Avoid squelching your feelings; just learn to express them clearly in a non-destructive manner. Never attack, for any reason, if you want a long-term relationship!

4.   **Remain rational for as long as possible**.

 Remaining rational does not mean staying calm, cool, collected or distant. Rationality means keeping in mind that you are trying to solve a problem and that you must remain connected tothe other person throughout the interaction. Anything that diverts you from this task hurts conflict management.

5.　　**Review what has been said**.

Ask about points that need clarification, using open-ended questions. Specialize in asking questions for which you do not know the answer.

6.　　**Learn to give and take**.

Be fair by taking your turn and giving others their turns. No productive resolution comes from a one-sided conversation. You may solve a short-term problem; but in the long term, fairness counts.

7.　　**Avoid all harmful statements**.

Attacks create enemies. Biting criticism drives people out of the interaction. Making the otherperson wrong means reducing the chance that you will ever make anything right.

4.3.13　WHAT'S YOUR CONFLICT MANAGEMENT STYLE?

Instructions: Listed below are 15 statements. Each strategy provides a possible strategy fordealing with a conflict.

Give each a numerical value **(i.e., 1=Always, 2=Very often, 3=Sometimes, 4= Not veryoften, 5= rarely, if ever.)**

Don't answer as you think you should, answer as you actually behave.

a)　　I argue my case with peers, colleagues and co-workers to demonstrate the merits ofthe position I take.

b)　　I try to reach compromises through negotiation.

c)　　I attempt to meet the expectation of others.

d)　　I seek to investigate issues with others in order to find solutions that are mutuallyacceptable.

e)　　I am firm in resolve when it comes to defending my side of the issue.

f)　　I try to avoid being singled out, keeping conflict with others to myself.

g)　　I uphold my solutions to problems.

h)　　I compromise in order to reach solutions.

i)　　I trade important information with others so that problems can be solved together.

4.4 CONCLUSION

Conflict in project management is not necessarily unfavorable when properly managed. Several advantages have been identified such as increasing personal growth and morale, enhancing communication, and producing better project outcomes. However, conflict can be the decline of an organization if it is not effectively managed. The challenge for organizational leaders and project managers is to try to maintain the right balance and intensity of conflict in project management. By utilizing project management principles, understanding the dynamics of conflict, and learning approaches to conflict resolution, managers will be able to establish an environment in which creativity and innovation is encouraged and project goals are accomplished

5   GROUP DYNAMICS

5.1 LEARNING OBJECTIVES

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

1 Define Group & Group types

2 Understand Group Dynamics

3 Group Development

4 Group Behavior

5 Group Decision Making

6 Group V/s Team

5.1.1   WHAT IS A GROUP?

A group is "two or more people who share a common definition and evaluation of themselves and behave in accordance with such a definition".

A collection of people who interact with one another, accept rights and obligations as members and who share a common identity.

5.1.2   CRITERIA FOR A GROUP INCLUDE:

a) Formal social structure,

b) Face-to-face interaction,

c) Two or more persons,

d) Common fate,

e) Common goals,

f) Interdependence,

h) Self-definition as group members,

i) Recognition by others.

Societies can be seen as large groups consisting of a myriad of sub-groups.

5.1.3   GROUP TYPES:

Formal: A designated work group defined by the organization's structure.

Informal: Group that is neither formally structured nor organizationally determined; appears in response to the need for social contact.

Interest: Those working together to attain a specific objective with which each is concerned.

Friendship: Those brought together because they share one or more common characteristics.

Reference: Important groups to which individuals belong or hope to belong and with whose norm's individuals are likely to conform.

5.1.4 WHY DO PEOPLE JOIN GROUPS?

Security: By joining the group, individuals can reduce the insecurity of "Standing alone" People feel stronger, have fewer self- doubts, and are more resistant to threats when they are part of a group.

Status: Inclusion in a group that is viewed as important by others provides recognition and status for its members.

Self-esteem: Groups can provide people with feelings of self-worth.

Affiliation: Groups can fulfill social needs.

Power: What cannot be achieved individually often becomes possible through group action. There is power in numbers.

Goal Achievement: There are times when it takes more than one person to accomplish a particular task- there is a need to pool talents, knowledge, or power in order to complete ajob.

5.1.5 UNDERSTAND GROUP DYNAMICS

Human beings exhibit some characteristic behavior patterns in groups. People involved in managing groups and group members themselves can benefit from studying theories and doing practical exercises which help them to better understand people's behavior in groups and group dynamics. When group patterns are combined with study of individual development, then group dynamics can also be applied to education and therapy (as is often the case in experiential, outdoor and adventure education).

People may underestimate the importance of society and group memberships on their lives. Whilst people sometimes undertake solo journeys up by and large much of our experiences of life involves being engaged with others and groups. The nature of these groups can be quite varied, from a family going for a walk, to the crowd at a football game, to an internet discussion group, to a group of fellow workers.

Given the diverse, yet common occurrence of groups, what is the nature and pattern of such group experiences? The social dynamics which occur within groups over time vary from group to group, but also illustrate some commonalities.

5.1.6 GROUP DEVELOPMENT

AN EFFECTIVE GROUP

a)   Has a clear understanding of its goals: overall and immediate?

b)   Is flexible in selecting its procedure as it works toward its goals.

c)   Has achieved a high degree of communication and understanding among its members. Communication of personal feelings and attitudes as well as ideas occurs in direct and open fashion because it is considered important to the work of the group.

d)   Is able to initiate and carry out an effective decision-making, carefully considering minority viewpoints and securing the commitment of all members to important decisions.

e)   Achieves an appropriate balance between group productivity and the satisfaction of individual needs.

f)   Provides for sharing of leadership responsibilities.

g)   Has a high degree of cohesiveness (attractiveness to its members).

h)   Makes intelligent use of the differing abilities if its members.

i)   Can be objective about reviewing its own processes. Can face problems and adjustto needed modification.

j)   Maintains a balance between emotional and rational behaviour, channeling emotionally into productive group effort.

ACHIEVING A COOPERATIVE GROUP STRUCTURE

a)   Members must interact, give and receive help from one another, and share ideas, information, and resources to help accomplish the group's goals.

b)   The group goal of getting the task done at the highest level possible must be accepted by everyone, and members need to develop commitment to the group goal.

c)   Because the possibility exists of different group members doing different sub-tasks, groups may divide the labour in various ways to accomplish their goals.

d)   Rewards, if any, must be based upon the quality and quantity of group performance, not individual performance.

BASIC STAGES OF GROUP DEVELOPMENT:

There are several basic stages that new groups go through as they move to becoming effective as a group. These stages parallel the Situational Leadership Model, different styles of leadership tend to work best at different points in the overall development of the group.

Forming (Getting Acquainted) - This first stage is characterized by a sense of uncertainty and awkwardness and perhaps anxiety. Participants may be unsure of what to do and how to do it. The "rules of the road"-group norms and standards have yet to be defined and participants are eagerly looking to find out what is okay and not okay. This phase often shows tentativeness or even some anxiety on the part of the participants. Leaders need to set the tone for group behaviour, activities, and interactions. Most people are polite as they try to put their "best foot forward." The result is a superficial level of harmony and cooperation. This serves the purpose of getting the group started and off the ground in terms of motivation and commitment. Members may tend to verbalize how close they feel to each other, and may develop quite a group spirit due to successful task accomplishment. Leadership at this point should be a combination of High Task/Low Relationship (Telling) in terms of teaching skills and establishing norms moving to High Task/High Relationship (Selling) to get everyone involved and interacting in the group.

Storming (Struggling Forward) - This next stage is characterized by individual assertive behavior which may result in some group instability. Participants have begun to feel comfortable enough with their new environment to take some risks in revealing more of their personalities. Each person wants to feel a sense of individual importance and influence on the group evident as increasing responsibility is shifted to the group as they move into moderate levels of maturity. The Leadership styles which may be most effective are High Task/High Relationship (Selling). Leaders should not be surprised if some conflicts develop in the group at this stage. This is part of the natural process of the group becoming self-sustaining.

Norming(Becoming Personal) and establishment of personal relationships. Participants will begin to take responsibility for resolving conflicts and strengthening friendships. The Leadership style which may be most effective is Low Task/High Relationship (Participating) since the group is competent regarding tasks but needs assistance and support in terms of relationships.

Performing (Working together) group members. Participants look outwards to see how other people in the group are doing to make sure all are supported. Decision making and problem solving will be shared within the group. At this stage the own needs both in terms of task and relationship matters. The leadership style which would be most effective would-be Low Task/Low Relationship (Delegating).

Transference - This final part of the group process is not remembered as "just a fun couple days in the woods." It is important that participants be able to transfer the things which they have learned about themselves and being in a group back to their regular lives. The debriefing process discussed below in Transferring the Experience.

5.1.7 GROUP BEHAVIOUR

Group Member resources: Knowledge, skills, and abilities, Personality Characteristics

GROUP STRUCTURE:

Formal Leadership

- Roles: A set of expected behavior patterns attributed to someone occupying a given position in social unit.

- Role Identity: Certain attitudes and behaviors consistent with a role.

- Role Perception: An individual's view of how he or she is supposed to act in a given situation.

- Role Expectation: How other believe a person should act in a given situation. _ Psychological contract: An unwritten agreement that sets out what management expects from the employees, and vice versa.

- Role Conflict: A situation in which an individual is confronted by divergent role expectations.

- Norms: Acceptable standards of behaviour within a group that are shared by the group's members. Establishing norms is important parts of the first stage of group development, letting people learn "the rules of the road." Group norms can be established in three ways:

- Stating - telling/explaining to people how to behave, e.g. this is how to wear a pack.

- Modeling - demonstrating behaviour for others to adopt, e.g. leaders picking up trash along the trail.

- Importing - bringing in behaviour customary in other social situations, e.g. people will going off into the woods for privacy to go to the bathroom.

These methods often must be combined in order to work effectively. For example, if you want to reinforce minimal impact camping practices you will need to state it as a goal, explain how to accomplish it, and model the behavior. If the leader simply tells people to pick

up trash along the trail, but then walks right by trash without picking it up, the participants become confused as to the norm and may assume that the instruction was merely lip service.

5.1.8   GROUP PROCESS:

Synergy: An action of two or more substances that results in an effect that is different fromthe individual summation of the substances.

Social Facilitation Effect: The tendency for performance to improve or decline in responseto the presence of others.

Social Loafing: The tendency for individuals to extend less efforts when workingcollectively that when working individually.

Cohesiveness: Degree to which group members are attracted to each other and are motivatedto stay in the group.

Group Task: Task can be generalized as either simple or complex

Complex tasks are ones that tend to be novel or non-routine Simple ones are routine andstandardized.

5.1.9   GROUP DECISION MAKING

During the course of a trip, there are a number of decisions that will need to be made by the whole group. These might include things like where to camp, which route totake, whether to rest for the afternoon or do a side hike, etc. Group decision making can be a powerful learning and growth tool for the group. It can also be a place for conflict to develop. The first thing to determine is whether it is a decision that can and should be made by the group, or with input from the group, or is it a decision to be made solely by the leaders. Obviously, some issue, such as those that involve safety, will be made by the leaders. To present such a decision to the group suggest that they have authority to make the decision, and if the leaders disagree, they must countermand the group's decision. Also, some decision-making can lead to splattering the group. Both of these can lead to bad feelings by the group members and damage the positive group spirit and interaction leaders have worked to facilitate. Avoid this problem by thinking ahead and determining what decisions are appropriate for the group to make. It may be better for the leaders to make the decision from their status as authorities, that to give the decision to the group and have the process lead to negative outcomes. Leaders will also need to decide if they should be involved in the decision process, or "sit it out." Sometime the presence and perceived authority of the leaders can slant the decision-making process. However, in certain situations, this can work to your advantage as a leader. Making good group decisions involves a process, which the leaders may have to state or model as a norm for the group to follow.

5.1.10 DECISION STRATEGIES

Authority Decides - In this case the decision is made by the leaders by virtue of their role of being responsible for the trip or by some person determined to have the greatest knowledge about the topic. This process can be very effective when the individual(s) have significantly more knowledge than the other members of the group. It is also very efficient in terms of time. In some cases, getting feedback from the group may be essential for the leaders to have all the facts in order to make a good decision. For example, if the leaders have to decide about changing the route, they need to know the physical and mental state of all the participants. The most common scenario for this decision-making process is a safety or emergency situation.

Here the leaders need to take charge of the group. Keep in mind that some individuals, even though they may be the most knowledgeable, may not be good at making decisions. Making effective decisions is a skill that all leaders should develop.

If things seem to be breaking down and a decision is not being made, you may have to move to another method.

Majority Vote - In this case members of the group are polled and the option that receives support from the greatest number in the group is chosen. This strategy works well if everyone agrees to be bound by it, and if everyone feels they have a chance to express their viewpoints and needs. However, it can lead to splitting of the group. Once again leaders should evaluate if this method will be a positive or negative experience for the group.

Consensus - This is the most effective method of making a group decision in terms of members feeling included. Consensus decision making means reaching a decision that all members of the group are willing to support at some level. In order to reach this point, everyone in the group must be given ample time to express their view and time to express their disagreement with other's views. Through a process of negotiation, the group moves to an idea that everyone can place some level of support in. this process can take a great deal of time and "perfect consensus" is almost never reached. Make sure that you have the time before embarking on this as you approach. It is counter-productive to start with the consensus process and then have to give it up to make the decision some other way because you don't have enough time.

In all of these strategies it is important for leaders to model good listening and communication skills. Leaders may need to act as facilitators for effective communication through such things as asking people not to interrupt others, quieting dominant members of the group, and asking quieter members to speak up.

5.1.11 GROUP DECISION MAKING PROCESS

    a)   Set goal(s) & prioritize them

    b)   Brainstorm options for achieving goals

    c)   Evaluate the different options and examine how the options meet the goal(s)

    d)   Determine the decision-making strategy to be used (see above)

    e)   Decide on an option using one of the following criteria

    ➢   Best serves highest priority goals

    ➢   Best serves all goals

    ➢   Serves goals without creating any negative outcomes

    ➢   Creates the least negative outcomes

5.1.12 TEAM V/S GROUP

Work Group: A group that interacts primarily to share information and to make decisions tohelp each group member perform within his or her area of responsibility. _

Work Team: A group whose individual efforts result in a performance that is greater thanthe sum of the individual inputs.

5.2 CONCLUSION

Organizations depend on groups of people to perform their best for achieving results with optimal resources. It is very important for organizations to understand group dynamics to create an environment conducive for results. For example, organizations permit formation of unions, cultural clubs, constitute task forces, committees etc. with an objective to reap the benefits of group dynamics.

6   EFFECTIVE LEADERSHIP & TEAM BUILDING

6.1   LEARNING OBJECTIVE:

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

1   Leadership

2   Leadership Competencies

3   Leadership Abilities

4   Leadership Framework

5   Factors of leadership

6   Leadership Styles

7   The five points of power

8   Team Building

9   Leadership & Team Building

6.2   INTRODUCTION

"The Truth is that no one factor makes a company admirable. But if you were forced to pick the one that makes the most difference, you'd pick leadership." Warren Bennis-1998

6.3   LEADERSHIP:

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Although the position of a manager, supervisor, lead, etc. gives the authority to accomplish certain tasks and objectives in the organization, this *power* does not make anyone a leader, it simply makes the boss. Leadership differs in that it makes the followers want to achieve high goals, rather than simply bossing people around.

Leaders exist at all levels of the organization, their roles differ. The pyramid shown below explains the various levels and the expectations from leaders in an organization.

Figure 1:   Principle based Leadership

6.3.1   LEADERSHIP COMPETENCIES

"The very essence of leadership is that you have to have a vision. It's got to be a vision you articulate clearly and forcefully on every occasion."

Core Competencies form the foundation of leadership. Without a solid base, the sides of the pyramid will soon crumble away.

Leadership Competencies form the basic structure (walls) that separates leaders from bosses by building the knowledge and skills required for driving the organization towards the cutting edge of its business. Without these competencies, a leader has a shallow base from which to work.

Professional Competencies add depth to the pyramid. The main driver of these competencies arrives from experiences and LEARNING from these experiences. While a person might have a firm grasp on the core and leadership competencies, it is only through trial and error, and later through reflection to increase the depth of those experiences, that an average leader grows into a good leader. Each organization requires a different set of professional competencies for each leadership position.

Managers are people who do things right, while leaders are people who do the right thing.

6.3.2   LEADERSHIP ABILITIES –

Displays attributes that make people glad to follow. Provides a feeling of trust. Rallies the troops and builds morale when the going gets tough.

Visioning - Applies effort to increase productiveness in areas needing the most improvement. Creates and set goals (visions). Senses the environment by using personal sway to influence subordinates and peers. Gain commitment by influencing team to set objectives and buy in on the process. Reinforces change by embracing it (prevents relapse into prior state).

Create and Lead Teams - Develops high-performance teams by establishing a spirit of cooperation and cohesion for achieving goals.

Foster Conflict Resolutions (win-win) - Effectively handles disagreements and conflicts. Settles disputes by focusing on solving the problems, without offending egos. Providessupport and expertise to other leaders with respect to managing people. Evaluates the feasibility of alternative dispute resolution mechanisms.

Assess Situations Quickly and Accurately - Takes charge when the situation demands it.Make the right things happen on time.

Coach and Train Peers and Subordinates - Recognizes that learning happens at every opportunity (treats mistakes as a learning event). Provides performance feedback, coaching, and career development to teams and individuals to maximize their probability of success.

Implement Employee Involvement Strategies - Develops ownership by bringing employees in on the decision making and planning process. Provides the means to enable employee success, while maintaining the well-being of the organization. Develops processes to engage employees in achieving the objectives of the organization. Empower employees by giving them the authority to get things accomplished in the most efficient and timely manner.

Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never-ending process of self-study, education, training, and experience. To inspire the team into higher levels of teamwork, there are certain things one must be, know, and, do. These do not come naturally, but are acquired through continual work and study. The best Leaders are continually working and studying to improve their leadership skills.

Leadership is a complex process by which a person influences others to accomplish a mission, task, or objective and directs the organization in a way that makes it more cohesive and coherent. A person carries out this process by applying his or her leadership attributes (belief, values, ethics, character, knowledge, and skills). Although your position as a manager, supervisor, lead, etc. gives you the authority to accomplish certain tasks and objectives in the organization, this power does not make you a leader...it simply makes you the boss. Leadership makes people want to achieve high goals and objectives, while, on the other hand, bosses tell people to accomplish a task or objective.

When a person is deciding if he respects you as a leader, he does not think about your attributes. He observes what you do so that he can know who you really are. He uses this observation to tell if you are an honorable and trusted leader or a self serving tyrant who misuses her authority to look good and be promoted. Self serving leaders are not as effective because their employees only obey them, not follow them. They succeed in many areas because they present a good image to their seniors at the expense of their team.

The basis of good leadership is honorable character and selfless service to your organization. In your followers' eyes, your leadership is everything you do that effects the organization's objectives and their well being. A respected leader concentrates on what she is [**be**] (beliefs and character), what she **knows** (job, tasks, human nature), and what she **does** (implement, motivate, provide direction).

What makes a person want to follow a leader? People want to be guided by those they respect and who have a clear sense of direction. To gain respect, they must be ethical. A sense of direction is achieved by conveying a strong vision of the future.

6.4   LEADERSHIP FRAMEWORK – BE, KNOW, & DO

If you are a leader that can be trusted, then the people around you will learn to respect you. To be a good leader, there are things that you must be, know, and do. These fall under the Leadership Framework:

BE

A professional Seek responsibility and take responsibility for your actions. Search for ways to guide your organization to new heights. And when things go wrong, they will eventually, do not blame others. Analyze the situation, take corrective action, and move on to the next challenge.

A professional who possesses good character traits Develop good traits within yourself, such as honesty, competence, candor, commitment, integrity, courage, straightforward, imagination. Develop good character traits within your team that will help them carry out their professional responsibilities.

KNOW

The four factors of leadership - follower, leader, communication, situation. **Yourself** know yourself and seek self-improvement. In order to know yourself, you have to understand your be know, and do attributes. Seeking self-improvement means continually strengthening your attributes. This can be accomplished through reading, self-study, classes, etc.

Human nature Know human nature and the importance of sincerely caring for your workers.

Your job Be technically proficient as a leader, you must know your job and have a solid familiarity with your employees' jobs. Train your people as a team. Although many supervisors call their organization, department, section, etc., a team; they are not really teams...they are just groups of people doing their jobs.

Your organization use the full capabilities of your organization. By developing a team spirit, you will be able to employ your organization, department, section, etc. to its fullest capabilities.

DO

Provide direction. Make sound and timely decisions. Use good problem solving, decision-making, and planning tools. Keep your team informed. Know how to communicate with your team, seniors, and other essential people within the organization.

Implement. Develop a sense of responsibility in your team. Ensure that tasks are understood, supervised, and accomplished. Communication is the key to this responsibility.

Motivate. Set the example. Be a good role model for you employees. They must not only hear what they are expected to do, but also see. Know your team and look out for their well being.

6.4.1   FACTORS OF LEADERSHIP:

The four major factors of leadership are the follower, leader, communication, and situation:

Follower: Different people require different styles of leadership. For example, a new hire requires more supervision than an experienced employee. A person with a poor attitude

requires a different approach than one with a high degree of motivation. You must know your team. The fundamental starting point is having a good understanding of human nature: needs, emotions, and motivation. You must know your employees' be, known, and do attributes.

Leader: You must have a honest understanding of who you are, what you know, and what you can do. Also, note that it is the followers, not the leader who determines if a leader is successful. If a follower does not trust or lacks confidence in her leader, then she will be uninspired. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed.

Communication: You lead through two-way communication. Much of it is nonverbal. For instance, when you "set the example," that communicates to your team that you would not ask them to perform anything that you would not be willing to do. What and how you communicate either builds or harms the relationship between you and your employees.

Situation: All situations are different. What you do in one leadership situation will not always work in another situation. You must use your judgment to decide the best course of action and the leadership style needed for each situation. For example, you may need to confront a employee for inappropriate behavior, but if the confrontation is too late or too early, too harsh or too weak, then the results may prove ineffective. Various forces will affect these factors. Examples of forces are your relationship with your seniors, the skill of your team, the informal leaders within your organization, and how your company is organized.

6.5 LEADERSHIP STYLES:

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. There are three different styles of leadership– autocratic, participative, and free-rein. Although most leaders use all three styles, one of them normally becomes the dominant one.

Authoritarian (autocratic): This type is used when the leader tells her employees what she wants done and how she wants it done, without getting the advice of her team. Some of the appropriate conditions to use it are when you have all the information to solve the problem, you are short on time, or your employees are well motivated. Some people think that this style includes yelling, using demeaning language, and leading by threats and abuse of power. This is not the authoritarian style...it is an abusive, unprofessional style of leadership.

Participative (democratic): This type of style involves the leader including one or more employees in on the decision making process (determining what to do and how to do it). However, the leader maintains the final decision making authority. Using this style is not a sign of weakness; it is a sign of strength that your employees will respect. This is normally used when you have some of the information, and your employees have some of the information. This allows them to become part of the team and allows you to make a better decision.

Delegate (free-reign): In this style, the leader allows the employees to make the decision. However, the leader is still responsible for the decisions that are made. This is used when employees are able to analyze the situation and determine what needs to be done and how to do it. You cannot do everything! You must set priorities and delegate certain tasks.

The Five Points of Power: A person has the potential for influencing five points of power over another:

Coercive Power - Power that is based on fear. A person with coercive power can make things difficult for people. These are the persons that you want to avoid getting angry. Employees working under coercive managers are unlikely to be committed, and more likely to resist the manager.

Reward Power - Compliance achieved based on the ability to distribute rewards that others view as valuable. Able to give special benefits or rewards to people.

Legitimate Power - The power a person receives as a result of his or her position in the formal hierarchy of an organization. The person has the right, considering his or her position and your job responsibilities, to expect you to comply with legitimate requests.

Expert Power - Influence based on special skills or knowledge. This person earns respect by experience and knowledge. Expert power is the most strongly and consistently related to effective employee performance.

Referent Power - Influence based on possession by an individual or desirable resources or personal traits. You like the person and enjoy doing things for him or her.

6.5.1 POWER VERSES LEADERSHIP

➢ Power does not require goal compatibility; instead, it focuses on intimidation, whileleadership requires goal congruence

➢ Power maximizes the importance of lateral and upward influence, while

➢ leadership focuses upon downward influence

➢ Power focuses on tactics for gaining compliance, while leadership focuses on gettinganswers and solutions

6.6 TEAM BUILDING:

It refers to the process of establishing and developing a greater sense of collaboration and trust between team members. Interactive exercises, team assessments, and group discussions enable groups to cultivate this greater sense of teamwork.

6.6.1 CHARACTERISTICS OF GOOD TEAM BUILDING

➢ High level of interdependence among team members

➢ Team leader has good people skills and is committed to team approach

➢ Each team member is willing to contribute

➢ Team develops a relaxed climate for communication

➢ Team members develop a mutual trust

➢ Team and individuals are prepared to take risks

➢ Team is clear about goals and establishes targets

➢ Team member roles are defined

➢ Team members know how to examine team and individual errors without personalattacks

➢ Team has capacity to create new ideas

➢ Each team member knows he can influence the team agenda

➢ **Team Effectiveness:** When evaluating how well team members are working together,the following statements can be used as a guide:

➢ **Team goals** are developed through a group process of team interaction and agreement in which each team member is willing to work toward achieving these goals.

➢ **Participation** is actively shown by all team members and roles are shared to facilitate the accomplishment of tasks and feelings of group togetherness.

➢ **Feedback** is asked for by members and freely given as a way of evaluating the team's performance and clarifying both feelings and interests of the team members. When feedback is given it is done with a desire to help the other person.

➢ **Team decision making** involves a process that encourages active participation by all members.

➢ **Leadership** is distributed and shared among team members and individuals willingly contribute their resources as needed.

➢ **Problem solving**, discussing team issues, and critiquing team effectiveness are encouraged by all team members.

➢ **Conflict** is not suppressed. Team members are allowed to express negative feelings and confrontation within the team which is managed and dealt with by team members. Dealing with and managing conflict is seen as a way to improve team performance.

➢ **Team member resources**, talents, skills, knowledge, and experiences are fully identified, recognized, and used whenever appropriate.

➢ **Risk taking and creativity** are encouraged. When mistakes are made, they are treated as a source of learning rather than reasons for punishment.

After evaluating team performance against the above guidelines, determine those areas in which the team members need to improve and develop a strategy for doing so.

6.7 LEADERSHIP AND TEAM BUILDING:

The three vital determinants of teamwork are:

➢ Leader

➢ Subordinates

➢ The environment.

These factors are interdependent. It is the leader's responsibility to make the environment conducive to work. He studies the employees individually and insists interest in them. By encouraging the inquisitive employees and by prohibiting insidious elements, he creates hygienic environment. He inculcates the sense of collectivism in employees to work as a team. The resultant output will then be efficiency.

Leader is a representative of subordinates: He is intermediary between the work groups and top management. They are called linking pins by rensis likert. As linking pins they serve to integrate the entire organization and the effectiveness depends on the strength of

these linking pins. Leader shows personal consideration for the employees. As representatives they carry the voice of the subordinates to the management.

Leader is an appropriate counselor: Quite often people in the workplace need counseling to eliminate the emotional block to effective performance. For instance, frustration that results from blocked need drive keeps an employee derailed or the working track. It is here the leader comes in, renders wise counsel, releases the employee of the emotional tension and restores equilibrium.

Uses power properly: If a leader is to effectively achieve the goal expected of him, he must have power and authority to act in a way that will stimulate a positive response from the workers. A leader, depending on the situation, exercises different types of power, viz reward power and expert power. Besides the formal basis, the informal basis of power also has a more powerful impact on organizational effectiveness. No leader is effective unless the subordinates obey his orders. Therefore, the leader uses appropriate power so that subordinates willingly obey the orders and come forward with commitment.

Leader manages the time well: Times is precious and vital but often overlooked in management. There are three dimensions of time – boss – imposed – time , system- imposed

–time and self – imposed time . That is prominent in literature. Because the leader has through knowledge of the principle of time management such as preparing time charts, scheduling techniques, etc., he is in a position to utilize the time productively in the organization.

Strives for effectiveness: Quite frequently the managers are workaholic and too busy with petty things to address to major details of effectiveness. To fill the gap, sometimes leaders throw his concerted efforts to bring effectiveness by encouraging and nurturing team work, by better time management and by the proper use of power. Further, leader provides and adequate reward structure to encourage performance of employees. Leader delegates authority where needed and invites participation where possible to achieve the better result. He also provides the workers with necessary resources. By communicating to workers what is expected of them, leader brings effectiveness to organization. The above functions of the leader are by no means comprehensive but they do suggest as to what leaders do generally.

6.8 CONCLUSION

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

7   GROUP PERFORMANCE MANAGEMENT SYSTEM

7.1 LEARNING OBJECTIVES

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

1. Understand concept of group performance management system

2. Understand foundation of GPMS and BBSC

3. Learn about groupings in GPMS of BSNL

4. Understand sample GPMS of a territorial unit (SSA)

7.2 INTRODUCTION

Organizations exist for some purpose and objectives to achieve. These objectives can be achieved by implementing various strategies from time to time. Strategies, formulated by the top management, are implemented by the employees of the organization. Therefore, responsibility of implementation of corporate strategies rests with various functional units and departments of the organizations. An appropriate system to measure performance of such functional units/departments/individuals is must for measuring and monitoring the outcome of these strategies so that suitable corrective actions can be thought of, if required. Performance measurement results can also be used as a tool to reward outstanding performers. Successful organizations know that to win in today's competitive marketplace they must attract, develop, and retain talented and productive employees. Winning organizations get their competitive edge from a performance management system that helps them hire talented people, place them in the right position, align their individual performance with the organization's vision and strategic objectives, develop their abilities and reward performance commensurate with contributions to the organization's success.

7.3 BENEFITS OF EFFECTIVE PERFORMANCE MANAGEMENT

Improved Productivity -- Improvement in both the way people work and the outcomes they produce.

Improved Employee Morale Resulting from on-time performance appraisals and rewards commensurate with employee contributions.

Retention of Top Performers – Employees who get recognition and rewards for their work become loyal employees.

Increased Profitability – Loyal employees deliver higher levels of service that result in customer loyalty ultimately leading to increased revenue and profits.

Therefore, Performance Management System (PMS) is not only a HR tool but it is a management tool for translating expectations of top management into tangible results.

Presently, BSNL is operating in a very tough competitive business environment. In such a scenario, it requires change of mindset at all levels of executives and employees so that organization can effectively compete and survive. BSNL needs to make massive

transformational changes in its existing performance level. Introduction of a PMS system will certainly help BSNL to move toward performance-oriented work culture in the organization. Considering the huge employee base and thus efforts involved in formulating PMS for individual employee, BSNL top management has consciously decided to introduce a Group Performance Management System (GPMS).

This chapter in brief describes the GPMS system adopted by BSNL.

7.4 GPMS CONCEPT

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

It is a system for: -

a)   Identifying Key Performance Indicators (KPI) for individuals and various functional groups within the organization

b)   Assigning KPIs to distinct groups aligned with organizational activities and goals

c)   Assigning targets and their relative weightage against such KPIs in objective & transparent manner

d)   Carrying out assessment of performance of various groups Providing a basis for performance related HR policies

7.5 FOUNDATION OF GPMS

GPMS is the new performance measurement system with an implementation approach similar with that of Balanced Business Score Card (BBSC). BBSC concept was adopted by BSNL in 2006. In 2009, an improved performance management version in the form of GPMS has been introduced.

The GPMS scorecards for all the group types have been designed to consist of Key Performance Indicators (KPIs) to measure the group's performance on **financial, customer / market and operational** parameters. In addition, an overall performance assessment also forms the part of every scorecard and this would be evaluated by the person, whom the group reports to. For example, the evaluation for groups at the Corporate Office would be done by the CMD, evaluation of the Territorial Circles will be done by the Management Committee (MC), and evaluation of SSAs will be done by the respective Circle Heads and evaluation of non-territorial circles would be done by the respective corporate office Directors and Executive Directors. The KPI titled as overall performance assessment, would evaluate the groups on parameters which are qualitative in nature.

Further, every scorecard has a parameter to measure customer satisfaction. Customer satisfaction will be assessed through a customer survey administered by an external third-party agency and will be based on parameters such as brand and advertising, product innovation, customer responsiveness of field sales and customer service staff, quality of service etc. For circles which do not have any external customers, the internal customers / stakeholders would be doing the evaluation.

7.6 SHORTFALL OF BBSC SET UP AND SUITABILITY OF GPMS

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

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

b)   The long list of activities for each division, without clear cut delineation of activities and responsibilities made it less conducive to effectively identify and communicate Key Responsibility Area (KRA) of a specific post.

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

7.6.1 GPMS IS CONSIDERED SUITABLE FOR IMPLEMENTATION IN BSNL AS:

a)   It is based on new organization structure of BSNL.

b)   KRA/KPIs are identified and defined on the basis of new Business Unit structure of BSNL, in consultation with top executives of the respective Business Units.

c)   Number of KPIs has been kept less to have focused measurement of Key Performance Areas.

d)   It is an optimum combination of quantitative and qualitative measurement.

e)   KPIs are defined as per functional activities of a group.

7.6.2 GROUPINGS FOR GPMS IN BSNL

For implementation of GPMS in BSNL, all executives have been structured along 19 groups. The details of these group types are available as under:-

Table 6.   Groupings in GPMS of BSNL

Category of groups	Group Type	Number of group types	Number of groups
	1. Consumer Fixed Access	1	1
	2. Consumer Mobility	1	1
	3. Enterprise	1	1
	4. New businesses	1	1
	5. Corporate Affairs	1	1

Corporate Office	6. HR (Incl. Legal and Vigilance)	1	1
	7. Finance	1	1
Territorial Circle	Territorial Circle	1	26
Non-Territorial Circle	1. Project Circle	1	5
	2. Maintenance Region	1	4
	3. Inspections (earlier T&D)	1	1
	4. QA	1	1
	5. Telecom Stores	1	1
	6. Telecom Factory	1	3
	7. ITPC	1	1
	8. NCES	1	1
	9. Data N/W	1	1
	10. Training Circle	1	3
SSA	SSAs	1	330

7.6.3 INTRODUCTION OF IPMS AND FPMS

In order to make GPMS effective, BSNL has also devised Individual Performance Management System and Field Performance Management System.

7.7 INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM (IPMS)

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

7.8 FIELD PERFORMANCE MANAGEMENT SYSTEM (FPMS)

With a view to motivate the field staff, a Field Performance Management System (FPMS) has been worked out for units/individuals in the field involved in sales, quality of service and customer service roles. For this scheme, the following units have been identified:

➢   Employees involved in sales in Consumer Mobility (CM)

> ➢ Employees involved in sales in Consumer Fixed Access (CFA)

> ➢ Employees involved in sales in Enterprise

> ➢ Employees involved in customer service in CSCs

> ➢ Employees involved in operational roles at Exchanges (Indoor, outdoor and cable)

> ➢ Employees involved in operational roles in Consumer Mobility

7.9 EMPLOYEES INVOLVED IN SALES IN CM, CFA AND ENTERPRISESEGMENTS

For employees covered in categories a) to c) above, various reimbursements, awards, facilities and allowances are being provided. These include reimbursement towards cost of travel, meals, mobile (if not already provided), office with desk top PC having broadband connection or laptop with data card, sales bag etc. Apart from this, financial awards on quarterly basis are also being provided. KPA linked incentives are being provided on monthly basis to channel management team members under Project Vijay. (For further details, the

BSNL C. O. letter no. 4-20/2009-Restructuring Dated 21.10.2009 and subsequent letters maybe seen on BSNL Intranet portal)

Table 7.   awards for sales team for Project Udaan

Name of award	Level	Frequency	Amount	Basis for decision
Best sales person	Within Circle	Quarterly	Rs. 5000/-	Highest number of connections within the circle
Best sales team	Within Circle	Quarterly	Rs. 25,000/-	Highest number of connections within the circle for the whole team

7.9.1 EMPLOYEES INVOLVED IN CSC, EXCHANGES AND CM OPERATIONAL TEAMS AT SSA

For employees, non-financial awards are to be provided. For award purpose, exchanges have been categorized into four categories namely,

Less than 1000 working lines   Category-A

1001 to 4000 working lines   Category-B

4001to 10000 working lines   Category-C

>10000 working lines   Category-D

Some of the proposed awards under this scheme are:--

Table 8.   Consumer Mobility Operations teams

Name of award	Level	Frequency	Award for group	Award for individuals in group	Basis for decision
Swarna padak	within Circle	Quarterly	Certificate of merit with rolling trophy	Certificate	Highest score on KPIs for CM teams
Rajat padak	Within Circle	Quarterly	Certificate of merit with rolling trophy	Certificate	2nd Highest score on KPIs for CM teams
Kansya padak	Within Circle	Quarterly	Certificate of merit with rolling trophy	Certificate	3rd Highest score on KPIs for CM teams

Table 9.   Exchanges

Name of award	Level	Type of Category	Frequency	Award for group	Award for individuals in group	Basis for decision
Swarna exchange (one in each category)	Within SSA	Cat: A, B, C, D	Quarterly	Certificate of merit with rolling trophy	Certificate	Highest score on KPIs for exchanges

Table 10.   CSC

Name of award	Level	Type of category	Frequency	Award for group	Award for individuals in group	Basis for decision
Swarna CSC (one in each category)	Within SSA	Cat: A, B, C	Quarterly	Certificate of merit with rolling trophy	Certificate	Highest score on KPIs for CSCs

The final decision on awards at the Circle level should be made by the PGM/GM (Consumer Mobility) after taking into the account the KPI scores of all SSA-level Consumer Mobility Operations teams in the Circle. The final decision on awards at SSA level should be made bythe SSA Head after taking into account the KPI scores of all Exchanges in the SSA. Awards are to be given quarterly in a ceremony at Circle and SSA level. (For further details, the BSNL C. O. letter no. 3-5/2010-Restructuring Dated 15.04.2010 and subsequent letters may be seen on BSNL Intranet portal)

(The scheme of FPMS is valid up to 31.03.2011. To know about its further extension and validity, the trainee may visit BSNL Intranet portal from time to time.)

7.9.2   SAMPLE SCORE CARD OF SSA

Table 11. Group Performance Management System

Group	Weightage	Dimension	KPI	Target	Performance Levels			Target achieved	Mark Achieved	Weightage Score
					Fair	*Good*	*Excellent*			
CFA	25%	*Fin*	CFA revenue (Rs. Cr.)	40						
		C/M	Net adds - (by number of subscribers) Basic (in 000's)	5						
		C/M	Net adds - (by number of subscribers) Broadband (in 000's)	10						
		Opn	CCR rate for Landline − 50% weightage each for local and STD	10						
		Opn	Fault rate (LL, BB)	5						
		Opn	% of faults cleared by next working day (LL, BB)	10						
		Opn	% of new services (LL, BB) provisioned within the norm (7 days for LL, 15 days for BB)	10						
		Opn	Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	10						
CM	30%	*Fin*	CM revenue (Rs. Cr.)	40						
		C/M	CM Net adds (by number of subs in 000's)	20						
		Opn	BTS availability (%)	10						
		Opn	Call drop rate (%)	10						
		Opn	Blocked call rate - TCH congestion (%)	10						
		Opn	Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	10						
E & WS	15%	*Fin*	Enterprise BU revenue (Rs. Cr.)	40						
		C/M	Number of new Enterprise Gold + Silver accounts penetrated	20						
		Opn	MLLN circuit uptime (%)	15						
		Opn	Average provisioning time (no. of	15						

			days)							
		Opn	Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	*10*						
Others	*20%*	*Fin*	New Businesses revenue (Rs. Cr.)	*20*						
		Fin	Budget adherence on opex (% actual spend vs. budgeted) (on items excluding those in schedule P)	*20*						
		Fin	Overall assessment on Finance related issues, including budget adherence, financial planning, accounting, revenue assurance etc. (on scale of 1 to 5 - to be assessed by Circle Head)	*20*						
		C/M	Customer satisfaction level (including QoS) (Scale of 1 to 5)	*20*						
		HR	Overall assessment on HR related issues, including training, recruiting, promotion, transfers etc. (on scale of 1 to 5 - to be assessed by Circle Head)	*20*						
Over all	*10%*		Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	*10*						

Note: Marks for Fair rating = 60, Good = 80, Excellent = 100. Marks achieved for rating below Fair = 0.

Achievement between Fair and Good and between Good and Excellent would be linearly scaled

Legend: Fin: Finance, C/M: Customer/Marketing, Opn: Operations, CFA: Consumer Fixed Access,

CM: Consumer Mobility, E&WS: Enterprise & Wholesale, KPI: Key performance indicator, LL: Land Line,

BB: Broad Band, TCH: Traffic Channel, Opex: Operational Expenditure

7.10 CONCLUSION

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

8   SALES MANAGEMENT

8.1   LEARNING OBJECTIVES

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

1.   Sales

2.   Sales Management.

3.   Sales Cycle.

4.   Sales Forecasts.

5.   Sales Funnel.

6.   Introduction to SFA

7.   Sales Report

8.   Sales Pipeline

9.   Territory

10.   Fundamental of Sales Success

11.   Knowledge and Sales

12.   Sales Performance

13.   Types of Sales

8.2   SALES

Simply stated it is the Exchange of Goods or Services for an amount of money or its equivalent. A sale is a process which involves the buying and selling. One buys a product (or 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.

Linkage of Need and Want to Sale: Problem/ discomforts /deprivation means presence of **Need.** Need May be **Implied**/dormant or **Active.** Active Need turns into **Want/Desire.** Want backed by Money Generates **Demand** Remember! Salesperson don't invent or create the Need; they make the Latent Need Obvious…How they do it is their selling skill!

Understanding Sales- Exchange, Need Satisfaction or Problem Solving by exchanging the Benefits/Solution that the Product or Services offer to money/considerations which the customer part with. Products or services are Solutions to someone's Problem.

8.3   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

Sales Process: **Six** steps can be identified in any type of sales; these are:

- **Prospecting**: A Prospect is an individual or group capable of making the decision onthe product or service intended to be sold.

- **Pre-approach & Approach**: Gathering information about the Prospect & hisOrganization

- **Presentation**: Present and propose the product, rather the BENEFITS of the product.

- **Overcoming objections** (negotiation): Handle the concern of the customers, clarify the doubts and apprehensions emphasize the benefit of the products

- **Closing and order**: To Gain Agreement of the customer to sign the order form and ensure successful order

- **Follow up and maintenance**: For ensuring customer satisfaction & repeat business. Details on delivery time, purchase terms, follow up calls to obtain feedback, ensuring proper installation, Instructions and servicing, Maintenance & growth plan for the account etc.

Some important terms associated with sales are explained below:

8.4 SALES CYCLE

The Sales Cycle term generally describes the time and/or process between first contacts with the customer to when the sale is made. Sales Cycle times and processes vary enormously depending on the company, type of business (product/service), the effectiveness of the sales process, the market and the particular situation applying to the customer at the time of the enquiry. A typical Sales Cycle for a product might be:

1. Receive Enquiry

2. Qualify Details

3. Arrange Appointment

4. Customer Appointment

5. Arrange Survey

6. Conduct Survey

7. Presentation of Proposal and Close Sale

8.5 SALES FORECASTS

Also called sales projections, these are the predictions that sales people and sales managers are required to make about future business levels, necessary for their own organization to plan and budget everything from stock levels, production, staffing levels, to advertising and promotion, financial performance and market strategies

8.6 SALES FUNNEL

Describes the pattern, plan or actual achievement of conversion of prospects into sales, pre-enquiry and then through the sales cycle, so-called because it includes the conversion ratio at each stage of the sales cycle, which has a funneling effect. Prospects are said to be fed into the top of the funnel, and converted sales drop out at the bottom. The extent of conversion success (i.e. the tightness of each ratio) reflects the quality of prospects fed into the top, and the sales skill at each conversion stage. Marketing funnel has **target market** asits input and output as **leads**. Sales funnel has leads as inputs and customers as the output.
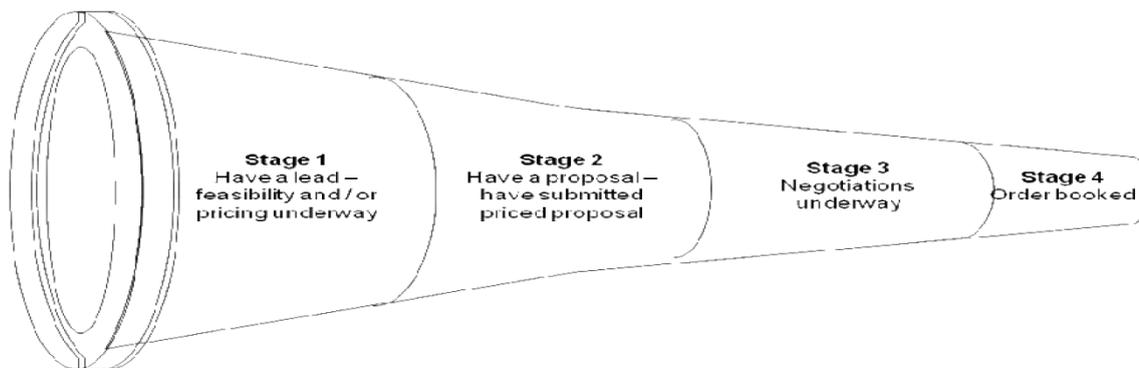
Figure 2:   Sales funnel

8.7 SALES FORCE AUTOMATION SYSTEM (SFA)

It is a system that automatically records all the stages in a sales process. SFA includes a contact management system which tracks all contact that has been made with a given customer, the purpose of the contact, and any follow up that might be required. This ensures that sales efforts are not duplicated, reducing the risk of irritating customers. SFA also includes a sales lead tracking system, which lists potential customers through paid phone lists, or customers of related products. Other elements of an SFA system can include sales forecasting, order management and product knowledge.

8.8 SALES REPORT

Sales report is a business report of sales results, activities, trends, etc., traditionally completed by a sales manager and sales executives.

8.9 SALES PIPELINE

Sales Pipeline is a linear equivalent of the Sales Funnel principle. Prospects need to be fed into the pipeline in order to drop out of the other end as sales. The length of the pipeline is the sales cycle time, which depends on business type, market situation, and the effectiveness of the sales process.

8.9.1 TERRITORY

Territory is the geographical area of responsibility of a sales person or a team or a sales organization.

TERRITORY PLANNING

It is the process of planning optimum and most cost-effective coverage (particularly for making appointments or personal calling) of a sales territory by the available sales resources, given prospect numbers, density, buying patterns, etc., even if one territory by one sales person; for one person this used to be called journey planning, and was often based on a four- or six-day cycle, so as to avoid always missing prospects who might never be available onone particular day of the week.

8.9.2 FUNDAMENTALS OF SALES SUCCESS

To gain credibility and foster customer loyalty, sales professionals must practice principles of ethical conduct, such as fairness and integrity. These principles increase the prestige and reputation of the sales profession.

Three principles in particular are fundamental to sales success.

Principle 1: Serve with Fairness and Integrity.

The first principle of ethical conduct is to serve your customers with fairness and integrity, striving always to subordinate your personal goals and ambitions to those of your customers.

Principle 2: Gain Trust and Respect.

The second principle of ethical conduct is to gain trust and respect. You demonstrate respect for your customers and earn their trust by maintaining strict customer confidentiality.

Principle 3: Pursue Excellence.

The third principle of ethical conduct is to pursue excellence through a regularly scheduled plan of personal development and continuous improvement.

8.9.3 KNOWLEDGE AND SALE

In terms of knowledge, the essential elements required to achieve lasting success are: self-knowledge, product knowledge, market knowledge, industry knowledge, and professional selling knowledge.

SELF-KNOWLEDGE

Self-knowledge is the first of the five essential elements of knowledge required to achieve lasting success. To succeed, you must be aware of your vision, values, presence, and communication skills.

PRODUCT KNOWLEDGE

Product knowledge is the second of the five essential elements of knowledge required to achieve lasting success. Whether you sell products or services, you must possess a commanding knowledge of the product or service features, function, and value.

MARKET KNOWLEDGE

Market knowledge encompasses a wide range of specific knowledge about the customer and their buying habits. One of the most important aspects of market knowledge concerns "buying influencers," such as the champion, economic buyer, end user, technical

buyer, and the individual responsible for procurement. Each of these people plays a vital role in the salesprocess.

INDUSTRY KNOWLEDGE

A good sales professional must also possess industry knowledge—knowledge of an industry's history, future trends, competitors, and the strengths and weaknesses of these competitors.

PROFESSIONAL SELLING KNOWLEDGE

The fifth of the five essential elements of knowledge is professional selling knowledge. Thereare four components of professional selling knowledge.

The first component is understanding the hallmarks of professionalism, which include all the elements of professional selling knowledge and incorporating them into your personal and professional demeanor.

The second component is understanding time and territory management. Time and knowledge are the only real assets you have to sell. Your success will be measured by how effectively you sell in the time you have to invest and, in the area,, you have to cover.

The third component for success is having a sound base of knowledge in the sales process. Top professionals understand that there is a process by which their prospective customers buy.

The fourth component is possessing a firm foundation in the principles and skills of interpersonal communication, as well as the ability to clearly communicate the value proposition that you, your firm, and your products or services offer.

8.10 SALES PERFORMANCE:

Sales performance can be measured with the following ratios:

- Contact Ratio
- Lead Generation Ratio
- Lead Conversion Ratio
- Qualification Ratio
- Proposal Ratio
- Closing Ratio

Contact Ratio: Contact ratio is achieved by dividing the number of contacts actually made to total number of call attempts. If one makes 100 calls and engage ten people in a conversation,the contact ratio is 10 percent.

Lead Generation Ratio: Lead generation ratio is found by dividing number of sales leads by the number of sale contacts. If one engages 100 contacts in a substantive conversation, from which 20 indicate that they wish to learn more about the offerings, the lead generation ratio is20 percent.

Lead Conversion Ratio: It measures the new leads that are converted into sales opportunities. If we have 20 leads, and 10 of these become prequalified sales opportunities, the lead conversion ratio is 50 percent.

Qualification Ratio: It measures the success at bringing new sales opportunities through the initial relationship-building and qualification process. If one has generated ten

new sales opportunities and four become fully qualified and viable prospects, the qualification ratio is 4:10, or 40 percent.

Proposal Ratio: The proposal ratio measures the number of proposals presented against the number of viable prospects you've identified in the qualification stage of sales cycle. If we have fully qualified ten sales opportunities and six of these turn into viable sales proposals, the proposal ratio is 6:10, or 60 percent.

8.10.1 TYPES OF SALES

On the basis of process, sellers and buyer's relationship and volume of sales, two types ofsales can be identified. These are:

1. **RETAIL SALES**

2. **ENTERPRISE SALES**

Main difference between these two types of Sale processes are:

Table 12. Difference between RS and ES

Factor	Retail	Enterprise	Remarks
Buyer & Seller Interaction	Buyer goes to seller	Seller goes to Buyer	Normally
Scale	Small value mass selling	Big ticket, big value customized selling	
Volume	Big Volume, small margin	Small Volume, Big Margin	
Selling Process	Determined by the seller	Determined by the Buyer	Normally

RETAIL SALES MANAGEMENT

Retailing 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. jewelery) 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 a retailer assumes the title or manages stock on behalf of company.

8.11 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 betweenfranchisee and retailers only in rural territories to serve the area within the rural BTS. The salient features of policy are:

1. Franchisees are appointed through EoI route by respective SSAs.

2. Well defined geographical area for franchisee called as primary area

3. Exclusive franchisee showroom as per design specified by BSNL

4. Franchisees to appoint Feet on Street (FoS)

5. Franchisee shop to open 0800h to 2200h

6. Financial penalty for not meeting cut off performance score

7. Selling of all BSNL Products purchased by Franchisee directly or through Rural Distributors (RDs) or retailers.

8. Two tier structure for urban and three tier structure for rural areas by incorporating intermediate channel of RDs.

9. Franchisee must appoint sufficient numbers of retailers in the territory such that:

a) Each Urban BTS areas & Rural BTS areas should have at least 8 retailers and 4 Retailers respectively.

b) One retailer in urban commercial area at every 200 meter

c) One retailer in urban residential area at every 500 meter

d) At least one retailer in every Village

Retailers in the rural areas will be appointed and served by RDs.

2. e-Distributor Policy:

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) andother 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:

1. Cat -1 : who is applying for single zone

2. Cat -2 : who is applying for two zones.

3. 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.

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.

TRAINING SALES PERSONNEL

A strong emphasis is being given to training of sales personnel including franchisees. Different training centers organize special sales training programs for executives and staff. Professional agencies were also engaged to impart training to BSNL officials as part of Project Vijay and Project Udaan. BSNL HQ has given a directive to provide training to all franchisee of BSNL in a time bound manner and also keep organizing such trainings to update franchisees on latest developments in BSNL. Sales training in following attributes is provided:

i)   **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 customerreactions, Managing customer perception and expectations

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 theCustomers for the company".*

8.12 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, EB 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

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 tothese 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.

8.12.1 ENTERPRISE SALES STRUCTURE IN BSNL

Carrier Wholesale: This unit is responsible for generation of Carrier Wholesale revenues forBSNL'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 supportfrom 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 customers 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 customer 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.

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. **SI** is 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.

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 the circles. These channel partners are given an exclusion list mentioning Platinum & Gold customers so that they don't waste their efforts on these customers. Two types of Channel partners are appointed:

Tier 1 Channel Partners (Tier 1 CPs')

Tier 1 CPs' will be primarily engaged in the Sales and Marketing of BSNL Voice and Data services to targeted Silver customers. In addition, CPs' may also be engaged for supply, configuration and maintenance of customer's end equipments, their network on LAN / WAN etc.

A prospective Tier 1 Channel Partner (Tier 1 CP) shall be a direct supplier of technology, hardware, telecom products or shall have a direct agreement with each of the Technology Companies, OEM's (Original equipment manufacturer) that form the core building blocks of the project. The core IT and Telecom building blocks may be classified as Routers, LAN Switches, Leased Line Modems & Converters, PC's and Servers etc. Tier 1 CP is required to have Minimum 5 number of sales personnel and 10 number of field engineers.

Tier 2 Channel Partners (Tier 2 CPs')

Tier 2 CPs' will be primarily engaged in the Sales and Marketing of BSNL Voice products. In addition, these CPs' will also be allowed to deal in a limited range of data services (e.g., 2G and 3G data cards, broadband services etc.).

Tier 2 CPs' showing exceptional growth may be given the opportunity to sell additional BSNL products / services like MPLS VPN, leased circuits etc. on a trial basis. This will be at the sole discretion of BSNL.

A prospective Tier 2 Channel Partner (Tier 2 CP) shall be a direct supplier of hardware and telecom products (e.g., Computer systems, Servers, Routers, EPABX systems etc.) to Silver customers.

Tier 2 CP is required to have Minimum 5 number of sales personnel/field engineers.

8.12.2 ROLES AND RESPONSIBILITIES OF CHANNEL PARTNER SALES AND MARKETING

The CP will actively market and promote BSNL's services using own Sales, Marketing and Distribution network. The CP is expected to acquire business from Silver customers within entire telecom Circle.

The Channel Partner is free to develop their own network in Circle either directly or through partners for Sales and Marketing of BSNL's services.

The CP is expected to achieve minimum sales targets set by BSNL.

Service Delivery

BSNL and CP will jointly address the telecom requirements of the customers.

The equipment required by the customers shall be procured and provided by the CP directly to the customers at their own cost. Time schedule will have to be adhered as per

requirements of customers. In case customers require procurement of the equipment through BSNL, CP will get in touch with Channel manger to fulfil such requirements.

The CP will make all the efforts to get the services commissioned within the stipulated time frame. Any cases pending for more than a month will be reviewed separately by the Channel Manager from BSNL.

For providing last mile connectivity to the customer, CP will coordinate and pursue with concerned BSNL authorities as well as with other agencies/Departments (Like MTNL, other offices of BSNL, contact person of customer etc.) to enable the same and complete the project in time.

Service Assurance

The CP is expected to receive customer complaints and escalate these complaints for resolution to BSNL, as and when required

Tier 1 CP shall provide all assistance in restoration of the service in case of disruption of services to the customer

CP should pass on the warranty extended of OEM's products to the customer

CP should have necessary resources/capabilities to provide the AMC (Annual Maintenance Contract) to the Customer for their End Equipments, their network on LAN / WAN etc as per their requirement. The CP must give a commitment to provide AMC for a minimum period of 3 years. However, decision of the customer will be final with respect to the duration of AMC, as per his / her requirement.

The CP should provide support to existing customers by conducting periodic visits, answering queries, clarifying issues etc. The CP should solicit the support for BSNL Channel Manager as and when required for these activities

Customer lead generated by CP

Channel Partners must provide regular updates on new leads to the BSNL Channel Manager. An indicative list of details to be provided is give below:

- Name of customer
- Product / service required
- Approximate deal value
- Expected date for completion
- Current status of lead

The CP will receive a provisional lock-in code for this customer. Such a code may be given to multiple CPs at this stage for a single customer. Only the BSNL channel manager will be able to identify all the CPs' targeting a particular customer.

The CP who receives the order and collects payment against the order will receive complete lock-in for the customer and will become eligible for payment of the incentive.

Customer lead provided by BSNL

Points will be allocated for the business generated from each CP for every quarter. For example, points will be given for the number of leads generated, along with the revenues booked in the quarter.

New leads originating from BSNL will be allocated to CPs in proportion to the accruedpoints earned by each CP

The CPs' may choose to refuse the allocated lead, in which case the lead may then be allocated to the next CP. However, persistent refusal by the CP may lead to his disqualification.

In case BSNL is lead bidder or services from BSNL are specifically demanded by the customer, quotation from the selected CP will be taken and the same will be quoted to the customer after taking relevant taxes into consideration.

The CP will furnish a certificate to BSNL that the charges made to customers for Customer's requirement are fair and reasonable.

Incentive to CP will be applicable only on BSNL portion of services

Targets:

BSNL will fix annual targets for each CP, which will be decided through mutual agreement based on the resources deployed and competitive scenario. However, BSNL's decision in fixing the targets will be final.

Further, this target will be split into quarterly targets which will be constantly monitored. Thetargets can be increased / decreased depending on the performance of the CP.

Training:

BSNL provides technical / service training and product information to empaneled CPs' in order to familiarize them with BSNL's product portfolio, tariffs, discounts etc. Present policyis to ensure that channel partners are provided such initial training as and when they sign agreement with BSNL followed by regular update trainings.

8.12.3 SALES MANAGEMENT SOFTWARE IN BSNL

Sales software in CRM module of CDR project: As part of BSNL CDR/Convergent billingproject 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 forretail/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.

Sales & Distribution Module in ERP: ERP under implementation in BSNL will have this module enabling integrated handling of PBG, order management, stock issue at various levelssuch as Direct sales (CSC), Franchisees, Post office etc.

EB PORTAL: The Enterprise Business Portal is developed by ITPC Hyderabad. It provides the Enterprise Business Team of BSNL with a end to end web based software solution that delivers a secure, scalable and reliable tool to enter, update, manage various Enterprise Business activities with in BSNL and facilities to track and report the various

activities of EB Team. This software is used to enter the lead, Opportunity Data, generate Quotation, Service Orders and also keep track of the stages as an opportunities.

8.13 CONCLUSION

Sales management is a vital part of any business organization. It not only makes the products or services available to the customers but also supports the organization to sustain competition in the long run.

9   CUSTOMER ORIENTATION

9.1 LEARNING OBJECTIVES

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

1   Fundamentals of customer orientation.

2   How to build customer orientation.

3   Customer orientation self-assessment.

9.2 INTRODUCTION:

To achieve superior performance, a business must develop and sustain competitive advantage. Earlier, the competitive advantage was based on structural characteristics such as market power, economies of scale, or a broad product line, the emphasis today has shifted to capabilities that enable a business to consistently deliver superior value to its customers. This is also the meaning of competitive advantage. Customer Orientation is a critical requirement for achieving this competitive advantage. This chapter deliberates about this concept.

9.3 FUNDAMENTALS OF CUSTOMER ORIENTATION:

Research shows that a market-oriented culture provides a solid foundation for value-creating capabilities leading to sustainable competitive advantage. A business is market-oriented when its culture is systematically and entirely committed to the continuous creation of superior customer value. Specifically, this entails collecting and coordinating information on customers, competitors, and other significant market influencers (such as regulators and suppliers) to use in building that value.

The three major components of market orientation are:

a)   customer orientation

b)   competitor focus

c)   cross-functional coordination

These components are long-term in vision and profit-driven. Market orientation provides a unifying focus for the efforts and projects of individuals, thereby leading to superior performance. A strong relationship exists between market orientation and several measures of business performance, including profitability, customer retention, sales growth, and new product success.

Customer Orientation: The heart of a market orientation is its customer focus. To create superior value for buyers continuously requires that a seller understand a buyer's entire value chain, not only as it is today but also as it evolves over time. Buyer value can be created at any point in the chain by making the buyer either more effective in its markets or more efficient in its operations.

A market-oriented business understands the cost and revenue dynamics not only of its immediate target buyers but also of all markets beyond, Therefore, a market-driven business develops a comprehensive understanding of its customers' business and how customers in the immediate and downstream markets perceive value.

Employees of market-oriented businesses spend considerable time with their customers. Managers and employees throughout the business call on their customers or bring them into their own facilities in a constant search for new ways to satisfy their needs. For example, Du Pont has developed a program called "Adopt a Customer" that encourages a blue-collar worker to visit a customer once a month, learn the customer's needs, and be the customer representative on the factory floor.

Market-driven businesses continuously monitor their customer commitment by making improved customer satisfaction an on-going objective. To maintain the relationships that are critical to delivering superior customer value, they pay close attention to service, both before and after sales. Because of the importance of employees in this effort, these businesses take great care to recruit and retain the best people available and provide them with regular training. Some businesses even involve their customers in hiring, training, and developing contact people as well as in making motivation and reward system decisions. Involving customers in these key areas forges strong customer loyalty.

Competitor Focus: Creating superior customer value requires more than just focusing on customers. The key questions are which competitors, and what technologies, and whether target customers perceive them as alternate satisfiers. Superior value requires that the seller identify and understand the principal competitors' short-term strengths and weaknesses and long-term capabilities and strategies.

In market-driven businesses, employees from all functions share information concerning competitors. For example, it is crucial for R&D to receive information acquired by the sales group about the pace of a competitor's technology development. Top managers frequently discuss competitors' strategies to develop a shared perspective on probable sources of competitive threats. A reason for the success of many Japanese companies is that they train managers to understand that competitive intelligence is part of everyone's job. Using this information, market-driven businesses often target opportunities for competitive advantage based on competitors' weaknesses. In any case, they keep competitors from developing an advantage by responding rapidly or anticipating their actions.

Inter functional Coordination: The third of the three core components of a market orientation is the coordination of personnel and other resources from throughout the company to create value for buyers. Any point in the buyer's value chain is an opportunity for a seller to create value for the buyer firm. This means that any individual in any function in a seller firm can potentially contribute to value creation. As per management Guru Michael Porter, every department, facility, branch office, and other organizational unit has a role that must be defined and understood. All employees, regardless of their distance from the strategy formulation process, must recognize their role in helping a firm achieve and sustain competitive advantage.

To accomplish this, effective companies have developed horizontal structures that focus on building value, such as time-to-market for new products. They manage projects through small multifunctional teams that can move more quickly and easily than businesses that use the traditional function-by-function, sequential approach. For example, cross-functional teams call on customers to identify additional opportunities for value creation. Engineering becomes involved during preliminary market research to help marketers understand what is feasible. Production is involved during product design to ensure that the product can be manufactured at a reasonable cost. Engineers and production people constantly discuss their capabilities and limitations with sales and marketing so capabilities can be leveraged and limitations avoided when promoting products or services. When all

functions contribute to creating buyer value this way, more creativity is brought to bear on increasing effectiveness and efficiency for customers.

Service and Customer Satisfaction: To deliver superior service, businesses must understand what their customers expect, for exceeding those expectations is the basis of enduring customer loyalty. Keeping an existing customer costs only about one-fifth as much as attracting a new one. To build customer loyalty, businesses must make a long term commitment to understand their customers' expectations and how they change, motivate employees to view customer satisfaction as a primary objective, monitor customer satisfaction frequently, and stay in touch with customers after the sale.

Developing Customer Orientation: Top management leadership is a necessity for the transition to a customer orientation. Because top managers often do not have first-hand experience with strategies or activities that build customer value, they must create an environment in which change can occur without specifically decreeing what that change will be. To accomplish this, senior management provides general guidelines for business unit managers on how the culture should change, empowering them to initiate and tailor customer value strategies. In addition, top management sets specific business unit standards for customer satisfaction and other measures of market performance. The role of top management is facilitative, deftly combining top-down strategy guidelines while encouraging bottom-up strategy insights and responsiveness. By communicating and discussing business unit successes with other units in the organization, top managers reinforce success and increase organizational learning. Most important, senior managers lead by example.

9.4 STEPS TO BUILD CUSTOMER ORIENTATION ARE:

- Customer Needs Assessment Through Market Research/Surveys
- Competitor Analysis
- Customer Segmentation
- Developing/Launching Products With Better Customer Value Management

Customer Value Management: Customer value management is managing each customer relationship with the goal of achieving maximum lifetime profit from the entire customer base. Customer value management enables companies to take full advantage of the economics of loyalty by increasing retention, reducing risk, and amortizing acquisition costs over a longer and more profitable period of engagement. Although customer value management seeks to increase the aggregate value of the customer base, this is accomplished customer by customer. Not every individual customer will be profitable, but each must be managed to maximize overall profit, even when the management consists of identifying which customers have little value to the business, and focusing development and retention efforts elsewhere. CVM shifts the focus of the enterprise from managing products or marketing campaigns to managing the profitability of each individual customer over the entire life of the relationship. While CVM can and does lead to better product offerings and more targeted campaigns, a customer value manager will ask different questions than a traditional marketing manager. Instead of asking, "Who will respond to a 10% off promotion?", a customer value manager is driven to understand, "Who is this customer, and what can I offer to increase their lifetime value?". Making this shift requires companies to move from giving lip service to one-tone marketing to actually developing the analytical and operational capabilities to do it. But those that do so can expect increased profits, not only in the short term, but for years to come.

The customer value management cycle can be broken down into three stages:

a)   Right customers (acquisition)

b)   Right relationship (development)

c)   Right retention (keeping valuable customers)

Right Customers: The customer value management cycle starts with acquiring the customers who will be most valuable to your business. Who are these customers? Most often those who will do repeat business with your company for a long time. In many industries the break-even period is a year or more, and rising. Companies can no longer afford to indiscriminately recruit customers without examining their long-term value. Your best source of intelligence about the customers you want is deep analysis of your current customers – the people on whom you already have extensive data. Fine-grained segmentation and analysis of your customer base reveals hidden characteristics and trends that affect value. Perhaps certain customers have been regarded as low-value because they make only small purchases. Finer segmentation that includes frequency of purchase might reveal that a subset of these customers have a very high lifetime value, because they have regularly made these small purchases every week for the past ten years. Such deep understanding of who are your best customers, and why, enables you to go after the new customers your company can most profitably serve.

Right Relationship: Even with the most well-chosen customers, managers must develop the relationship. Customers who don't receive the right touch or get too many conflicting offers lose rather than gain value. Just because Jack and Frank live in the same zip code does not mean they are both in the market for home office furniture at the same time. Ideally marketerswould be able to spot these differences, targeting Jack with the right offer at the right time, without annoying Frank with another promotion for something he does not want. For any business, the right relationship is one that maximizes that customer's lifetime value.

A simplified view of customer lifetime value is:

LTV = purchase size x frequency x duration

So the businesses goal of customer relationship management is to increase the size and frequency of purchases and extend how long the customer continues to buy. Since marketers can't know the duration of a relationship until it is over, they use loyalty measures to estimatehow long customers will stay.

Right Retention: Effective retention means retaining the right customers, not every customer. Managers need to focus their retention actions on customers with the highest lifetime value. Spending precious resources to retain marginally profitable or unprofitable customers actually hurts the overall value of the customer base, especially if these retention efforts succeed. Right retention is therefore rooted in knowing which individuals are most valuable, and why. Accurately analyzing lifetime value helps managers take the long view, giving equal weight to customers who are already doing a high volume of business and those who purchases are modest, but whose actions indicate loyalty and profitability over time.

CVM tips:

- Coordinate messages across all points of customer contact to ensure a consistent, but not redundant, experience

- Aggregate and consolidate a view of information from systems both inside and outside the institution

- Personalize the experience and value-propositions in relation to customer lifetime value and profitability

- Ensure broad awareness of each customer's importance to the institution.

- Improve the product development process.

- Deliver value-added services that competitors can't easily replicate.

9.5 CUSTOMER ORIENTATION SELF ASSESSMENT

Customer Orientation & ISO 9001: The quality principles of ISO 9001 standard start with Customer Focus. Being a process-based standard, it requires the organization to pay due attention to customer requirements & satisfaction at each stage of various processes.

9.5.1 PROACTIVE CARE MAKES FOR LOYAL CUSTOMERS, INCREASING THEIR LONG-TERM VALUE.

Forward-looking companies are measuring their customers in terms of their long-term value or profitability. Lifetime value is based on the profit earned from a customer over the total lifespan of an active account. Meeting or exceeding customers' support expectations maximizes their lifespan and, as a result, their value. The more contacts one makes with a customer, the "stickier" that customer becomes. For example:

A major airline proactively calls customers to advise them of flight delays and severe weather warnings before they head out to the airport.

A corporate billing department alerts customer when an invoice is nearly due. Rather than waiting until an account is delinquent, the simple courtesy of a reminder call gets bills paid sooner, saving the company money on write-offs and lost interest income, and diminishing the ill will of finance charges, penalties, and collections agencies. It may take 30 seconds to reach out to a customer to satisfy a need or perform a welcome service.

9.5.2 PROACTIVE CARE INCREASES CUSTOMER RETENTION – WHICH COSTS LESS THAN WINNING NEW CUSTOMERS.

What is the cost of adding a new customer or replacing lost business? Consider the highly competitive telecommunications industry. As a result, carriers don't start profiting from a new customer until the last few months of the typical two-year contract commitment. Here's where proactive customer care can put a real dent in customer churn. What if carrier agents wireless proactively called customers to advise them in advance of their prepaid accounts' nearing depletion? Or to inform them about more appropriate calling plans, based on their cell phone usage patterns? Even if customers switched to lower cost plans, the value of locking customers into new two-year contracts is easy to measure.

9.5.3 PROACTIVE CARE DRIVES NEW REVENUE STREAMS.

By identifying their most profitable customers, companies can develop proactive care strategies that maximize revenue potential. In the case of the financial services industry, most institutions have some customers that are costly to service, and others that have significant long-term revenue potential. A proactive care approach might segment these groups and leverage low-cost, online self-help to serve the large number of less profitable customers, while reserving personal interaction for the most valued customer segment. Proactively

offering retirement services, college savings programs, or other investment instruments to this top-tier segment grows customer loyalty and builds long-term value.

9.5.4   PROACTIVE CARE MITIGATES THE IMPACT OF TELEMARKETING REGULATIONS.

Proactive customer care campaigns can also alleviate the impact of Do Not Call (DNC) regulations, which restrict who may be called and how often, unless the company has a prior business relationship with the customer. This "restriction" to call existing customers creates an opportunity to transform telemarketers into customer loyalty ambassadors. For instance, companies in telecommunications, finance and other industries can use outbound calling solutions to welcome new customers, provide the latest status on outstanding payments, announce special offers, acknowledge payments received, and check on unusually large expenditures for security reasons.

9.5.5   PROACTIVE CARE INCREASES AGENT JOB SATISFACTION AND RETENTION.

Just as customer replacement is costly, so is employee replacement. The CSR's job is traditionally marked by high turnover and rapid burnout. According to Spherion, an international recruitment firm, the turnover of one job, on average, costs a company 1.5 times an employee's annual salary when separation costs, overtime payments to temporary workers, loss of productivity, and replacement costs are considered. Proactive care agents who spend time solving customer issues, providing useful information, and having meaningful interactions with customers have a more satisfying work experience and keep their jobs longer – easing the corporate burden of costly employee turnover, while building strong relationships with customers. **The Difference is Value** Financier Warren Buffett has noted, "Price is what you pay; value is what you get." Unfortunately, amid the cost cutting fervour of recent times, companies have lost sight of delivering *value*. Customers have shown time and time again that they are willing to pay more for higher perceived value. Proactive care allows a company to provide greatly differentiated, high-touch services that reinforce the company's brand identity and customer value proposition. Even if these services cost the customer more, companies will attract a loyal following of those who appreciate being treated like valued customers.

9.5.6   HERE ARE SOME TIPS FOR LAUNCHING A PROACTIVE CUSTOMER CARE STRATEGY:

a)   Develop a strategy for proactive care that fits your unique business, and pick tools that best meet your customers' preferences and needs.

b)   Leverage your customers' buying patterns as well as trends to uncover outreach opportunities. Don't rely on customer surveys alone for this data; observe what customers do. Actions speak louder than words.

c)   Consider the lifetime value of customers; don't measure the value of customer service in overhead costs alone.

d)   Segment customers by long-term value, reserving the most personal interactions for the most profitable and potentially profitable customers.

e)   Leverage DNC regulations as an opportunity to focus on growing incremental revenue with your existing customers.

f)   Think out of the box – be creative in the new services you provide customers.

g)   Leverage blending to minimize agent downtime, match customers with the most appropriate agents, streamline interactions, and provide consistently high-quality customer experiences.

h)   Train agents on how to cross-sell and up-sell profitable new offerings to customers. The challenge is to find the perfect balance between containing costs and delivering value through highly differentiated customer service. Ultimately, squeezing moreproductivity out of CSRs reaches a point of no return. When customer intimacy fades, so does customer loyalty, and the ROI calculations become less and less compelling. As the economic climate improves and consumer spending rises, companies that have done

i)   The finest job of building customer loyalty will be best positioned for growth and success.

Please select one number (0 **to 7**) for each of the following questions based on the legendgiven below & writes in the last column

Table 13. .Customer survey

No Response/ Not Applicable	Not at all			Somewhat			Very Much
0	1	2	3	4	5	6	7

1	Have recent actions demonstrated that to make your firm effective in its markets is a key priority of top management?	
2.	Would your customers perceive your firm as delivering high -quality products or services?	
3.	Is information on customer satisfaction widely available and frequently updated?	
4.	Is your firm perceived by its employees to offer high-quality products or services?	
5.	Are most employees aware of your firm's market position in terms of customer satisfaction or market share?	
6.	Do your firm's telephone operators project a positive, customer-oriented attitude?	
7.	Do employees have a general knowledge of the lifetime value of a customer?	

8.	Is there an organization-wide understanding that the long term loyalty of customers drives profitability and growth?	
9.	Do customers perceive your products or services as fairly priced relative to their value?	
10	Do your firm's operations respond effectively to changing market demands?	
11	Is there an easy way for your customers to make complaints, ask questions and receive prompt responses?	
12	Would your competitors perceive your firm as being customer oriented?	
13	When a customer is disappointed by one of your products or services, does your firm systematically attempt to make up for the damage and inconvenience?	
14	Would employees perceive that your firm's top management is sincerely concerned by the satisfaction of customers?	
15	Does top management spend sufficient time in the field with customers?	
16	Is the satisfaction of customers' needs a major priority throughout your firm?	
17	Does your firm regularly measure the satisfaction of its different customer bases (end customers, direct customers, distributors...)?	
18	Are your employees aware of the specificities and needs of different customer groups	
19	Does your firm have sufficient information about its markets and customers?	
	Total Score	

Key Terms

Access strategy—define show customers will be able to interact with the organization, theease of contact, returning products, talking with support services.

Acquisition stage—the customer completes the initial transactional exchange.

Apology—I am truly sorry this problem occurred.

Attribution theory—people look for explanations for events and occurrences that theyexperience—why did this occur?

Attrition rate or churn—the **%** of customers lost in a given period, typically a year.
Cognitive dissonance—psychologically uncomfortable post-purchase feeling or "buyer's remorse," that can follow a commitment to purchase.

Communication the process of exchanging information with and conveying meaning to others.

Compromise—an attempt to find a mutually acceptable middle ground that is somewhat satisfactory to both parties.

Conflict—a disagreement in which the views of the customer and the organization (e.g., customer service representative) appear to be incompatible.

Cost/benefit perception—when the expected benefits of complaining are high and the expected costs are low, organizations are more likely to hear from dis satisfied customers. **Customer life-cycle**—the stages a customer go through from the time before deciding to do business with an organization until he or she decides to stop being a customer. **Customer retention strategy**—a plan identifying what basic retention objectives will be pursued and how they will be achieved in the time available.

Customer-centric approach—understands the situation from the customer's point of view.

Customer-initiated communication process—the traditional receiver that is the customer to whom information is to be communicated, begins the process by searching for information.

Financial incentives--discounts, product upgrades, or prizes that serve as rewards for customers who exhibit loyalty or who frequently purchase from the organization.

Internal marketing—public relations efforts aimed at employees who have contact with the ultimate consumer or who have a direct effect on the consumer's satisfaction with the product.

Partnership management programs—customers can earn additional points by making purchases from other organizations, such as linkages between airlines, hotels, and rental car companies.

Personalization—the organization can use its CRM system to tailor promotions and products to the specific customer, often using offer engines to use customer data to create an offer or message that is appropriate to the individual.

Priority access—customers are provided with a special number or another channel to gain quick access to the organization.

Problem management—proactive approach to allowing customers to voice concerns to the organization through surveys, mystery shoppers, or other means.

Recognition special attention or appreciation that identifies someone as having been known before.

Reliability—the organization can repeat the exchange time and time again with the same satisfying results.

Responsiveness—the organization shows customers it really cares about their needs and feelings.

Retention rate—the percentage of customers expected to keep doing business with the organization, calculated as 1- the attrition rate.

Retention stage implying that the customer is a loyal advocate or at least intends to repeat another exchange with the same organization.

Rewards program—provides the best customers with preferential treatment or special incentives such as priority access, thank you gifts, or other incentives.

Competitive advantage— occurs when an organization acquires or develops an attribute or combination of attributes that allows it to outperform its competitors. These attributes can include access to natural resources, access to highly trained and skilled personnel human resources, new technologies and information technology either to be included as a part of the product, or to assist making it. The term competitive advantage is the ability gained through attributes and resources to perform at a higher level than others in the same industry or market.

Switching costs—financial penalties, time loss, or psychological barriers to exit a program.

Termination—the organization or the customer ends the relationship and sees no hope of resolving the conflict.

Welcome strategy—acknowledges the organization's appreciation for the initiation of a relationship or for the exchange, in essence, a thank you.

Win back stage—the organization will take special steps to have a customer enter into another exchange with the organization, if the expected lifetime value is strong enough.

9.6 CONCLUSION:

Market conditions and competitive threats never stand still. As the requirements for attaining a sustainable competitive advantage change, so must the particulars of the three core components of market orientation.

It is also important to resist the temptation to defer efforts to become customer oriented because of a favorable environment. A pervasive belief is that businesses could get away with being less sensitive to customers and competitors when a market is experiencing strong demand. In the long run, however, all businesses will encounter low growth and competitive hostility; these are the conditions that require a business to be better customer oriented. It is better to invest in developing a customer orientation while conditions are favorable than to wait until they are threatening.

A business's opportunities for success will be maximized when all organizational members recognize that they can contribute to creating buyer value and are motivated and empowered to do so.

10   TRADITIONAL AND DIGITAL MARKETING OF PRODUCT AND SERVICE

10.1 LEARNING OBJECTIVE:

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

1. Marketing fundamentals.
2. Traditional marketing.
3. Digital marketing.
4. Why digital marketing?
5. Differences between traditional marketing and digital marketing.
6. Marketing strategies.

10.2 INTRODUCTION

Customers' needs keep changing as new technologies develop and customer's knowledge updates. Marketers keep studying the customer needs to introduce new products & solutions to satisfy such needs. Many a times the company which introduces the new product is unable to reap its benefits whereas the followers benefit immensely. This chapter dwells on the various aspects of new product launches. **Traditional Marketing:** Traditional marketing is old way of marketing Technique. It refers to a kind of promotion, advertisement, including flyers, billboards, TV ads, radio ads, print advertisements, newspaper ads, etc. in which companies are used in the early period to market their product.

The four phases of Traditional Marketing are Interest, Awareness, Desire, and Decision. **Digital Marketing:** Digital Marketing is modern way of marketing Technique. In which we promoting, selling products and services by online marketing. It also refers to the Marketing of any kind of business through digital media and devices such as Google, Facebook Instagram and YouTube etc. The four phases of Digital Marketing are Planning, Conversation, Content, and Sequels.

The discussion regarding the efficiency of digital marketing and traditional marketing still continues. A lot of people think that digital marketing has been taking over traditional marketing. The marketing arena is changing after many of the Newspapers going digital.

Traditional marketing has fallen over the years because of the invent of smart phones and their convenience. People find digital gadgets a lot more user-friendly. Hence, marketers have changed their targeting techniques and switched to digital.

10.3 MARKETING FUNDAMENTALS*:*

Services marketing are 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.

Marketing- The sum of all activities that take you to a sales outlet after those sales takes over. The process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational goals.

Marketing Management- The *art and science* of choosing target markets. Getting, keeping, and growing customers through creating, delivering, and communicating superior customer value.

10.4 TRADITIONAL MARKETING

Traditional marketing has many facets. For instance, it includes tangible items like print ads in magazines or newspapers, business cards. It can also include commercials on radio or TV, posters, brochures and billboards. Anything except digital ways to promote your brand istraditional marketing.

Another meaning of traditional marketing is when people find your business through reference or network and start buying your product or service. It is a conventional form of marketing your brand, which helps to reach an audience with offline modes of advertising.

There are standard four Ps (Product, Pricing, Promotion and Place) 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.

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.

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.

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**.

Place or distribution 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.

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.

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.

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.

10.4.1 ADVANTAGES OF TRADITIONAL MARKETING

1. Longevity
2. Finding ads in newspapers, magazines or on billboards is easy

10.4.2 DISADVANTAGES OF TRADITIONAL MARKETING

1. Reaches only the local audience
2. In some cases, results can't be measured
3. Expensive as compared to digital marketing
4. Traditional marketing is one way and static

10.5 DIGITAL MARKETING

As long as technology is evolving, digital marketing continues to grow. Digital marketing includes social media mentions, websites, banner ads and YouTube videos. Digital marketing is quite similar to traditional marketing but just uses digital devices. One can start promoting business through social media marketing. Online marketing is a form of inbound marketing, and its main aim is for customers to find you.

Marketing your business through social media channels becomes easy like online organic search, paid search or by reading content online like articles or blog. The audience becomes familiar with your content as and when they keep seeing it, which helps build trust.

10.5.1　ADVANTAGES OF SOCIAL MEDIA MARKETING

1. Increased brand awarenessMore inbound traffic
2. Search engine rankings start improvingHigher conversion rates
3. Customer satisfaction Improved brand loyaltyCost-effective

10.5.2　WHY DIGITAL MARKETING?

Results are easier to measure

Digital marketing campaigns can reach a lot of people.

One can tailor their campaign as per the audience Engaging way of reaching your audience

There is direct contact between the business and its audience Two-way communication.

10.6 DIFFERENCES BETWEEN TRADITIONAL MARKETING AND DIGITAL MARKETING:

Table 14. Difference between traditional marketing and digital marketing

Traditional Marketing	Digital Marketing
The promotion of product and services through TV, Telephone, Banner, Broadcast, Door to Door, Sponsorship etc.	The promotion of product and services through digital media or electronic mediums like seo, sem, ppc etc..
Traditional Marketing is less cost effective.	Digital Marketing is more cost effective.
It is not so good for Brand building.	It is efficient and fast for brand building.
Traditional Marketing is difficult to Measure.	Digital Marketing is easy to Measure with the help of analytics tools.
Traditional Marketing includes.. • T.V. advertisement • Radio. • Banner Ads.. • Broadcast. • Sponsorship. • print Ads..	Digital Marketing includes.. • Search engine optimization (SEO) • Pay-per-click advertising (PPC) • Web design. • Content marketing. • Social media marketing. • Email marketing.

Table 15. Traditional Marketing v/s Digital Marketing Comparison Table

Area/Zone	Traditional Marketing	Digital Marketing
Target Audience	It's easy to reach out to local audience/consumers with the traditional marketing methods	Digital marketing lets you reach the targeted audience/consumers/customers globally from all over the world.
Marketing Approach	Traditional marketing is more of a personal approach as it is very easy for marketers to have a person-to-person relationship in informing the public or promoting their brand's name.	The physical presence of the marketers is not at all required in digital marketing, yeas physical presence will be a bonus but is not required and digital marketing allows the marketer to reach a finite number of consumers easily.
Documentation	Traditional methods of marketing provide the hard copy of product(s)/service(s) description which can be read again and again.	Digital platforms provide the description in softcopy over the website, or through videos, youtube, etc. which can be accessed anytime anywhere as per the consumer's requirement and it provides paper-free documentation.
Consumer Interaction	Very less interaction is involved in traditional marketing as the promotion mediums are not flexible enough to incorporate the customer's interaction.	Digital marketing, on the other hand, offers a number of digital platforms to the consumers/customers/buyers like social networking sites, e-commerce websites, different apps for collecting their feedbacks where they can put their views about the product(s)/service(s).
Marketing Cost	Traditional marketing is expensive as it involves printing, radio/tv advertisements which cost more to the company.	Digital marketing is less costly than the traditional method of marketing as everything is online and the use of social websites does not cost even a penny. Based on the marketing requirement the business can opt for paid ads if they want to.
Marketing Analysis	The result analysis is complex with traditional marketing as the companies need to rely on the surveys and the findings of the market.	On the other hand, in digital marketing, data and facts are recorded and stored online which makes it easy for the marketers to analyse the marketing result.

Real-Time Result	With traditional marketing methods, the company must wait for weeks or months to get the result.	Online marketing or digital marketing gives quick results and thus it is easy to get real time marketing results.
Interruptions	Consumers cannot choose to skip advertisements or other things that are causing interruptions.	Digital marketing/online marketing methods let the consumers/customers/buyers skip the interruptive part and continue to engage with the product(s)/service(s).
Strategy Refinement	As traditional marketing methods do not provide real-time results, drafting the marketing strategy takes time as it is dependent on the marketing results.	Digital marketing provides real time results; thus, strategy refinement becomes very easy and the marketing team can opt to change or update their market strategy as per the market results.
Communication	Traditional marketing involves one-way communication as marketing mediums are quite rigid.	Online marketing, on the other hand, promotes two-way communication and thus helps to satisfy the customer and make the customer feel that they are being listened to and served.

10.6.1 IS THERE A BALANCE BETWEEN TRADITIONAL MARKETING AND DIGITAL MARKETING?

The world has changed into a digital domain. We perform a lot of our daily activities online, like reading the newspaper and banking. Due to the growth of the digital age, it is better that marketers start investing in digital campaigns. The traditional market still has its audience, but it is decreasing due to the digital world. We live in a world where it is essential to have a website and use the internet to engage with the audience. Hence, businesses should carry on their traditional promotion but also ensure that they are present digitally and are planning on expanding their online presence.

10.6.2 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. Analysis of following factors is important before finalization of strategy-

Product Life Cycle- Products or Service are also having life cycle and new one Service/Product should be launched before down fall or expiry.
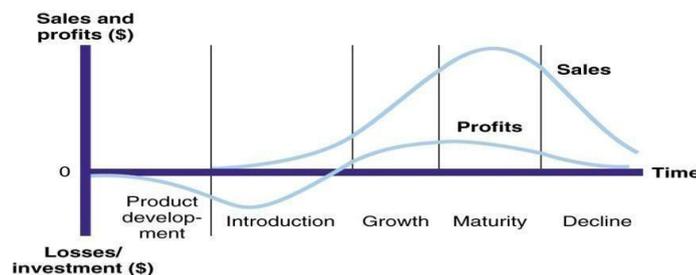
Figure 3:   A typical product life cycle curve

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 16. Product life cycle

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	Competitie/ Gain market share	Loyalty schemes/ Defend market share/profit	Stay profitable
Promotion	Inform/edu cate	Stress competitive differences	Reminder oriented	Minimal promotion
Place (Distribution)	Limited	More outlets	Maximum outlets	Fewer outlets

SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis – Strengths and weaknesses are internal analysis of organization while opportunities and threats are external element available in the market.

PEST (Political, Economical, Social and Technological) Situation Analysis- These are also termed environmental analysis and required to be considered.

Porters Five Force Model: Another important model worth considering in deciding about new product is the porter's five force model. In case of telecom sector, this model can help us understand about the interest of existing and new operators in entering 3G, Wi-Max and other new telecom services market.
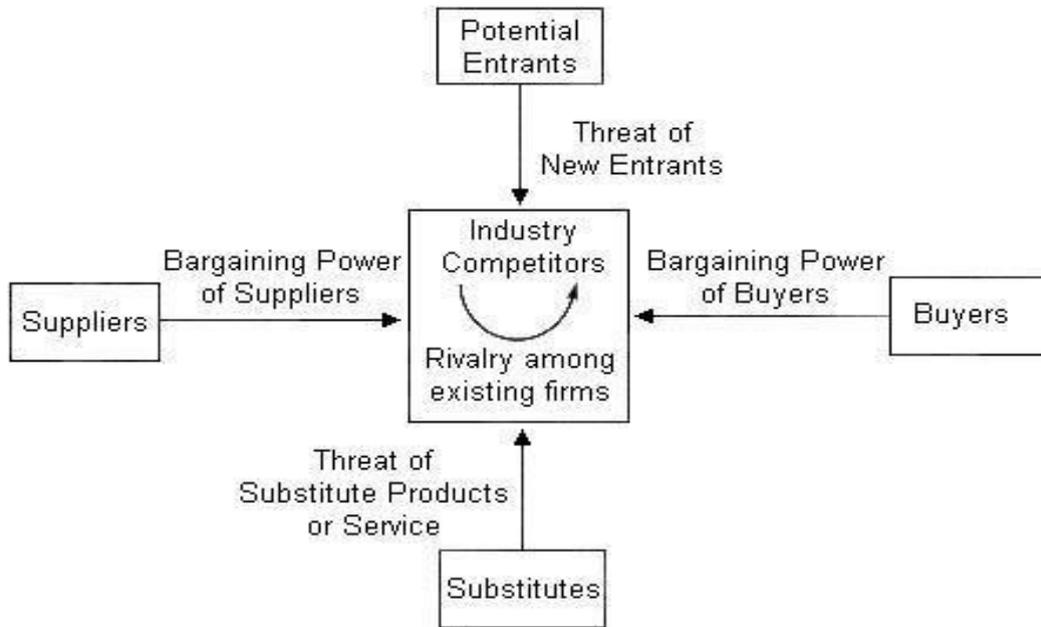
Figure 4:   Porters Five Force Model

Figure 5:   Marketing strategy

Study your competition. Perform a SWOT (Even if the new product or service is entirely unique and without existing competition, it's important to put yourself in your prospective customers' shoes and imagine what they might buy in lieu of what you plan to offer. Once you decide who your competitors will be, review their marketing materials, including their ads, brochures and websites. Evaluate how your new product or service will stand up against what's already being offered, in what ways you'll excel, and which companies or theirofferings pose the greatest threats to your success.

Target the ideal customer. To successfully launch new product or service with minimum financial outlay, it's essential to focus exclusively on the prospects that are most likely to purchase from the firm. These may be customers who are currently buying something similar and will appreciate the additional features new product or service provides. The best prospects have a perceived need for what the firm offers, can afford to buy it and have demonstrated a willingness to do so--probably by purchasing from competition. Bear in mind,it's always easier to fill a need than to create one.

Create a unique value proposition. At this stage, the firm needs to have a clear understanding of what it must offer in order to stand apart from competition and who will want to take advantage of their offer. The firm needs to answer-why customers will want to buy from them vs. the vast field of competitors out there? What benefits and features are provided that prospective customers will value most? The bottom line is that new product or service "bundle" should be unique and meet the needs and desires of best prospects.

Define your marketing strategy and tactics: Next, the firm needs to choose sales and marketing channels. It may be marketed online, via catalogue or through dealers. Generally, multichannel marketers achieve the greatest success because customers who can shop when and however, they like tend to spend more and shop more often.

Test your concept and marketing approach. With all the money it takes to bring a new product or service to market, it's foolhardy to rush headlong into the launch phase prior to testing. What should the firm test? It's best to examine the product or service bundle plus the marketing message and associated marketing materials. Depending on the plan to market and budget, the firm can use formal focus groups (or simply host roundtable discussions with members of the target audience), employ online research or mall intercept studies, or distribute product to a select group of users for testing. Only after testing is complete, should the firm proceed to the final creation of your marketing tools and materials. Pilot projects and soft launch is a widely used strategy by telecom operators.

Roll out campaign. Public relations often play a vital role in the launch of a product or service. The firm can use media relations tactics to place articles and win interviews, get coverage by allowing key press to review the new product, hold a launch event, or use grass roots marketing to build buzz. But no matter what publicity route the firm you chooses, first make sure that the product or service is completely ready and available for purchase in order to maximize returns from the coverage it gets. And other marketing efforts should follow closely on the heels of press roll out. Monitor the results from all media, and in the first weeks and months, be prepared to adjust the campaign to take advantage of what's working best.

Know the product's lifecycle. The campaign used during the introduction and education phase of new product or service launch will need to be updated as the product or service matures. Monitoring the marketing results carefully may show diminishing returns that will indicate when it's time to revise the product or service itself, alter the media

message, or even phase out this particular offering and lay the groundwork for the launch of new next greatidea.

10.7 FIRST-MOVER ADVANTAGE (FMA)

FMA is the advantage gained by the initial occupant of a market segment. This advantage may stem from the fact that the first entrant can gain control of resources that followers may not be able to match. Sometimes the first mover is not able to capitalize on its advantage, leaving the opportunity for another firm to gain **second-mover advantage**.

It is important to note that the first-mover advantage refers to the first significant company to move into a market, not merely the first company. In order for a company to try and become a first-mover that company needs to figure out if the overall rewards outweigh the beginning/underlying risks. Sometimes first-movers are rewarded with huge profit margins and a monopoly like status. Other times the first-mover is not able to capitalize on its advantage, leaving the opportunity for other firms to compete effectively and efficiently versus their earlier entrants. These individuals then gain a second-mover advantage.

10.7.1 MECHANISMS LEADING TO FIRST-MOVER ADVANTAGES

First-mover advantages can arise from three primary sources. Each category is then separated into a variety of different other mechanisms. All mechanisms are theoretical and assume that other competitors trying to merge into the market are being exploited and overpowered by the first-mover company. All other things equal, the following are the three primary sources of first-mover advantages

10.7.2 TECHNOLOGICAL LEADERSHIP

The first of the three is technological leadership. A firm can gain FMA when it has had some sort of upper-handed breakthrough in its research and development (R&D) resulting from a direct breakthrough in technology. In telecom market, in general all operators stand at the same footing as all technologies are available to willing purchasers. Telecom service providers don't develop technology, they just deploy it.

10.7.3 PRE-EMPTION OF SCARCE ASSETS

Pre-emption of input factors, if the first-mover firm has superior information, it may be able to purchase assets at market prices below those that will prevail later in the evolution of the market. Pre-emption of locations in geographic and product characteristics space, in manymarkets there is room for only a limited number of profitable firms; the first-mover can often select the most attractive niches and may be able to take strategic actions that limit the amount of space available for subsequent entrants. Pre-emptive investment in plant and equipment, the enlarged capacity of the incumbent serves as a commitment to maintain greater output following entry, with price cuts threatened to make entrants unprofitable. When scale economies are large, first-mover advantages are typically enhanced.

10.7.4 SWITCHING COSTS AND BUYER CHOICE UNDER UNCERTAINTY

Switching costs, late entrants must invest extra resources to attract customers away from the first-mover firm. Buyer choice under uncertainty, buyers may rationally stick with the first brand they encounter that performs the job satisfactorily. For individual customers benefits of finding a superior brand are seldom great enough to justify the additional search costs that must be incurred. It can pay off for corporate buyers since they purchase in large amounts.

10.8 FIRST-MOVER DISADVANTAGES

Although in some cases being a first mover can create an overwhelming advantage, in some cases products that are first to market do not succeed. These products are victims of First Mover Disadvantages. These disadvantages include: "free-rider affects, resolution of technological or market uncertainty, shifts in technology or customer needs, and incumbent inertia"

Free-rider effects: Secondary or late movers to an industry or market, have the ability to study the first movers and their techniques and strategies. The basic principle of this effect is that the competition is allowed to benefit and not incur the costs which the first mover has to sustain. These "imitation costs" are much lower than the "innovation costs" the first mover had to spend, and also can cut into the profits which the pioneering firm should be enjoying.

Resolution of technological or market uncertainty: First movers must deal with the entire risk associated with creating a new market, as well as the technological uncertainties which will follow. Late movers are given the advantage of not sustaining the risks, mostly monetary, with creating a new market. While first movers have nothing to draw upon when deciding potential revenues and firm sizes, late movers are able to follow industry standards and adjust accordingly. The first mover must take on all the risk as these standards are set, and in some cases, they do not last long enough to operate under these standards.

Shifts in technology or customer needs: "New entrants exploit technological discontinuities to displace existing incumbents". In this case of first mover disadvantages, the late entrants are able to assess a market need that will replace what is currently being offered. This takes place when the first mover does not adapt or see the change in the customer needs, but also when competition develops a better, more efficient, and sometimes less expensive product. Often times this new technology is introduced while the older technology is still growing, and in this case the new technology may not be seen as an immediate threat.

Incumbent inertia: As firms enjoy the success of being the first entrant into the market, they can also become complacent and not fully capitalize on their opportunity. "Vulnerability of the first mover is often enhanced by 'incumbent inertia'. Such inertia can have several root causes:

The firm may be locked in to a specific set of fixed assets, ˙ the firm may be reluctant to cannibalize existing product lines, or "The firm may become organizationally inflexible".

Firms that have severe fixed assets cannot adjust to the new challenges of the change market as they have no room to change. Firms that simply do not wish to change their strategy or products and incur sunk costs from "cannibalizing" or changing the core of their business, fall victim to this inertia. Some firms simply will not as it will not maximize their short-term profits to do so. Although these numbers will be higher in the long run, the organization will fail. These firms are sometimes unable to be sustained in a changing and competitive environment. They may pour too many of their early assets into what works in the beginning, and not project to what will need to work in the long run.

10.9 CONCLUSION

Summing up all the points it is evident that digital marketing is taking over traditional marketing because of a greater number of advantages and facilities being offered to the consumers/buyers. Consumers are independent and not bound to patronize any brand and online marketing offers hassle-free marketing, returns, and cashless transactions

11 INSPECTIONS

11.1 LESSON OBJECTIVES

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

1. Type of inspections:

2. Objective based inspections

3. Inspecting team:

4. Preparation of inspection report:

5. Follow up after inspection

6. Topics for inspection every year

11.2 INTRODUCTION

Inspections are done to check whether the rules and norms are being followed. While working in the system, the person may not visualize the shortcomings. These could be seen from the out of the system. The role of inspecting authority is not only fault finding but to suggest the improvements, because he might have seen the other operational areas. Another aspect of inspection is that the persons while working will be more careful as it may be checked by any out agency. So he will refrain from committing irregularities.

11.3 TYPE OF INSPECTIONS:

1. Planned (Routine) inspection at regular intervals.

2. Surprise inspection

11.4 OBJECTIVE BASED INSPECTIONS

1. Administrative Inspection

2. Financial inspection

3. Technical inspection

4. Vigilance inspection

11.5 INSPECTING TEAM:

Individuals or a team can do the inspection. But it is advisable that in the inspection report all the officers present during inspection should be mentioned.

11.6 PREPARATION OF INSPECTION REPORT:

1. Inspection report should be submitted as soon as possible (within 7 days)

2. Place of inspection and date /time of inspection to be mentioned in the first Para.

3. Second Para can mention the officers present during the inspection.

4. Subsequent points can be the observations.

5. Next Para is analyses or findings

6. Last is conclusion or recommendation

7.   All the pages should be numbered along with total number of pages

8.   All pages should be signed by the inspecting individual/ team or authorized person.

11.6.1 FOLLOW UP AFTER INSPECTION:

The copy of inspection report with due approval of competent authority should be send to concern persons/ office. Corrective action on the inspection is to be monitored by the inspecting authority.

Issue reminders or bring it to the knowledge of competent authority if compliance not received within the stipulated time.

11.7 TOPICS FOR INSPECTION EVERY YEAR

11.7.1 ADMINISTRATION

(a) Indicate cadres having shortage of more than 30%.

(b) What is the staff telephone ratio for present year as well as for last 2 years?

1.   Indicate the various DPC meetings held for promotion in the last 2 years. Give the names, dates and number of persons covered in each DPC.

2.   Are the confidential records maintained properly? Are they complete in all respects? Are the adverse entries being intimated to the concerned officials? Make available a few CRsfor sample check..

3.   Is the register of appeals/petitions are being maintained separately? How many cases have been received in the last two years and how many cases are still pending for disposal pertaining to staff matters? State the reasons for their pendency. Has the number of appeals increased or decreased in last two years? Give the reasons for heavily delayed cases.

4.   Are properly returns being submitted by all the gazetted officers every year? Indicate the total number of such officers who have not submitted the return last year. If not, what action is being taken to make such officers submit their return in time.

11.7.2 TELECOM ACCOUNTS

1. Give details of pending pensions cases, pensioner benefits like GPF, Gratuity, Commutation, Leave Encashment and CGEGIS etc. indicating the period of pendency and reasons for pendency.

   a. Total number of pension cases during the year

   b. cases pending settlement for more than 3 months

   c. Reason for non-settlement. (d)Action/target by GM Finance/CGMT

2.   Whether register for nominations under revised rule is maintainedand acknowledgement of nominations from the officials placed on record.

3.   Whether all SSAs have sent certificate to Circle office regarding verification ofservice last year?

4.   Whether GPF account up to March have been closed and slip issued to concerned officials? Whether GPF nomination periodically checked?

5.   Is service book shown to officials every year?

6.   Is inward/outward ATDs accepted or settled promptly? Give the pending cases and reasons for pendency.

7.   What is the liquidation of outstanding dues?

a)   More than 5 years.

b)   3 to 5 years

c)   Less than 2 years

8.   Is a watch kept on wages, TA, office expenses, OTA and medical expenditure?

9.   Whether register for allotment for contingency and fluctuating charges maintained?

10.   Is service verification of all officials up to date? Are the Leave A/c, details of family, Nominations for GPF, Gratuity, & CGEGIS available? Make available few service books for sample check.

a) Whether the project estimates sanctioned by the competent authority, are reviewed in connection with expenditure?

b) Whether any expenditure has been booked after three months of the commissioningof system/scheme? If yes, give details.

11.7.3 INSPECTION

1. Have all the items as pointed out in the last inspection report been attended to and compliance reported to BSNL HQ. If not, what is the reason for this? Give details of pending items and their present status.

2. Is the annual administrative inspection of the circle office/SSA being done regularly by the CGMT? Give the date of the last inspection and comment on the follow-up action. When is the next inspection proposed?

3. Give details of technical inspections due and done by various levels of officers for the last 2 years. Are these inspections being done regularly and follow up action being taken? What is the status of points raised in the inspection reports?

4. Whether the record is maintained in respect of Administrative Inspection of SSA office by SSA Heads?

5. Are the surprise visits in the circle by CGM/GMs being carried out regularly and pending items if any, pursued as a regular measure? Give details of surprise visits carried out by CGM/GMs in the circle during the last year.

11.7.4 LOCAL TELEPHONE SYSTEM

1. What percentage of phones that remained faulty for more than 7 days? What monitoring system exists to monitor the performance of GSM? Give the percentage of faulty GPs in the circle per month during last year.

2. Whether data required by USOF Administrator is being maintained by Circle.

3. Comments on the performance of local telephone system with respect to the standard operational parameters of TRAI/BSNL.

4. What is the position regarding working of existing leased circuits and also the status of pending R&G works? Are they being monitored properly? Have the final R&G bills been issued within the time limit fixed by BSNL HQ. If not, the reasons for delay. Give this information for the last 5 years.

11.7.5 PLANNING AND DEVELOPMENT

1. Indicate the number of Gram Panchayats without Telephones. What are the futureplans for provision of the same?

2. How many projects have been completed and completion report of estimates have notbeen issued/reasons for not releasing the completion report?

3. What are plans for opening of?

   a. No. of stations where the STD has not been provided on reliable media and the plans for providing the same?

   b. Indicate the percentage of telephone exchanges connected on reliable media.

   c. No. of RLUs parented on main exchange only on single media and plan for their alternate media.

4. What percentage of pole mounted DPs have been replaced by providing 5 pairs cable/DPs in current year and last year.

5. Indicate the total number of inhabited villages without Telephone and the distance ofthe farthest village from nearest exchange.

   a. has the action plan for the next financial year been drawn up and allotment ofequipment obtained from BSNL H/Q? Furnish details of the same.

   b. What is the action taken for procurement of the decentralized items? Furnish details.

   c. Has the infrastructure been made ready for commissioning of transmission schemes during the next year? If not, would the same be ready by the first quarter of the next year?

7. Is the register indicating the telecom system (Switching as well as transmission) which had been commissioned without getting AT or with relaxation being maintained and action on implementing the relaxation being taken and monitored? List out such Telecom systems which are commissioned in last two years.

11.7.6 INTERNET / IN

1. Are link congestion / link outages in NIB monitored, recorded and accounted for? Ifso, action taken by the Circle.

2. Is customer to RAS port ratio is under control (it should not be more than 15).

3. Are sufficient numbers of help desks in A&B Port provided and manned properly by trained personnel? No. and % of complaints attended may be given.

4. Whether International gateway if any provided manned 24 hours?

5. Whether QOS as prescribed by TRAI have been achieved and report is sent regularlyevery month by 15th of next month?

6. Whether periodic meetings between Node In -charge and circle NIB coordinator arebeing held regularly?

7. Whether VCC / Web Phone cards are properly accounted for as prescribed by BSNLHeadquarters and monthly report submitted?

8. How many IN – SSPs and ROI are installed in circle and what is month wise figure for creation of account through ROI vis-a-vis printed plastic based VCC cards.

9. How many INPCO have been introduced in your circle against allotted quota byBSNL Headquarters.

10. Whether all C-DOT 256 exchange and SBM exchanges have been properlysynchronized for Internet working? Give details.

11. Whether IN services have been introduced in each SSA/SDCA of the Circle? GiveDetails.

11.7.7 MARKETING

1. What are the Incentive Schemes to customers launched by other service providers inBasic as well as cellular service?

2. What are the functions performed by Marketing Organization? Any constraints inperforming other functions prescribed by the BSNL HQ?

3. Indicate Budget allotted to Marketing for the last year and current year andexpenditure incurred in Marketing efforts.

4. Give details on various marketing activities under taken during the Previous andcurrent year.

   a) Electronic Media: expenditure incurred on advertisements on TV, Radio and others

   b) Print Media: expenditure incurred on advertisements in Newspapers, Magazines andothers

   c) outdoor: expenditure incurred on Hoarding, Banners and Others

   d) No. of sponsorship given /Exhibitions participated.

   e) No. of Officers trained in marketing by BSNL from outside agencies.

   f) Publications: no.   of brochures/Pamphlets/books/manuals/annualreports/calendars/diaries etc printed.

5.   What are the facilities provided by BSNL Call Centre? Are they adequate as compared to those provided by the private operators? Any plan for expansion of positions and services?

6.   Is the Account Holder Scheme for the Commercially Important subscribers launched?

11.7.8 CMTS

1.   What are targets and achievements of CMTS in your circle for current year and previous year?

2.   Indicate the total Town/Cities in your Circle and no. of cities/towns covered as on date. What is the program for covering remaining Cities/Towns?

3.   Indicate the total BTS sites in your circle. Whether SACFA clearance obtained for allBTS sites? Indicate the status and targets for remaining stations.

4.   What efforts are being made to achieve quality of service fixed by TRAI for CMTS?

5.   Whether all DHQ have been provided for CMTS Service?   What   is the status of thesame?

6.   MSC codes created in the switch whether being used? Is there any such unused butallotted code opened in MSC? If so why?

7.   Give failure rates of Radio systems.

8.   How many BTS sites or towns are covered by Generator Set alone.

9.   Checking of inventory management of SIMs, scratch cards, instruments etc.

10.   Is there any major breakdown of Switch reported during the year.

11.   Whether there is any case of pending points of Acceptance Testing report cleared by T&D or by Circle A.T. Team? Is there any site remaining without testing by A/T.

12.   Is a Traffic chart maintained? Is it up-to-date?

13.   Examine the general position with respect to Switch capacity; working connections,and demand and proposal for expansion.

14.   What are the targets for the Circle for the last year and current year for the following :

a.   Adding capacity

b.   Providing connections

c.   Examine the reasons for not achieving the targets and remedial action taken.

15.   Has the perspective Plan for various activities in the circle been drawn up and fixed for each area / SSA allotment of necessary equipment sought from BSNL HQ.

16. Whether technical support from the suppliers is satisfactory or not?

17. What is the revenue per CMTS subscriber?

18. Whether the staff posted in CMTS is trained and adequate.

19. Operation & monitoring of "threshold" in mobile services.

11.7.9 GENERAL PARAMETERS

1. Furnish the following **SSA wise (in case of circles)/Area wise (in case of Districts)** as on31st March.

a. Revenue per DEL

b. Expenditure per employee (Pay, TA, etc.)

c. Operative and maintenance expenditure

d. Amount billed

e. Amount realised

f. Total Revenue

g. Total expenditure

11.7.10 TELEPHONE REVENUE

1. What is the number of billing complaints received in the Circle/District for last 2years? What the rebate/write is off granted to complainants?

2. What are the outstanding dues for the last 2 years? What steps are taken to realizeoutstanding dues?

3. What is the rate of surrender of telephones for last 2 years? How many connections were disconnected due to non-payment in last 2 years?

4. Number of leased circuits/Networks (Data/voice etc.) and billing of these circuits.Certificate to be obtained from GM (o)/GM (F).

5. Number of POI's - operator wise and their billing.

6. Total outstanding (more than 6 months) on Basic/Mobile subscribers - Details of subscribers with outstanding more than Rs. 50,000/- Reasons and pursuance forgetting outstanding cleared.

11.7.11 PUBLIC GRIEVANCES

1. Is the "Public Grievances Cell"/"Customer Service Centers" in the Circle are organized and working efficiently

2. Are the telephone Adalats and Market Surveys held regularly in the circle? Please give the dates of telephone Adalats (SSA wise) held during last 2 years.

   How many cases were received through Ministers/ MPs during the year? How many of them are pending? What mechanism has been

developed to monitor the disposal of cases? Whether norms on the matter been observed in replying the complaints of VIPcases?

11.7.12   ESTABLISHMENT

Whether retention proposals of Temporary posts have been sent in time to the competent authority. Give details of cadres, number of posts and date of sending to the competent authority.

11.7.13   TRAINING

1. Is the technical inspection of the training center being carried out by CGMT training center, / the Circle training coordinator? When was the last inspection carried out? When is the next inspection due? Are the points indicated in the last inspection cleared? Indicate the reasons for pending items, if any.

2. What action is being taken for scrapping & disposal of life expired/obsolete equipment?

3. Whether the courses conducted by the training centers are being designed as per the need and updated on the feedback received from the field units and whether the courses which have become obsolete have been discontinued?

11.7.14   CIRCLE STORE DEPOT

1. Have the prescribed frequency of Inspection by Head of Circle been adhered to? Give the date of last inspection? What action is contemplated to effect Improvements?

2. What is the arrangement of security of store premises? What is the number of cases of theft/fire and loss per year during last 2 years? What action was taken to fix responsibility?

3. Indicate the position of unserviceable/obsolete stores? Whether ACE-9 has been sanctioned for unserviceable/obsolete stores? Give the store auctioned and amount realized during last year.

4. Is the list of slow and non-moving/surplus stores circulated to other Circles & Store Depots for possible diversion? When such list was last circulated and how frequently is it circulated?

5. Are the orders of BSNL HQ regarding decentralization of equipment/store items being followed? if not, state the reasons thereof.

6. Whether Independent Stock verification/physical stock verification of stores is done regularly? When the last Independent Stock Verification/physical stock verification was done? Are any lapses noticed? If so, what were the details of follow-up actions taken?

7. Is surprise check of CSD is conducted by CSD in charge during odd hours/holidays?Is any record maintained for the same?

8. Whether sufficient firefighting equipment is available in the CSD?

9.   Inventory of surplus stores with CTSD/SSAs

11.7.15   COMPUTERISATION & IT

1.   Whether integrated package is being used for the following customer services in the circle. If not, give their status, targets and future programmes.

a)   Commercial Services

b)   TR billing and Accounting

c)   Fault repair services

d)   Directory enquiry service (Local & Nationwide)

e)   Interactive voice response system (specify services/applications)

2.   Please specify whether integrated system (SSA wise) has been implemented for customer services or standalone systems are working, give status, targets and future programme.

3.   Please give full details of Computerization for office Automation in the circle, their status, Targets and future programme for

a)   Availability of personal computers and peripherals.

b)   Office Automation software.

c)   Whether Local Area Network in circle office/SSA office is available.

d)   Is Electronic Mail facility available? If so, to which level of officers.

e)   Computerized Facilitation Counter.

4.   Please give full details of Computerization in respect of management support system, their status, targets and future programme for

a.   Cable Record Management system

b.   Computerization of circle store depots

c.   Financial system like Pay Bill, GPF Accounts, Telecom Accounts etc.

d.   HRD System.

e.   Computerization of MIS Data.

f.   Printing of telephone directory and directory CD-ROM.

11.7.16   REGULATION

a)   Whether regular review meetings are being carried out to sort out various interconnection and network related problems affecting the inter connectivity?

b)   Is the list of private operators along with the number of connections provided for each service available in the Circle office?

c)   What is the number of cases pending relating to references from "Regulation Cell" of BSNL HQ?

d)   Whether the decisions taken by BSNL HQ on Interconnection and tariff issues relatedto Basic and other Value-Added Services are being implemented/carried out? If not the reasons/difficulty being experienced on implementation? What action has been taken by the Circle in this regard?

e)   Any specific issues relating to the circles on Interconnect Issue, tariff issues etc. in dealing with the various service Providers.

Leased line and access charges payable to BSNL HQ by various private service operators vis-à-vis the amount actually realized on yearly basis-Action taken by the circle to realize the outstanding dues.

11.7.17   VALUE ADDED SERVICE

What are the value added service provided in the Circle by BSNL and Private Operators? Any other new services provision is contemplated in near future. If so, please give date and time.

11.7.18   VIGILANCE

a)   Give details of No. of officers/officials under suspension for less than 6 months and more than 6 months in the Circle. Whether any review of such cases is done? If so, what is the frequency? Give number of such cases reviewed last year.

b)   Give the number of cases pending with CBI. Date from which pending and details may be given.

c)   Whether statement on disciplinary cases under Rule 14 is being sent regularly? Give details of such cases.

d)   Give the No. of surprise visits/inspection conducted by vigilance officers in the last 2 years.

e)   Details of theft cases in the Circle/District involving more than Rs. 20,000/- during last 2 years and nature of action taken to fix responsibility.

f)   No. of cases where departmental enquiries are still pending and date from which pending as on date.

g)   Give No. of cases where enquiry was completed and report submitted to Disciplinary authority during last 2 years.

11.7.19   O & M MATTERS

a)   Whether data collected and compiled for the last year about the activities of Circle? (Compilation of data's in connection with AR-21 will continue but it will not be published/circulated).

b)   Whether the calendar of returns (both Inward & Outward) is being maintained in chronological order and it is ensured that all returns are sent and received in time?

c)   Are the ruling files available and maintained up-to-date? Make available some ruling files where a recent ruling issued by BSNL HQ is available?

d)   Is war book and strike scheme Venus available in the personal custody of CGM

e)   How many legal cases are received and disposed of in last 2 years?

f)   How many legal casesare pending? Give court wise details.

11.7.20   OFFICIAL LANGUAGE IMPLEMENTATION

a)   How many officers/officials are working in the Circle office and how many arehaving working knowledge in Hindi?

b)   Whether rubber stamps, sign boards, seal, letter heads, Name Plates, Official description on vehicles, visiting cards, Badges, Logo Monograms and Charts /Maps are in bilingual form and the regional language as per existing orders?

c)   Is information furnished in the prescribed proforma issued for Welfare

and Sports

a)   Whether the welfare activities are being carried out effectively in the Circle? Give details of the welfare activities and expenditure incurred during last two years.

What are the welfare institutions/amenities existing in your Circle such as canteen, Tiffin room, recreation club, inspection quarter, holiday home, Crèche etc.

11.7.21   BUILDING AND FIRE SAFETY MEASURES

a)   Are the building programs being adhered to? Indicate the cases where the building programs have not been adhered. Investigate the causes and furnish the present position.

b)   Are the Fire-fighting exercises and drills held regularly? Give the date of last exercise.

c)   Vacant staff quarters/proposed utilization.

11.7.22   PTCC

a)   Give details of Electrocution cases and number of fatal and non-fatal accidents involving staff/public during the last 2 years. What preventive actions are taken to avoid such re-occurrence in future?

b)   Details of pending cases for payment of compensation etc.

11.8 CONCLUSION

In a nutshell, inspection is a basic tool to manage all the task Section wise/ Branch wise/ Wing wise/ nature wise by just compiling different reports/ forms so that the lapses in procedure can be avoided. It further facilitates any types of calamities / losses to the business entities.

12 ASSET MANAGEMENT

12.1 LESSON OBJECTIVES:

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

1   Definition of Fixed assets, Work in Progress, Inventory

2   BSNL guidelines on classification of Assets,

3   Fixed Assets: Exhibition in Accounts

4   Maintenance of Records of Assets, WIP and Inventory

5   Assets Depreciation

6   Clarifications on assets which are obsolete / Non-performing/ Surplus

12.2 INTRODUCTION:

All the Public Sector Undertakings are governed by Company Act 2013 and as per the requirement of Company Act 2013, 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 asset**s. 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 equipments etc. are the examples of Fixed Assets. Fixed assets are further classified under the following categories:

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.

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.

12.3 FIXED ASSETS:

12.3.1 ANY ITEM OF FIXED ASSET IS CAPITALIZED AT COST. THE COST COMPRISES

a) Purchase price 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.

b) 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.

c) 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.

d) In the beginning of BSNL, overheads were provided on a 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.

e) The expenditure incurred on start-up and commissioning of the project including the expenditure incurred on test runs is usually capitalized as an indirect element of construction cost.

f) 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.

12.3.2 CONSIDERATION OF FIXED ASSETS: GUIDELINES

a) 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.

b) 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.

c) 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.

d) **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.

e) **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.

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

g) **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.

h) **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.

i) **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.

j) **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.

k) **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 realisable value whichever is lower. Any expected loss is recognized immediately in P&L Account.

l) **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.

m)   **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.

12.4 FIXED ASSETS OF BSNL: ASSETS ARE CATEGORIZED

Assets are categorized broadly as follows:

a)   Land

b)   Buildings

c)   Apparatus and Plants

d)   Cables

e)   Lines & Wires

f)   Motor Vehicles & Launches

g)   Subs Installations

h)   Installation Test Equipments

i)   Office Machinery & Equipments

j)   Electrical Fittings

k)   Electrical Appliances

l)   Furniture & Fixtures

m)   Computers

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

12.4.1 FIXED ASSETS: RECOGNITIONS

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: i) Freehold Land ii) Leasehold land

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.

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.

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, pressurisation etc. as well as ducting comprise the cost of `Cable Asset'. This also includes CT Boxes, Cable Jointing kits all types of switch board cables, etc. related to cable work.

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 arecommissioned to its full capacity utilization and are put to use either in full or part during the accounting period. The remaining part which are commissioned in the subsequent years should be capitalized in the period in which the exchange has been commissioned.

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.

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

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

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/-

12.5 FIXED ASSETS: EXHIBITION IN ACCOUNTS

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

i)   Gross Block (at Historical Cost)

ii)   Depreciation

iii)   Net Block

iv)   Capital Works in Progress

12.5.1 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.

a)   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.

b)   Petty items of asset with small individual value can be grouped for recording in the register.

c)   A&P items, electrical installations, furniture & fittings, and electrical appliances will be identified with reference to building in which they have been installed.

d)   Register for buildings will be categorized for easy identification with indication as for operational purpose, for administrative purpose, staff quarters, inspection quarters etc.

e)   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.

f)   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.

g)   Lengths of buried & abandoned cables etc are required to be shown in the separate asset register, until they are disposed of or certified otherwise even after full depreciation, similar the case in respect of other assets (viz. Vehicles, computers & Other petty assets).

12.6 MAINTENANCE OF RECORDS OF ASSETS, WIP AND INVENTORY

12.6.1 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.) a 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.

12.6.2 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 decommissioned asset are finally disposed of, 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.

12.6.3 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.

12.6.4 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 thiscaption are allocated to the Work in Progress and Gross Block in the following manner:

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

2. The expenditure of common nature not identifiable with any project/work/job is suitably allocated to different project.

Overhead: treatment: The percentage system of adding overheads to capital expenditure is 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.

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).

Review of Pending Works- in Progress: There is imperative need to ensure that the worksin 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.

Classification of inventories in BSNL:

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

a)   Building material

b)   Lines and Wires

c)   Cables

d)   OF Cable

e)   A&P

f)   Telephone instruments

g)   Telegraph & Telex instruments

h)   Installation test equipments

i)   AC Plants

j)   Internet equipments

k)   Masts and Aerials

l)   Store in stock- General Store

m)   Store in stock- Finished Goods in Telecom Factories

n)   Store in stock- Raw Materials in Telecom Factories

o)   Decommissioned assets

p)   Obsolete unserviceable stores

q)   Broad Band equipments

r)   Others viz paper & Stationary, Other inventories & Stores in transit.

12.7 ASSETS 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 thatcause 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 itis not used.

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

d)   Accident; and

e)   Fall in market price.

12.7.1 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.

- **Performing Assets:** An asset which is producing no income, may be termed as a 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?

- **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.

12.8 END USER TRAINING ON SCRAPPING THROUGH ERP

12.8.1 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.

12.8.2 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 17. 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 Motor, Refrigerators h) Water Cooler, Room Cooler & Desert Cooler i) Exhaust Fans j) Transformers k) HT Breakers	30 20 10 15 15 12 9 6 10 8 6 6 16
	Motor Vehicles	i)12 yrs or 2,40,000

4	i)	Heavy Commercial Vehicles fitted with engine of 120 BHP & above	KMs whichever is reached later
	ii)	Light Commercial Vehicles fitted with engine above 75 BHP but below 120 BHP	ii)10 yrs or 2,20,000 KMs whichever is reached later
	iii)	Multi Utility Vehicles/ Vans fitted with engine less than 75 BHP	iii)7yrs or 1,50,000 KMs whichever is reached later.
	iv)	All staff cars/ Inspection cars	iv) 7 yrs or 1,50,000 KMs whichever is reached later.
5	Lines & Wires		
	a)	Post & Post materials	30
	b)	Iron Wire	20
	c)	Cu wire & Cu weld wire	20
	d)	ACSR wire	20
	e)	Insulated wire(coated wire)	15
	f)	SSD(Self Supporting Drop Wire)	05
6	Cables		
	i)	Aerial Cable	15
	ii)	Armoured Local Cable	25
	iii)	Unarmoured Local Cable	
		a) Ducted	20
		b) Without Ducting	20
	iv)	Coaxial, Symmetrical and other Trunk Cables	30
	v)	Submarine Cable	15
	vi)	OF Cable, Unarmoured in HDPE pipe	20
	vii)	OF Cable Armoured	20
	viii)	Aerial OF Cable	12

7	Auto Exchanges Electronic Exchanges including Electronic Telex and TAX Access Network a) WLL b) DLC c) HDSL d) TDMA- PMP e) PCS (mobile)	12 12 12 12 10 12
8	Transmission Equipments f) PCM equipments g) Multiplexing equipments and Data Modem equipments h) Radio equipments including 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	15 15 12 10 08
9	Wireless equipments	08
10	a) Towers b) Masts & Aerials	40 30
11	Testing Apparatus	8
12	Sub Telephone Apparatus, its accessories including secraphone	05
13	Telegraph equipments: c) Switching Eqpt: i) SFMSS 128 Lines ii) SFMSS 64 Lines iii) SFMSS 32 Lines & concentrator	10 10 10

	a) Electronic Key Boards, Formatted terminal, HMT terminals, FAX terminals, PSTN interface unit, Devanagri converter unit	05
	b) Electronic Teleprinter 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
5	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

Figure 6:   Format of ACE-9

To decide ACE-9 value, committee has to consider the following points:-

1. The ACE 9 value of the same item sold by different units in BSNL or other departments.

2. Valuation from local vendor through calling Quotations.

3. Current depreciated value of the material as per ERP data.

4. You can request to MSTC for sending information regarding the same sold items from different units through MSTC with auction number and date. This is authentic documents for valuation of any item to be sold

5. The competent authority may approve the ACE-9 & recommendation of the committee for Scrapping.

6. After sanctioning of ACE-9, the asset is to be decommissioned by Account Section.

7. And then, we can go for selling/scrapping the asset on online auctioning portal like MSTC.

8. After successful bid and getting complete payments form purchaser, then only we can go for creating invoice through ERP

12.8.3 AUCTION THROUGH MSTC:

     1) For this we have to register in the MSTC (Metals & Scrap Trading Corporation) Site "www. mstcecommerce.com" with your SSA login as a seller Registration for seller is totally FREE of Cost.

     2) After that, you will collect the approved ACE-9 and make a valid lot and send the lot for auctioning through your registered E-Mail.

     3) Then, MSTC will upload the lot for the auction in MSTC portal and server will automatically inform this to all the buyers registered in MSTC through auto generated mail. Currently approximately 5 lakhs buyers are registered in MSTC.

     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%

Figure 7:   Auction Through MSTC

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 Ground rent) 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.

12.8.4 MODULES & T-CODES IN SCRAPPING

1) MM (Material Management):- mm03, zmm60, mb21, migo

2) SD (Sales & Distribution): va01, vl01n, vf01

3) FICO (Financial accounting & Controlling): abumn, f-04, abaon

12.8.5 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

12.8.6 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

12.8.7 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 18. 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 relaese code sheets)
1				SDE (Engg.)	1100	8101	BRBRAITT	ZMM_RESERVATION _CREATE_3002
								ZMM_TRANSFER_PO STING_Z09_3002
								ZMM_GOODS_Issue_3 002
								ZMM_GOODS_RECEIP T_3002
								ZMM_TRANSFER_PO STING_3002
								ZMM_STORAGELOCA TION_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

Table 19. The List of all the Material Codes

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 & Fixtures	62000244
17	ZSOA-Inverter	62000065
18	ZSOA-Installation Test Equipments	62000240
19	ZSOA-Laptop	62000072
20	ZSOA-Lines & Wires	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-Unserviceable Submersible Pump	62000186
36	ZSOA-Unserviceable Switch	62000187
37	ZSOA-Unserviceable Iron	62000067
38	ZSOA-Vehicle	62000058
39	ZSOA-Washing Machine	62000233
40	ZSOA-Water Cooler	62000087
41	ZSOA-Water Filter	62000229
42	ZSOA-Xerox 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**

Table 20. Customer Code Template

Local Sales Tax Number / VAT	Permanent Account Number	Service Tax Registration Number	**Indicator for withholding tax type (WITHT_01)** Customer Code Template	withholding tax code(WT_WITHCD_01)	**Indicator: Withholding tax agent?(WT_AGENT_01)**	**Withhold tax from (WT_AGTDF_01)**	**Withhold tax To (WT_AGTDT_01)**	**STIN No.**	Pyro Customer Code (In Pure numeric form only)	Pyro mobile No.	Sancharsoft Customer Code	Start date of agreement (dd.mm.yyyy)	End Date of agreement (dd.mm.yyyy)	**Credit Limit equal to BG (In Rs.)**	Adhar Card No. of customer
0 - Character	0 - Character	0 - Character							0 - Character	0 - Character	0 - Character				
ASDV5543456GH	URPP6640G	DVHTEC9826562	1	T		9.07.2017	1.12.2999	SFG654579	273598	405093851	H19DSA1273598	2.08.2017	1.08.2020	00	
	NYPK5851C					1.08.2019	1.12.9999	3ANYPK5851C1ZT							

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

Table 21. Template for GST- Tax

ST Code	HSN /SAC code	GST Rates %	Region code of Delivering plant	Region code of Customer	Tax classification of customer	Tax classification of Material	ERP Customer Code	ERP Material Code
GST			1 Andhra Pradesh	1 Andra Pradesh	1 GST Registered	1 Taxable under GST		
GST			1 Andhra Pradesh	2 Arunachal Pradesh	2 GST Not Registered	1 Taxable under GST		
GST	72044900	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

12.8.8 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'©

12.8.9 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.

MB21
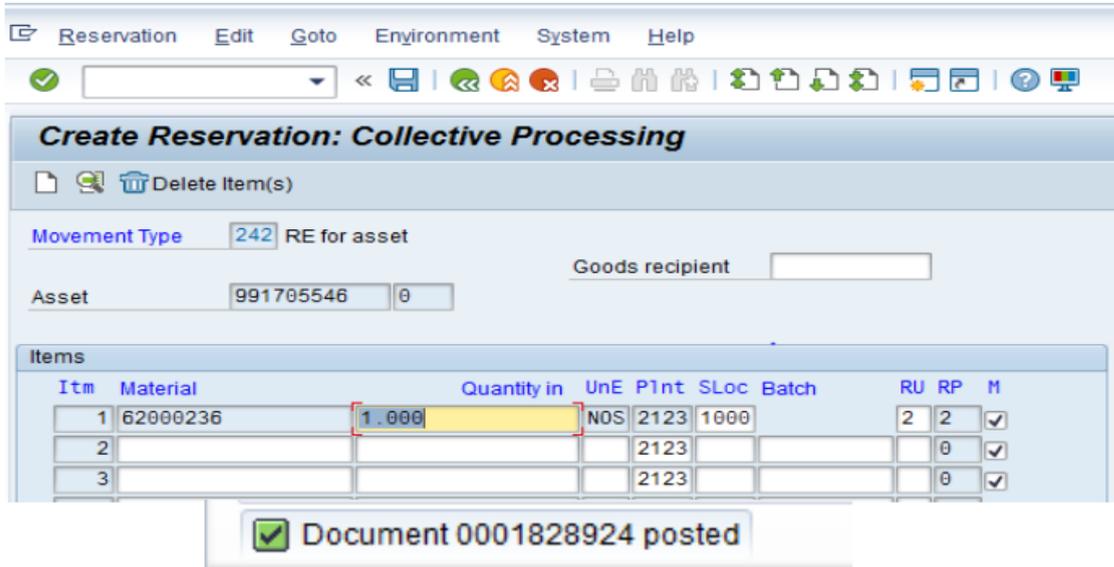
Figure 8:   MB21 CREATE RESERVATION

12.8.10   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.
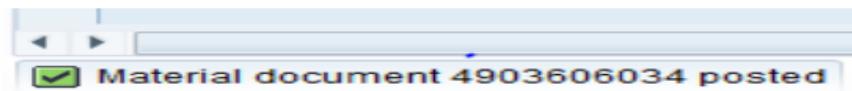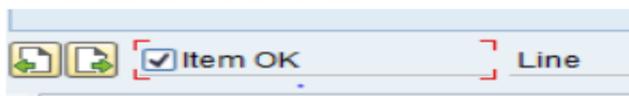
Figure 9:   MIGO

MB52: Display the material receipt

MB21 & MIGO are used to move the scrap material quantity from FI module (De-commissioned 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.

12.8.11   CREATE SALES ORDER

➢T Code - VA01

Order Type – ZSC- Scrap Sales

Sales Organization – 1081

Distribution channel - 01 (Direct Sales) D

ivision - 16 (Scrap)

➢Press Enter

VA01-Screen
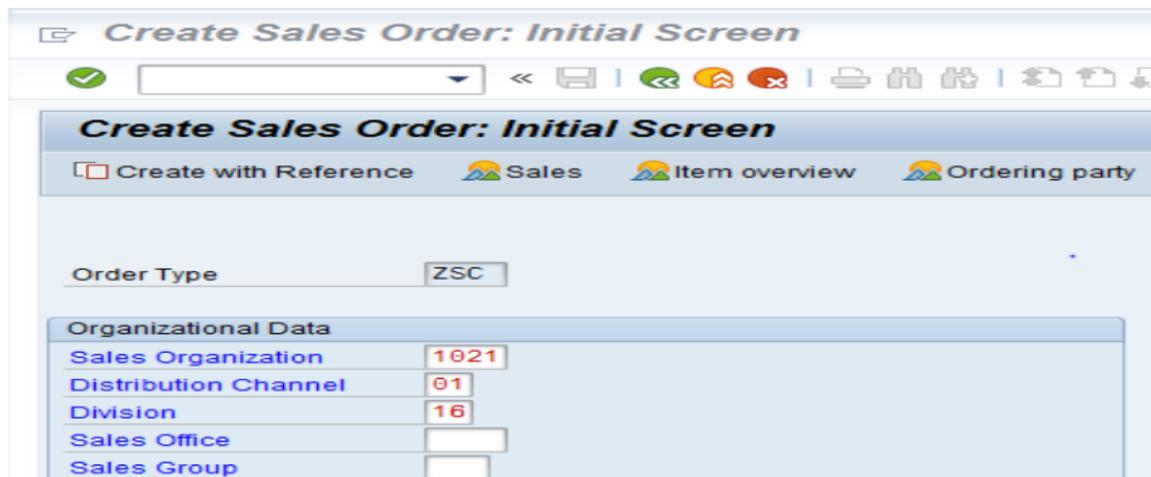
Figure 10:   Create Sales Order

➢ 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, Wt Gross, Weight

 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 11:   Create Sales Order

➢ If selling thru 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.

12.8.12   OUTBOUND DELIVERY (CHALLAN)

T Code - vl01n

Shipping point – 8101 (Concerned SSA)

Order number – <Sales Order No>

Enter

Figure 12:   Outbound Delivery

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

➢ Click on Post Goods issue

Figure 13:   Outbound Delivery

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.

12.8.13   VF01: CREATE INVOICE

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

12.8.14   **VF01: CREATE BILLING INVOICE**
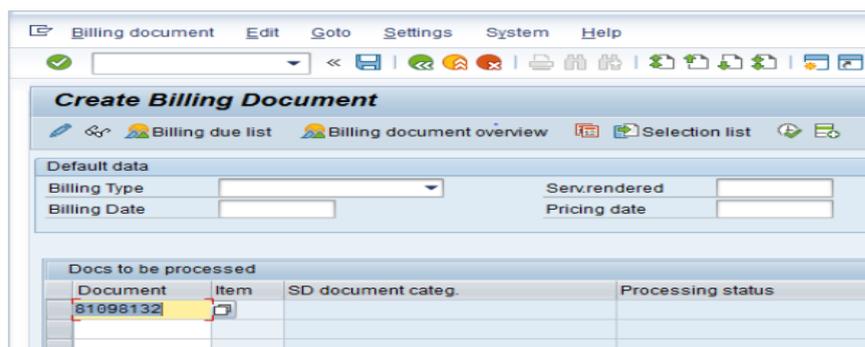
Figure 14:   Create billing invoice

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 Cancelation 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.

12.9 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'.

12.9.1 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.

12.9.2 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.

Figure 15:   Relieving of De-Commissioned Assets

Click on simulate icon and verify the entries.

Finally, click on save icon to save the entries.
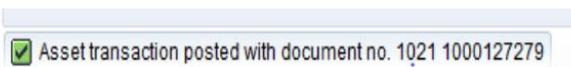
Scrapping of Inventory

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.

12.9.3 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

MC.6
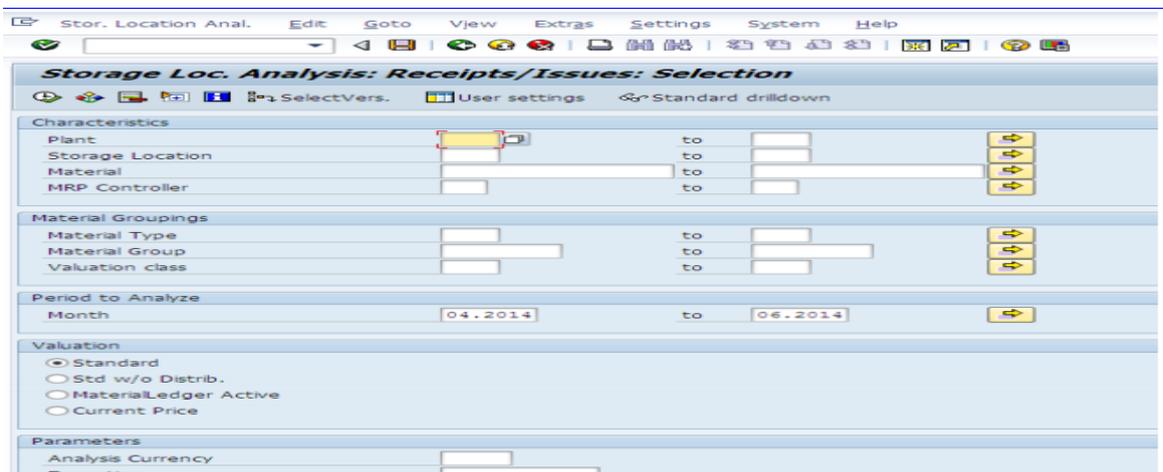
Figure 16: Scrapping of Inventory

Switch Drill down to Know the no. of movements of a particular material at SLOC.
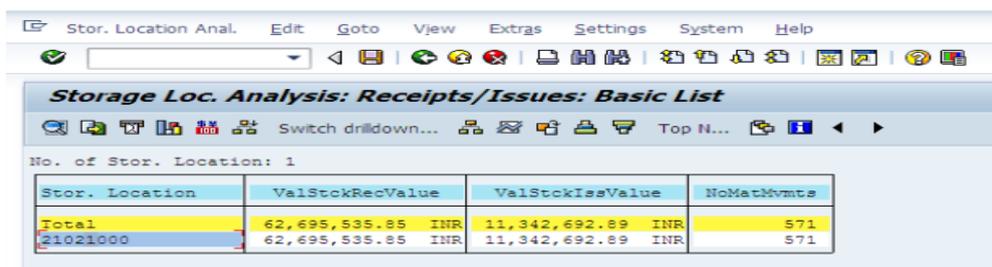
Figure 17: Scrapping of Inventory

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

ZMMP_SMO01
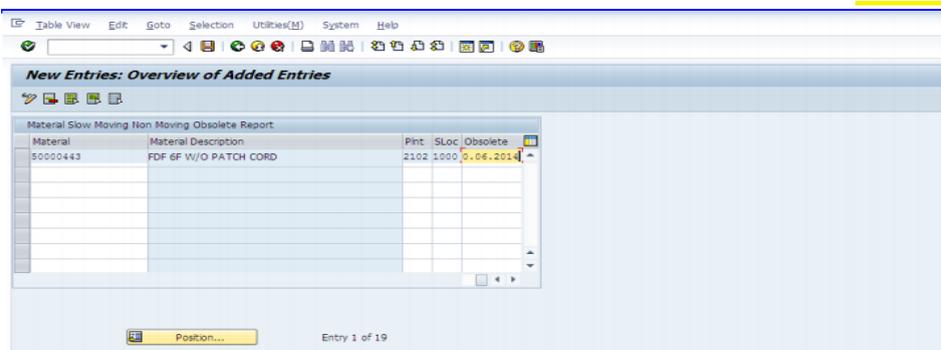
ZMMR_SMO

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

Plant : 2102

SLOC: 1000
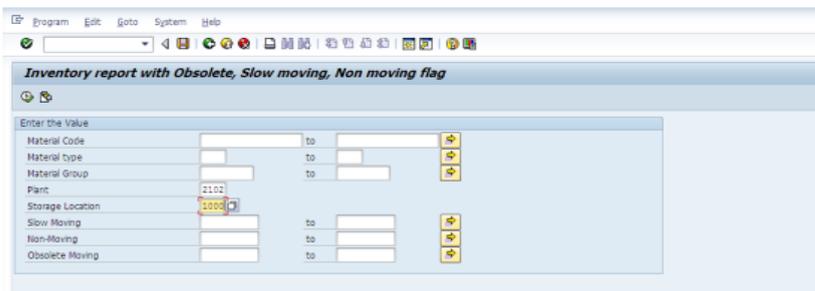
MIGO

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

MIGO

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

12.9.4 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.

12.10 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.

13   TENDERING PROCESS AND EVALUATION

13.1 LEARNING OBJECTIVES:

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

1. Tender types.
2. Tendering process.
3. Objectives of tender evaluation.
4. Bid opening committee.
5. Committee for evaluation of tender.
6. CVC guidelines.

13.2 INTRODUCTION:

Every organization needs various resources such as men, machines, material etc. for running its production facilities to produce sellable products/services. Many of these resources have to be procured from various suppliers. Most high value purchases are done through a tender process.

13.3 TENDER TYPES

The procurement of materials in BSNL is done by inviting tenders and also through PSUs against their reservation quota. The procurement is done at two levels viz.

- BSNL Corporate Office
- Telecom Circle H/Q

Apart from this, SSA and other field units under the telecom circle do the procurement of goods/materials at local level. Procedures for such **local purchases** are given at the last of the document. The procurement of materials in BSNL Corporate Office is done for high value critical equipment such as large size switching equipment, transmission equipment, PIJF U/GCables, equipment & terminals, new technology equipment etc.:

- Batteries & power plants for North Eastern-I, North Eastern-II, North Eastern Task Force, Assam and Andaman & Nicobar Circles.

- Line & Wire materials for the above five circles, Kolkata Telecom District and West Bengal Circle. Until now, the Government Procurement Policy was being followed i.e.

procurement was done either through GeM Portal in case items are on the approved list of DG S&D or by calling for limited tenders if the cost of the material being procured was **within Rupees Two Lakh or through open tenders if the cost of material being procured was exceeding Rupees Two Lakh.** However, with the formation of BSNL as a corporate entity in a Liberalized

Telecom Market where BSNL has to compete with a large number of competitors, it is imperative for BSNL to serve in the competitive environment. For such a scenario, it is essential not only to see the cost of materials being procured but also the time required for its

procurement as well as successful implementation so as to make its presence felt among various competitors. Thus, not only the cost and time factor is required to be taken into consideration but at the same time the cost of opportunity lost due to long gestation period of procurement and implementation is also to be taken into consideration i.e., the business opportunity is also one of the most important factors for implementation of any such venture/project. Hence, under such circumstances, it is essential to take an overall view for cost of material, time for procurement, method of procurement as well as business opportunity for any such venture/project. In such a situation, the Management Committee / BSNL Board may decide the methodology to be adopted for such procurement taking into consideration cost, time as well as business opportunities as situation warrants. In addition to open tendering, the following methodologies can be adopted:

13.3.1 NEGOTIATIONS ROUTE:

In a situation where the requirement is of an immediate nature and it is necessary to ensure continued supplies from the existing vendors, the BSNL management committee may decide to place repeat orders up to 100% of the quantities contained in the running contract and at a rate negotiated with the existing vendors considering the prevailing market conditions. Depending upon the total value of additional procurement, the negotiation committee can be constituted with the approval of competent authority of BSNL. This route will however be resorted to in exceptional circumstances.

13.3.2 LIMITED TENDER ROUTE:

In some cases, the equipment is sophisticated and requires thorough technical screening, testing and prototype approval by the Telecom Engineering Centre/Quality Assurance to ensure that these equipments are of sufficient quality level to be used in public Telecom Network. In such cases an open tender may result in the participation of unknown bidders in open tenders, whose capability in making such equipment is yet to be established. They may submit unrealistic bids which may cause major difficulties in the tender evaluation process. In such cases, it would be necessary to screen out such bidders so that BSNL could interact only with bidders who have intrinsic capability as well as a proven track record of supplying such sophisticated equipment. Where such equipment are required, it would be worthwhile restricting Bids by issue of limited tenders only to those parties who have proven expertise in manufacture and supply of such equipment and who have prototype approval and production clearance. In such tenders it is essential that the reasons for limiting the tenders to proven suppliers needs to be brought out in the NIT itself so that such an action would stand justified. The issue of such limited tender should have the concurrence of Financial Advisor and personal approval by the head of the unit.

13.3.3 OPEN TENDER:

Bidding process that is open to all qualified bidders and where the sealed bids are opened usually in public for scrutiny and are chosen on the basis of price and quality. It is also called competitive tender or public tender. The technical & commercial terms and conditions for the purchase are well decided & made known to bidders through tender document. Purchaser may call for pre-bid conference & issue clarifications to the bidders.

13.3.4 EXPRESSION OF INTEREST ROUTE:

In situations where BSNL proposes to induct new technology/equipment/new service and the specifications of the new technology/equipment/new service are not firmed

up, BSNL may invite Expression of Interest (EOI) from the available vendors of that technology/equipment/new service. Based on the offers received from the bidders who choose to participate in the EOI, the bidders satisfying the terms of EOI will be short-listed. Before short listing the participants for handing over the tender documents, BSNL may freely interact with them; obtain clarifications and feedback on the delivery of similar equipment/services elsewhere. The short-listed bidders will be given the tender document containing detailed technical, commercial and financial conditions. After evaluation by a designated committee, the contract shall be awarded with the approval of competent authority to the successful bidder(s) as per the terms and conditions stipulated in the EOI and the technical, commercial and financial bid.

13.4 THE TENDERING PROCESS:

The salient points of the procedures adopted in tendering are given below:

TENDER, THE BID DOCUMENT OR DOCUMENT: The Tender documents which include conditions, specifications, quantities etc., would require the approval of the authority not lower than that which is empower to accept the tender.

NOTICE INVITING TENDER (NIT): Following information are to be provided in the NIT:

a) Date of issue of NIT

b) Tender No.

c) Date & Time of Receipt & Opening of Tender

d) Details & Quantities of Materials to be procured.

e) Specifications of materials (of TEC/if not other details)

f) Amount of Bid Security/Earnest Money (Whether in shape of B/G or

by DD is to bespecified)

g) Dated and time of sale of Bid Documents.

h) Price of Bid Documents.

Precautionary conditions in NIT:

1. The competent authority approving the NIT can make necessary conditions individual cases

2. The competent authority does not bind itself to accept the lowest or any other tender, and reserves its right to reject or all of the tenders received without the assignment of a reason.

3. The competent authority also reserves its right to allow to the Central Government Public Sector Enterprises a purchase preference with reference to the lowest valid price bid where the quoted price in within 10% of such lowest price, other things being equal, as amended from time to time by the Govt.

4. All tenders, in which any of the prescribed conditions are not fulfilled or are incomplete in any respect, are liable to be rejected.

As per latest guideline of BSNL Corporate office letter no.CA/MMT/3-1/2018 Dated 17.07.2018, advertisement in case of tenders above certain threshold value should be given on central public procurement portal(CPPP), Government e-marketplace(GeM) portal as well as on the website of ministry/ Departments/Organizations ,if available.

13.5 THE BID DOCUMENTS

1. DOCUMENTS REQUIRED

The goods required to be supplied; bidding procedures and contract terms and conditions areprescribed in the Bid Documents. The Bid documents include:

(a) Notice Inviting Tender.

(b) Instructions to Bidders.

(c) General (Commercial) Conditions of Contract.

(d) Special conditions of Contract, if any

(e) Schedule of Requirements.

(f) Technical Specifications.

(g) Bid Form and Price Schedules.

(h) Bid Security Form.

(i) Performance Security Bond Form.

(j) Letter of authorization to attend bid opening.

2. CLARIFICATION OF BID DOCUMENTS

A prospective bidder, requiring any clarification on the Bid Documents shall notify the Purchaser in writing or by FAX at the Purchaser's mailing address indicated in the invitation of Bid. The Purchaser shall respond in writing to any request for the clarification of the Bid Documents, which it receives **not later than 14 days prior to the date of opening of the Tenders**. Copies of the query (without identifying the source) and clarifications by thePurchaser shall be sent to all the prospective bidders who have received the bid documents

(BSNL Corporate office letter no.CA/MMT/3-2/2018 Dated 30.08.2018 may be referred for flow chart of procurement process)

Any clarification issued by BSNL in response to query raised by prospective bidders shall form an integral part of bid documents and it may amount to an amendment of relevant clauses of the bid documents.

3. AMENDMENT OF BID DOCUMENTS

At any time, prior to the date of submission of Bids, the Purchaser may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective bidder, modify bid documents by amendments.

The amendments shall be notified in writing or by FAX to all prospective bidders on the address intimated at the time of purchase of the bid document from the purchaser and these amendments will be binding on them.

In order to afford prospective bidders a reasonable time to take the amendment into account in preparing their bids, the purchaser may, at its discretion, extend the deadline for the submission of bids suitably.

4. DOCUMENTS ESTABLISHING BIDDER'S ELIGIBILITY AND QUALIFICATION

The bidder shall furnish, as part of the bid documents establishing the bidder's eligibility, the following documents or whichever is required as per terms and conditions of Bid Documents.

I. Certificate of incorporation.

II. Article or Memorandum of Association or partnership deed

or proprietorship deed as the case may be.

III. Registration certificate from State Director of Industries or

from Secretariat for Industrial Approval (SIA) , Ministry of

Industries, Government of India.

IV. Approval from Reserve Bank of India /SIA in case of foreign collaboration.

V. Latest and valid NSIC Certificate duly certified by NSIC.

VI. Type Approval Certificate given by Telecom Engineering Centre (TEC).

5. BID SECURITY

I. The bidder shall furnish, as part of his bid, a bid security for an amount of Rs___(Rupees_____) (Calculated @2% of estimated tender value). The bidders (small scale units) who are registered with National Small Scale Industries Corporation UNDER SINGLE POINT REGISTRATION SCHEME are exempted from payment of bid security up to the amount equal to their monetary limit. In case of bidders having monetary limit as "NO LIMIT", the exemption will be limited to Rs.50,00,000/- (Rupees Fifty Lakhs) only as per existing policy of BSNL. A proof regarding current registration with NSIC for the TENDERED ITEMS will have to be attached along with the bid.

II. The bid security is required to protect the purchaser against the risk of bidder's conduct, which would warrant the forfeiture of bid security.

a. The bid security shall be in the form of a bank Guarantee/DD issued by a scheduled bank in favor of the purchaser, valid for a period of **180 days from the date of tender opening**.

III. A bid not secured in accordance with NIT shall be rejected by the Purchaser being non-responsive at the bid opening stage and returned to the bidder unopened.

IV. The bid security of the unsuccessful bidder will be discharged/returned as

promptly as possible as but not later than 30 days after the expiry of the period of the bid validity prescribed by the purchaser pursuant to tender document.

V. The successful bidder's bid security will be discharged upon the bidder's acceptance of the advance purchase order satisfactorily and furnishing the performance security.

VI. The bid security may be forfeited:

- If the bidder withdraws his bid during the period of bid validity specified by the bidder inthe Bid form or

- In the case of successful bidder, if the bidder fails:

1. to sign the contract or

2. to furnish performance security.

- In both the above cases, the bidder will not be eligible to participate in the tender for sameitem for one year from the date of issue of APO.

6. PERIOD OF VALIDITY OF BIDS

I. Bid shall remain valid for **150 days** from the date of opening of bids as prescribed by the purchaser. **A bid valid for a shorter period shall be rejected by the purchaser being non-responsive.**

II. In exceptional circumstances, the purchaser may request the consent of the bidder for an extension to the period of bid validity. The request and the response thereto shall be made in writing. The bidder may refuse the request without forfeiting his bid security. **A bidder accepting the request and granting extension will not be permitted to modify his bid.**

III. The original and all copies of Bid shall be typed or printed and all the pages numbered consecutively and shall be signed by the bidder or a person or persons duly authorized to bind the bidder to the contract. The letter of authorization shall be indicated by written power-of-attorney accompanying the bid. **All pages of the original bid, except for un-amended printed literatures, shall be signed by the person or persons signing the bid. The bids submitted shall be sealed properly.**

IV. The bid shall contain no interlineations, erasures or overwriting except as necessary to correct errors made by the bidder in which case such corrections shall be signed by the personor persons signing the bid.

7. SEALING AND MARKING OF BIDS

The bid should be submitted in two covers. The first cover shall contain the

original and four copies of the bid duly marked 'ORIGINAL' & 'COPY'. The second cover shall contain documents establishing bidder's eligibility as per Clause 2 along with Bid Security. Both the covers should be sealed separately by the personal seal of the bidder.

a) The envelopes shall be addressed to the purchaser

b) (b) The envelope shall bear (the project name), the tender number and the words 'DO NOT OPEN BEFORE' (due date & time).

(c) The inner and outer envelopes shall indicate the name and address of the bidders to enable the bid to be return unopened in case it is declared 'late' or rejected.

(d) Tender may be sent by registered post or delivered in person on above mentioned address The responsibility for ensuring that the tenders are delivered in time would vest with the bidder.

(e) Bids delivered in person on the day of tender opening shall be delivered up to XX Hrs. of the tender opening. The purchaser shall not be responsible if the bids are delivered elsewhere.

(f) Venue of Tender Opening: Tender will be opened in XYZ at YY.00 Hrs. on the due date. If due to administrative reason, the venue of Bid opening is changed, it will be displayed prominently on at reception office

If both the envelopes are not sealed and marked, the bid shall be rejected.

8. SUBMISSION OF BIDS

Bids must be received by the Purchaser at the address on due date up to specified time.

The bidder shall submit his bid offer against a set of bid documents purchased by him for all or some of the systems/equipment as per requirement of the Bid Documents. He may include alternate offer, if permissible as per the bid. However not more than one independent and complete offer shall be permitted from the bidder.

9. LATE BIDS

Any bid received by the purchaser after the deadline for submission of bids prescribed by the purchaser pursuant **shall be rejected and returned unopened to the bidder.**

10. MODIFICATION AND WITHDRAWAL OF BIDS

1 The bidder may modify or withdraw his bid after submission provided that the written notice of the modification or withdrawal is received by the purchaser prior to the deadline prescribed for submission of bids.

2 The bidder's modification or withdrawal notice shall be prepared, sealed, marked and dispatched as required in the case of bid submission in accordance with the provision. A withdrawal notice may also be sent by FAX but followed by a signed confirmation copy by post **not later than the deadline for submission of bids.**

11. OPENING OF BIDS BY PURCHASER

1 The purchaser shall open bids in the presence of bidders or their authorized representatives who chose to attend, at YY:00 hrs on due date. The bidder's representatives, who are present shall sign in an attendance register. Authority letter to this effect shall be submitted by the bidders before they are allowed to participate in bid opening

2 A maximum of two representatives of any bidder shall be authorized and permitted to attend the bid opening.

3 The bidder's names, bid prices, modifications, bid withdrawals and such other details as the purchaser, at its discretion, may consider appropriate will be announced at the time of opening.

4 The date fixed for opening of bids, if subsequently declared as holiday by the BSNL, the revised date of schedule will be notified. However, in absence of such notification, the bids will be opened on next working day, time and venue remaining unaltered.

12. CLARIFICATION OF BIDS

To assist in the examination, evaluation and comparison of bids, the purchaser may, at its discretion ask the bidder for the clarification of its bid. The request for the clarification and the response shall be in writing. **However, no post bid clarification at the initiative of the bidder shall be entertained.**

13.6 OBJECTIVES OF TENDER EVALUATION:

Following are the Key objectives of Tender Evaluation

a)   Compliance to stipulated technical and commercial conditions

b)   Evaluate the bids for selecting reasonable and competitive rates

c)   Follow the evaluation in a very objective and transparent manner

d)   Ensure compliance to CVC guidelines

e)   Complete the evaluation process in defined time frame while ensuring checks like:

13.7 GENERAL CHECK

Unconditional clause-by-clause compliance of: – General Conditions of the Contract

a)   Special Conditions of the Contract

b)   Clarifications/ amendments issued after NIT

c)   AMC Conditions

d)   Technical Specifications

13.8 TECHNICAL EVALUATION

a)   All technical specifications are complied

b)   All items have been quoted as per schedule of requirements

c)   Bill of materials submitted with the bid meets our requirement and there is no under-provisioning

13.9 FINANCIAL EVALUATION

a)   Arithmetical errors to be rectified

b)   Discrepancy between the unit price and total price, the unit price shall prevail

c)   Discrepancy between words and figures, the amount in words shall prevail

d)   Evaluation and comparison bids on the price of the goods offered inclusive of Levies & Taxes i.e., Sales Tax & Excise Duty, packing, forwarding, freight and insurance etc. but exclusive of octroi / entry tax

e)   Duties/ taxes quoted are not more:

f)   Concessional Sales Tax

g) Service Tax

h) Custom Tariff Head in case of import content

i) Credit of CENVAT/ MODVAT availed

j) Ranking on the basis of corrected price schedule

13.10 BID OPENING TEAM

13.10.1   FORMATION OF BID OPENING TEAM

Since bid opening is an important responsibility, it is necessary that a bid opening team be formed formally, commensurate with the estimated value of the tender. It is recommended that composition of the bid opening team be as follows:

Table 22. Bid opening team

Estimated value	Opening officer	Members of the bid opening team
above Rs. 3 Crores	Divisional Engg. or Equivalent	Asstt. Engineer or equivalent + One dealing Asstt.
Less than Rs. 3 Crore	Asstt. Engineer	Accounts Officer or equivalent + one dealing Asst

The officer nominated for the bid opening is normally different from the officer who has to process the procurement case.

13.11 PREPARATIONS BY THE BID OPENING TEAM

The Bid Opening Team should equip itself adequately in advance, to enable it to carry out its function efficiently during bid opening. These advance preparations would comprise of the following:

a) Preparing Attendance Register for recording attendance of Bidders.

b) Preparing list of bidders who have purchased the bid documents.

c) Providing adequate number of mazdoors for shifting the documents from the point of acceptance to the bid opening venue.

d) Ensuring security at the bid opening venue.

e) Making adequate arrangements for issue of passes to enable smooth entry of thebidders to the bid opening venue.

f) Ensuring provision of public address system to enable the bidders to hear informationbeing read out.

g) Making suitable sealing arrangements

h) Making suitable arrangement for receipt, recording and stocking of the documents.

i) Preparing formats in advance for recording information to be read out at the time ofopening of Bids and preparing its minutes.

j)   Preparing direction pointers, notice etc. for display at prominent location to guidebidders to Bid Opening venue.

13.12 INFORMATION TO BE READ OUT IN BID OPENING

The following information should be read out in the bid opening.

●   Name of the Bidder

●   Name of the item

●   Quantities/prices quoted in the bid

●   Discount, if offered

●   Taxes and levies

The Bid Opening Official should politely and firmly turn down queries of any other nature from any bidder. No argument should be entertained on this account by the Bid Opening Officer. Before outright rejection of the Bid by Bid-opening team for non-compliance of any of the provisions (i) if covers are not properly sealed by bidder. (ii) Bid security is not submitted in required manner/lesser validity period, the bidder company is given opportunity to explain their position. However, if the person representing the company is not satisfied with the decision of the Bid opening team, he/they can submit the representation to Bid-opening team immediately but in no case after closing of the tender process with full justification quoting specifically the violation of the tender conditions if any.

13.13 MINUTES OF THE BID OPENING

In all cases, it should be ensured that the bid opening is completed on the same calendar day. The bid opening official would be responsible for preparation of the minutes on the same day of the bid opening or maximum the next day to the bid opening, in case the bid opening dragson well beyond the closing hours of the office. In case the minutes are issued the next day, reason should be recorded by the Bid Opening Officer for examination and acceptance by his superior officer. The bid opening minutes should comprise of the following:

a)   List of participants who attended the bid opening.

b)   Report on the bid opening duly prepared by the bid opening official and signed byhim along with other members of the bid opening team certifying that only those bidders who were eligible to participate, were allowed to participate.

c)   Information regarding item read out.

d)   Submission of Bid documents, bidder-wise were as per Bid conditions to be indicated.

e)   Statement that all steps taken to preserve the sanctity of the Bids.

f)   Certificate regarding proper storage of Bids, after the Bid opening, in secured area.

13.14 CONSTITUTION OF COMMITTEE FOR EVALUATION OF TENDER (CET)

Technical   Planning/Service/technology cell   Convener

Commercial   MM Cell   Member

Finance   Finance Cell   Member

In addition depending upon the nature of the tender, officer(s) from TEC/OperationBranch could also form part of the Committee for Evaluation of Tender.

13.15 LEVEL OF COMMITTEE FOR EVALUATION OF TENDER

The level of the Committee for Evaluation of Tender depends upon the value of the Tender.The levels for different value are given below:

Table 23. Level of CET Members

Value of the Tender	Technical	Commercial	Finance
Up to Rs 10 Crores	DGM	AGM	AGM
> Rs 10 Cr & up to Rs 50 Cr	DGM	DGM	DGM
> Rs 50 Cr & up to Rs 100 Cr	CGM/PGM/GM	DGM	DGM
> Rs 100 Cr	CGM/PGM/GM	GM	GM

13.16 CVC GUIDELINES

The Guidelines provide broad procedures to enable the evaluation process. Correct evaluationdecision will continue to depend upon the experience and good judgment of those who are responsible for evaluation.

1. The following document should be handed over to the CET members by MM/tenderprocessing Cell:

a) All bids accepted at the time of bid opening.

b) Bid document along with technical specification(s).

c) Guidelines for CET.

d) Minutes of the bid opening, if any.

The above document should be received by CET members personally.

2. Wherever there is any variation between the Technical Compliance Statement and the Drawings / Literature attached in support of or merely with Technical Compliance Statement the bidders should be asked to clarify/confirm specifically the technical compliance. In cases where offered product is under- provided the CET should load the

quoted price appropriately so as to bring it to the desired level of technical compliance.

3. Determination of the bid's responsiveness is to be based on the contents of the bid itself without recourse to extrinsic evidence. Queries to or from bidders should generally be avoided.

4. Any document which has an impact on price of the bidders and which is submitted by the bidder after opening of the tenders should not be considered and should be ignored.

5. Only responsive bids should be evaluated in detail. A responsive bid is a bid which satisfies following conditions of the bid documents:

a) It meets all the major technical clauses.

b) It meets commercial clauses.

c) The offer is accompanied by a bid security deposit on the prescribed Performa as indicated in the bid document and valid for 30 days beyond the validity of the bid. The validity of the bid as per current tender documents is 210 days from the date of bid opening.

6. The CET should hold a preliminary meeting within one week of handing over of the tender Documents.

In order to help the Committee for Evaluation of Tender to formulate its recommendations within a reasonable time frame the following allocation of responsibilities for different actions are indicated herein.

The technical evaluation and preparation of comparative statement of value of bids is to be carried out by the technical branch representative(s) on the CET. The technical comparative assessment of the material list is required to be done along with the corresponding prices to be taken for evaluation. Vetting of such comparative list will be doneby the Finance representative on CET.

Commercial Evaluation is to be carried out by the MM Cell representative in CET andvetted by the Finance representative.

Vetting of the comparative statements of bids and commercial evaluation statement is to be done by the Finance representative on the CET.

7. Once finally vetted statements become available (within per-determined time frame), CET may finalize its recommendations within further TEN days.

8. In case the committee has listed out major technical and commercial conditions as evaluation criteria, the same should be clearly indicated in the report.

9. The CET should clearly spell out its recommendations in its report about technically acceptable bids, listed in an order starting from the lowest technically acceptable bid(L-1) upwards or as per vendor rating starting from V-1. The report should contain complete technical, commercial and financial appraisal, the logic leading to the recommendations themselves and reason for rejecting bids lower than the lowest technically acceptable bids.

10.   After consideration of all the above aspects the CET shall determine the ordering price of the equipment and take into consideration the reasonableness of this price.

11.   The tender shall be evaluated for the quantities indicated in the schedule of requirements. In normal purchase procedure, the orders will go in favour of the lowest acceptable bidder for the full quantity. Apportioning the quantities may arise due to certain limitations or considerations. As most of the items procured by the BSNL are specialized products it becomes necessary to sustain multiple vendors/suppliers through distribution of quantities.

12.   Distribution of the tendered quantities amongst the various supplier: -

        The total quantity of the order should be distributed amongst different bidders who meet the technical and commercial specifications when such distribution is in the long-term interest of the company. It is desirable that the BSNL sustains multiple vendors through distribution of order to promote competition as in most of the cases the Department is the sole user of such equipment/materials.

        It may not be practicable to distribute the orders to all the bidders who meet the technical specifications and commercial conditions, as in some case the quantity ordered on each supplier will be too small to be viable, both for supply and use by the Department. The distribution of orders therefore should normally be restricted to the bidders who are within 50 to 60% of the lowest bid. It is, however, to be conceded that where the quantity to be ordered is very large or very small the number of bidders to be accommodated may have to be worked out differently.

        The quantity to be allocated to L-1 and number of suppliers on whom orders shall be placed would be specified in the tender document. The CET thus should act as per these guidelines for distribution of the quantities amongst the various eligible suppliers. In case no mention is made in the documents then, it should be in the inverse ratio of their price quotation. This will ensure that there is incentive for the bidders to quote their lowest price from tender to tender. While deciding the quantities technical feasibility of distribution and the capability of each of the suppliers has to be kept in view. All the bidders should be offered uniform price for supply.

13.   The recommendations of the Committee for Evaluation of Tender are essentially internal document. Final decisions are taken by the competent authority on the basis of CET recommendation. The confidentiality of the CET document from outsider is, therefore, to be maintained. No information to substance, examination, clarification or evaluation of bids and recommendations should be communicated to persons other than those officially concerned.

14.   All the pages and enclosures of the CET report should be numbered consecutively and signed by all CET members.

15.   The CET recommendations in duplicate should be received in MM Cell within 4 to 6 weeks of handing over the documents to the CET members. The responsibility for ensuring these vests with Chairman / Convener of the CET.

16.   If CET needs additional time to complete the work, permission of extension may be obtained from competent authority by the Chairman of CET specifically indicating the reason for the same. Permission of extension, if granted, may be intimated to MM cell/processing section for the purpose of record and taking further suitable action.

17.   The meetings of Committee for Evaluation of Tender should be fixed with prior consultation with its members. They should be contacted on telephone as well. If any of the members appointed to the committee for tender evaluation fails to attend the meetings for more than one occasion consecutively the chairman of CET should bring it to the notice of concerned Member of the Commission.

        The Chairman/Convener of the Committee for Evaluation of Tender should formally submit the report of the committee to the MM Branch.

18.   Evaluation of Single responsive bid: Such cases are not to be treated as single tender. CET is allowed to evaluate such responsive bid and competent authority can decide in consultation with IFA by satisfying that:

a)   Wide publicity was given for the subject tender.

b)   Tender specifications are generic in nature.

c)   Qualified bidder satisfies all tender specifications, terms & conditions.

d)   Rates are reasonable.

e)   All the policies/guidelines regarding procurement of Telecom equipment and stores inBSNL are observed.

        CET should confirm that Notice Inviting Tenders was published in appropriate newspapers, put on BSNL websites and also on main website of NIC. (Also downloadable Tender document, if it does not require Non-disclosure agreement)

13.17 NEGOTIATION

        As post tender negotiations could often be a source of corruption, it is directed that there should be no post-tender negotiations with L-1, except in certain exceptional situations. Such exceptional situations would include procurement of proprietary items, items with limited sources of supply and items where there is suspicion of a cartel formation. The justification and details of such negotiations should be duly recorded and documented without any loss of time.

        In cases where a decision is taken to go for re-tendering due to the unreasonableness of the quoted rates, but the requirements are urgent and a re- tender for the entire requirement would delay the availability of the item, thus jeopardizing the essential operations, maintenance and safety, negotiations would be permitted with L-1 bidder(s) for the supply of a bare minimum quantity. The balance quantity should, however, be procured expeditiously through a re-tender, following the normal tendering process.

        Negotiations should not be allowed to be misused as a tool for bargaining with L-1 with dubious intentions or lead to delays in decision-making. Convincing reasons must be recorded by the authority recommending negotiations. Competent authority should exercise due diligence while accepting a tender or ordering negotiations or calling for a re-tender and a definite time frame should

Be indicated so that the time taken for according requisite approvals for the entire process of award of tenders does not exceed one month from the date of submission of recommendations. In cases where the proposal is to be approved at higher levels, a maximum of 15 days should be assigned for clearance at each level. In no case should the overall time frame exceed the validity period of the tender and it should be ensured that tenders are invariably finalized within their validity period.

13.18 E-TENDERING PROCESS :CPP PORTAL

13.18.1   INTRODUCTION

National Informatics Centre (NIC), Ministry of Electronics & Information Technology, in close association with the Procurement Policy Division, Ministry of Finance, has developed, hosted and implemented the Central Public Procurement Portal customized to cater to the electronic procurement/ tendering requirements of the Central Government Departments and other organizations. The primary objective of the portal is to provide a single point access to the information on procurements made across various Ministries and the line Departments.

The CPP Portal is accessible at the **URL https://etenders.gov.in** and it has e-publishing and e-procurement modules.

It is mandatory for all Ministries/ Departments of the Central Government, Central Public Sector Enterprises (CPSEs) and Autonomous bodies to publish all their tender enquiries issued on or after the following dates, on the CPP Portal

The system is made available as a platform and can easily be adopted for all kinds of procurement such as Goods, Services & Works. It aims at transparency and non-discrimination amongst bidders, by allowing free access to tender documents, clarifications, secure on line bid submission and access to bid opening event to all, from any place on 24X7 basis, using the system through Internet, in a faster, and secure environment adopting industry standard open technologies.

Variety of procurement requirements of varied procuring entities has been built in a robust configurable, workflow-based manner. This can be configured for use by an organization at its apex level, and at multiple subordinate levels, at which tenders could independently be floated.

Strong in-built security features

Including two-factor Authentication with Digital Signature Certificates (DSCs) for foreign nationals also as per IT Act, Usage of SSL, Role- based User Access and Bid-encryption at Client end, using PKI technologies.

Various salient points addressed by this portal include:

Platform for publication of tender and bid award details by Central and State Government Ministries, Departments and Organizations, PSUs and PSBs Free Access to tender documents for all Facility to publish NIT through on-line form, Facility to publish tender documents, to add corrigendum with document Facility to publish bid award details along with contract document In public domain, no registration required for access/viewing by public Email / SMS alerts at various milestones. Toll Free Helpline facility for all. Categorized according to types of tenders, product categories, types of Organisations and Organisation name. Archived tenders are available in public domain Search facility available using parameters like keywords, location, value, organization name, organization type, tender type, and product categories

Major goals and guiding objectives of CPPP

The prime objective is to educate, encourage/ incentivize and thus facilitate Government Departments at all levels, through appropriate steps and interventions from Central Government level, to readily adopt and use the Central Public Procurement Portal to bring in transparency in tendering process and gradually move towards adoption of electronic Procurement solution(s) for their procurement needs on a continuing basis. Act as catalyst in streamlining the procurement processes of public/ Government sector with the help of ICT tools and technologies, enabling them to harness the multidimensional benefits of eProcurement/ e-Tendering pertaining to: efficient and cost effective procurement, shortened procurement cycles, full transparency in the whole process, avoidance of human discretion/ interference to the extent possible, easy availability of complete audit trail and evidential data etc. Enable access to widest reach of tenders and unhindered secured bid submission facility for all, from any corner of the country.

The central procurement portal can be accessed through the web address https://etenders.gov.in/eprocure/app

WORKFLOW OF e-PROCUREMENT SYSTEM

Figure 18:   Outline of different processes involved in e-tendering through CPP portal

1. Procurement of a Digital Signature (DSC)- Signing & Encryption of Class-III. Registration on Central Public Procurement Portal (CPPP)

2. Creation of Users and assigning of roles on CPPP

3. .Logging in with username & password

4. Roles are of two types- e-publishing & e-tendering.

5. The e-publishing role is only assigned for publishing of tender and no further tenderingactivities are allowed.

Table 24. e-Publishing module and e-Procurement module

e-Publishing module	e-Procurement module
1. Entails publishing of all tender enquiries, corrigenda thereto and awards of contract thereon on the CPP Portal. Under e-Publishing, the User Organisations will continue to invite bids in paper based format.	1. Covers the complete tendering process starting from online publishing of tender enquiries, online bid submission by the bidders, online bid opening, uploading of bid evaluation results and publication of award of Contract. Under e-Procurement, the complete tendering, including the submission of bids by the bidders, will be online.
2. Under the e-Publishing module, the User Organisations are required to define two roles for their officials authorised to use this module, viz. a. Tender Creator/Procurement Officer Admin - responsible for fillingup and uploading the details of a tender enquiry / corrigenda / award of Contract on the CPP Portal. b. Tender Publisher - responsible for publishing the tender enquiry / corrigenda / award of contract created by the Tender Creator on the CPP Portal.	2. Under the e-Procurement module, the User Organisations will be required to define two additional roles apart from the Tender Creator and Tender Publisher as in e-Publishing, viz. The role of Bid Opener is Critical for e-Procurement. Bid openers should be identified for each tender at the time of publishing of the tender Enquiry. Bid Evaluator - authorised to upload the results of the various stages of bid Evaluation on the CPP Portal. c. Minimum of 4 Bid openers must be configured against each tender to avoid any issues in tender opening d. It is suggested to have minimum 5 Digital Signature Certificates to start with.
3. All authorized department users, from the User Organizations, can login using a	3. All authorized department users, from the User Organizations, will be required to have valid Digital Signature Certificates (DSCs),

login ID and password assigned to them, to operatethe e-Publishing module of the CPP Portal. They do not need any Additional mode of authentication.	in addition to their user ID and password, to be able to operate the e-Procurement Module.

4. e-Publishing does not require the bidders to enroll on the CPP Portal, since the bids will continue to be submitted in the paper based format.	4. e-Procurement requires the bidders to enroll on the CPP Portal, using a valid Digital Signature Certificate (DSC) and Valid email address. The bidders will be required to submit their bids online on the e-Procurement module.

Enrolment on e-Procurement module under CPPP

To enroll, each User Organization (Ministry/ Department, attached or subordinated office) should follow the steps listed below:

I. Provide Ge-PNIC On-boarding Form

Intending Organizations may provide the Ge-PNIC On-boarding Form compiled requests for all Regional Centers, if any, through their HQ on their Letterhead, mentioning the Tender Floating Units and approx. Tender Volume to be published from each Unit.

These details would facilitate NIC in estimating the load on the back-end/ infrastructure and other support systems required to support concerned Ministries/Departments/Organizations under CPP Portal. NIC may submit a proposal indicating the timelines and cost considerations to augment (if required) in providing required e-Procurement support to Ministries/Departments/Organizations under CPPP.

II. Acquire Digital Signature Certificates (DSCs)

To carry out e-Procurement using NIC's e-Procurement Module, the authorized users of the User Organization will be required to obtain valid DSCs. Authorized users will be required toprocure DSC (both Signing and Encryption) of Class-III DSCs. It is recommended to acquire a minimum 5 DSCs along with an encryption certificate by each TIA location.

III. Selection/ Nomination of Nodal Officer

Each User Organization (Ministry/ Department, attached or subordinated office) is required to nominate one official as nodal officer in e-Procurement module who would manage user accounts of concerned user organizations in the e-Procurement module. User Organizations should submit filled-in Nodal Officer Account Creation form to NIC. On creation of nodal officer account in e-Procurement module under CPPP, Nodalofficer should-

(a) Set Password &

(b) Mapping of DSC with the account.

IV.   Setting up of Organizational Hierarchy for mapping on the CPP Portal

Every User Organization has to ensure that their organizational structure/hierarchy (of tender floating locations only) is properly mapped in e-Procurement Module. The sample format given in portal may kindly be modified according to user organization hierarchy and may mail to NIC for its creation.

V.   Creation of User Accounts for officials of the User Organisation

The Nodal Officer/ sub-Nodal Officer(s) of each User Organisation will authorize users within the organisation for various roles such as Tender Creator, Tender Publisher, Bid Opener and Bid Evaluator who would use the e-Procurement module. For further details, please refer CPPP Portal.

VI.   Mapping of DSCs for all user accounts created in the User Organization

The authorized users will be required to Set Password as well as map their DSCs with their respective user profiles created by the Nodal Officer on the e-Procurement module.

VII.   Assistance in floating of First /Pilot Tender in selected locations

User Organization has to modify its tender document for e-Procurement (e-compliance) prior to publishing on the eProcurement module under CPPP. **Notice Inviting Tender in**.pdf format is mandatory. Also, an e-Compliant Tender Document is required. User Organization, if required, may request NIC well in advance, for any assistance in floating of its first/ pilot Tender. Based on the availability of manpower with NIC prevalent at that time, may provide required support at selected locations. Deputed manpower would guide user organization on e-Tendering aspects only. Logistics support, if any, may be provided by a concerned user organization.

13.19 CONCLUSION

The CPP Portal is very important e-tendering portal and mandatory for all Ministries/ Departments of the Central Government, Central Public Sector Enterprises (CPSEs) and Autonomous bodies to publish all their tender enquiries issued, the CPP Portal accessible at the **URL https://etender.gov.in**

The system is made available as a platform and can easily be adopted for all kinds of procurement such as Goods, Services & Works. It aims at transparency and non-discrimination amongst bidders, by allowing free access to tender documents, clarifications, secure on-line bid submission and access to bid opening event to all, from any place on 24X7 basis.

The tendering process is a means for businesses to put their services forward to fulfil advertised contracts and projects. Winning tenders can prove to be profitable for businesses but the process can seem demanding – every application is time-consuming and requires a level of detail companies new to the system may not have expected. However, with proper preparation and understanding, any business can perfect its approach to a tender and be successful.

14   ERPAND E-OFFICE PROJECT OF BSNL

14.1 LEARNING OBJECTIVE

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

1. What is ERP?

2. Why ERP at BSNL

3. ERP Project – Current Status

4. ERP implementation approach

5. ERP implementation Team structure

6. E-Office

14.2 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. ERPs 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.

14.3 WHY ERP AT BSNL

BSNL presently uses many independent systems with no communication across them such asHRMS 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 informationtransparency

- 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 "

14.4 ERP PROJECT –HISTORY AND CURRENT STATUS

Purchase order for POC completion was placed on 23rd May'09 on M/s HCL

Infosys Ltd. The Important partners for this project are M/s HCL Infosys as SI, M/s SAP as ERP Solution Provider and M/s E&Y as BPR consultant. Business Process Re-engineering has been taken up along with ERP implementation.

The Final Integration testing of different has been completed and ERP is live

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:
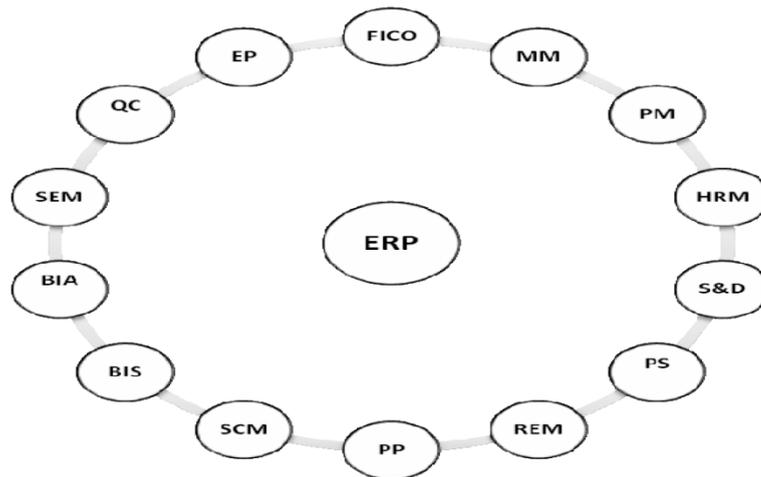
Figure 19:   ERP Modules

1. Finance And Management Accounting (FICO)

2. Materials And Inventory Management including e-procurement (MM)

3. Plant/Equipment Maintenance (PM)

4. Human Resources Management & Administration (HRM)

5. Sales and Distribution(S&D)

6. Project Systems (PS)

7. Real Estate and Telecom Infrastructure Management (REM)

8. Production Planning (PP)

9. Supply Chain Management (SCM)

10. Business Information System (BIS)

11. Business Intelligence & Analytics (BIA)

12. Strategy Enterprise Management (SEM)

13. Quality Control (QC)

14. Enterprise Portal (EP)

    BSNL has only taken 1 to 7 modules of ERP

14.5 ERP IMPLEMENTATION APPROACH

Two of the CDR Project data centers are used. Hyderabad is the primary ERP site and Kolkata is the 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, UPS, and Storage etc. of CDR systems are being used. Intranet being rolled out in CDR Project is the default network for ERP as well. There will be a need for additional networks for non-CDR units of BSNL.

The Development Centre for ERP is set up at ALTTC Ghaziabad.

14.5.1 CENTRALIZED ARCHITECTURE

ERP is a Centralized Installation with a single database. All units will access the central server. They have secure access to their own set of data & processes.

14.6 ERP IMPLEMENTATION TEAM STRUCTURE

Implementation of ERP systems was a huge exercise for any organization and is a highly focused resource intensive activity. ERP implementation is around 7 modules. 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 acts as a facilitator for this exercise, setup, validate and maintain data center with required hardware, network and upkeep of ERP software as well.

14.6.1 IT CELL/ IT PROJECT CIRCLE ACT AS A FACILITATOR FOR ERP IMPLEMENTATION IN BSNL.

- **Role and Responsibilities was given to-**
  1. Setup the ERP data center,
  2. Install and Commission and Validate ERP Hardware and Software
  3. Set up country wide ERP user Network extending to each and every location and BSNL Point of Presence
  4. Configuring the ERP system as per SRS document
  5. validation and AT of ERP system in association with Module teams
  6. Co-ordinate activity of Data extraction, conversion to electronic format and migration of data to ERP system in association with Module teams
  7. Training of the BSNL officials etc.
  8. Day-to-day operation and maintenance of ERP system and providing operation support to BSNL staff.

  <u>Roles and Responsibilities was given to Module Teams</u>

  1. To capture, map and document all the existing "as it is" Business Processes, Work Flows and Decision
  2. Finalization of SRS (System Requirement Specifications) document of their part
  3. To carry out the BPR exercise with the help of SI and Management Consultant
  4. To identify critical business for BPR and suggest new critical processes, work flows, re-engineering and optimization of existing processes, to simplify, improve and even speedup the work environment
  5. Associate in configuring, validation and AT the ERP system as per the SRS finalized by them.
  6. Associate with CGM ITPC in coordinating activity of Data extraction, conversion to electronic format and migration of data to ERP system for their respective part

14.6.2 ERP IMPLEMENTATION ROLE WAS GIVEN TO CIRCLES:

- Study and understand new process as per BPR

- Ensuring availability of IT Infrastructure (Computers and Network)

- Creation of L1 and L2 Support Centers

- Identification of SPOC (Single Point of Contact) officers for Data Preparation

- Preparation of Master Data

- Identification of Power Users

- Training

- Preparation of Transactional Data (At the time of Pre-Go Live)

- Go Live Activities

Various guidelines issued from time to time in this regard are available at ERP Portal whichcan be accessed from BSNL Intranet.

14.7 E-OFFICE INTRODUCTION

E-Office is electronic software, which helps to convert your office into E-office.

E Office is a software solution that is used to share information, conduct business and manage documents, papers, and job profiles on a computer network. The software is designed with a friendly interface for users. The goal of E Office is to gives users most of the benefits of a computer network but with a natural approach that helps the users gradually have a modern, efficient working style that easily accesses to more information technology applications. E Office changes the way we distribute documents and traditional tasks with a modern solution: From our computers, we update the documents and distribute them to the departments. Management of departments review the dispatch and division of work to the staff. Search aggregate documents quickly by type, book, number of documents, agencies promulgated …

14.7.1 THE GOAL OF E- OFFICE

Our goal is to build a system of electronic dispatch centers, to overcome the situation of scattered and misleading information. Provides information on documents and work files to meet the requirements of Managements, managers and professional staff quickly, accurately, fully and in time. Set up a management system, process and issue official dispatches, documents, support the ability to distribute workflow, permission for each individual and department.   E Office provides users with remote working capabilities that users can access at any location with an Internet connection. Our system builds a paperless office, helpManagements communicate with staff, departments in the agency quickly, timely; helps the user to schedule appointments, automatically reminders when it comes to the time of the job through the computer. At the same time through this system, agency Managements can assignwork to employees and receive feedback from those jobs; establishing a system of information exchange to help officials and experts in the agency can exchange information directly; provides users with most of the benefits of computer networking but with the most natural approach to solve work at the office, improving the quality and efficiency of work;

improve the level of application and use of IT tools, create a modern and effective working environment in the network environment and use electronic information that make positive changes in information processing; handle the work of Managements, staff in the agency, contribute to the implementation of administrative reform.

Creating an environment for the exchange of ideas, discussions, sharing information widely, promptly, fully and timely, contributing very positively to the development of corporate culture. People will communicate and understand each other, Managements can communicatetheir will to the staff more easily.

14.7.2 BENEFITS OF E-OFFICE

The need for transforming conventional government offices into more efficient and transparent e-offices, eliminating huge amounts of paperwork has long been felt.

Management

• Operate and manage remotely, anytime, anywhere

• Manage the assigned tasks in a clear and transparent manner

• Capture complete information, make the right decision

• To create a democratic and open work environment.

Executive

• Easily manage, lookup, search for documents related to the job being handled

• Quick cover task assigned by Management

• Report work timely

• Easily schedule personal tasks …

Document

• Easy document distribution

• Easy to manage, look up information when needed.

• Supports printing of text reports, bookkeeping

• Transmit announcements, directives of Managements to the department quickly,timely.

Highlights

• A comprehensive platform for deploying, integrating multiple applications

• Scalability both in application and scale

• Easy to handle, quickly capture the information to process Tightly integrates withMicrosoft Office, Windows Explore

• Business Process Automation – Easily customize the process

• Easily integrate with other systems

• Safe, secure

e-File Login

Enter the Login ID & Password in the e-Office portal
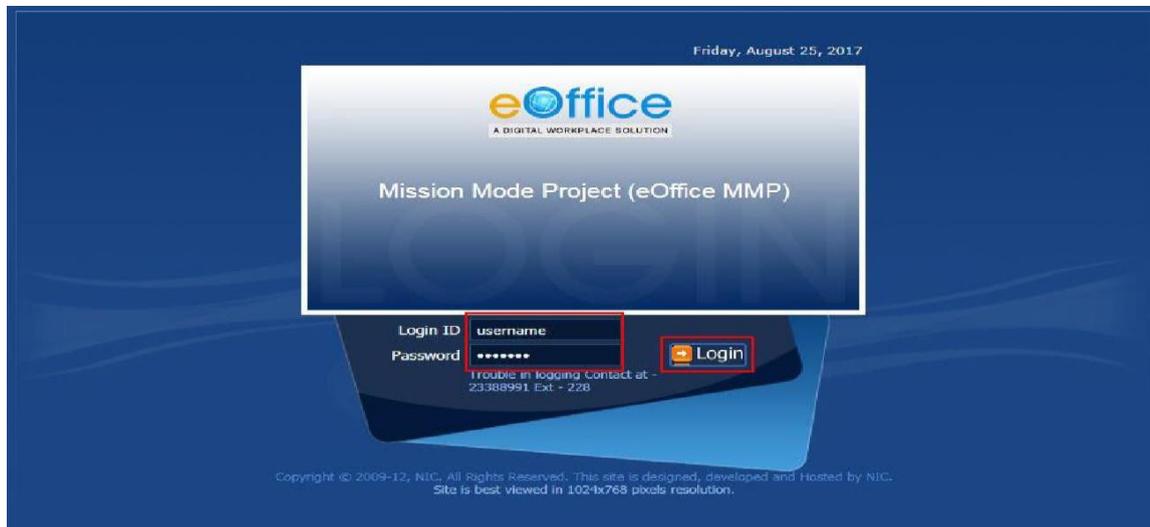
Figure 20:   E-office login page

• **E-Office homepage is displayed on successful login.**

• To open the **File Management System**, click the link mentioned in the left panel ashighlighted
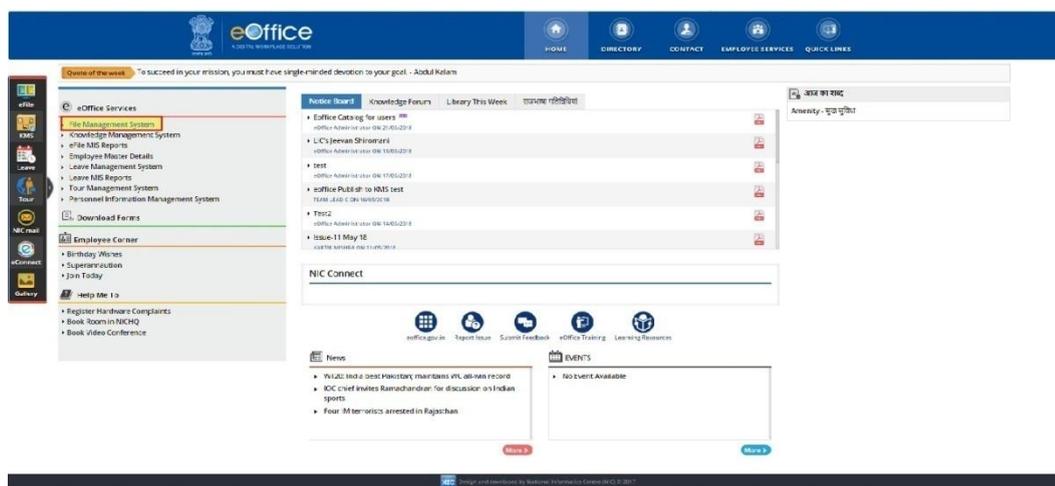
Figure 21:   E-file management system

• User is then redirected to the application, as shown in **Fig below**
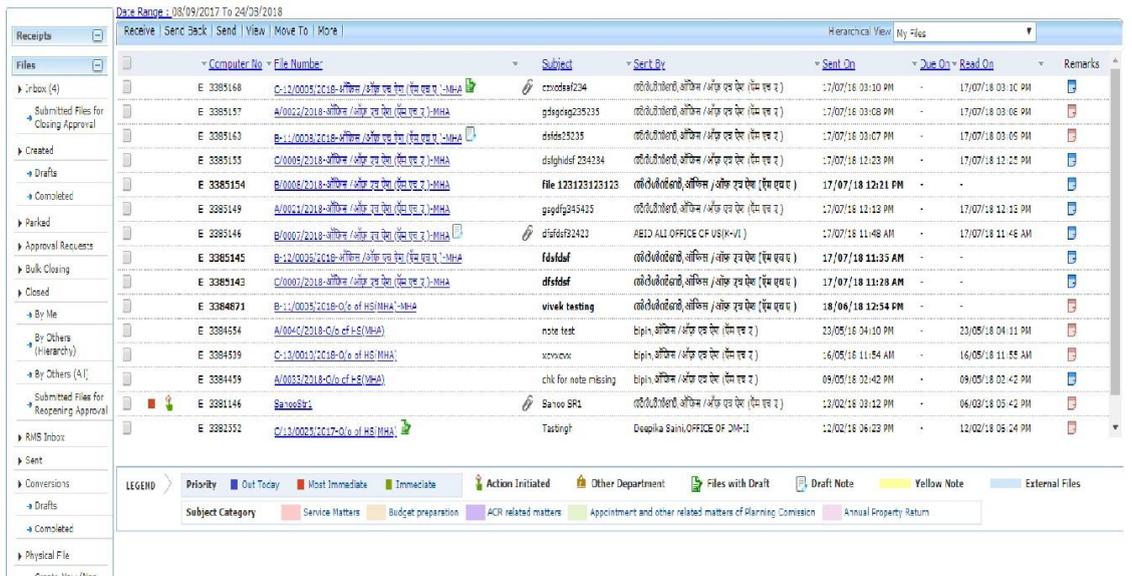
Figure 22: File Inbox

e-File Modules

     File Management System (FMS) or e-File, comprises of different modules which are inter-linked and manage the official work flow of the entire life cycle of a Document/DAK from the moment it is received by the organization till the time it is disposed of with proper set of actions. The different modules in FMS are Receipts, Files, Dispatch, Notifications, Settings and etc. Each module comprises of different sub modules (links) with actionable menus that help the users to accomplish different official procedures in an electronic environment. First of all, let's learn how to use the **Receipts** module of e-File.

     Receipts Once a DAK/ letter is diarized and a unique receipt/ diary number is allocated thenit becomes **Receipt**. The links available under Receipt module are shown in Fig **below**
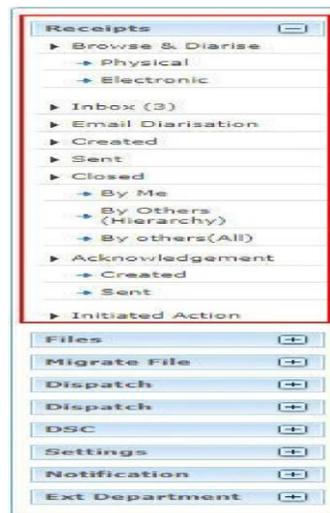
Figure 23: Menu

Browse & Diarize

It is used to generate receipts which can be either physical or electronic.

Physical: The unique number for the DAK is generated by the system, and further processing of the receipt can either be physical (manual) or electronic in nature.

Electronic: The unique number for the DAK is generated by the system, and further processing of the receipt is always electronic in nature.

Electronic DAK/ letter Diarisation

The DAK/ letter must be scanned as a single PDF (preferably a searchable PDF).

To diaries the Electronic DAK/ letter, perform the following steps:

• Click the **Electronic** link under **Browse & Diarize** sub-module, as shown in **Fig below**
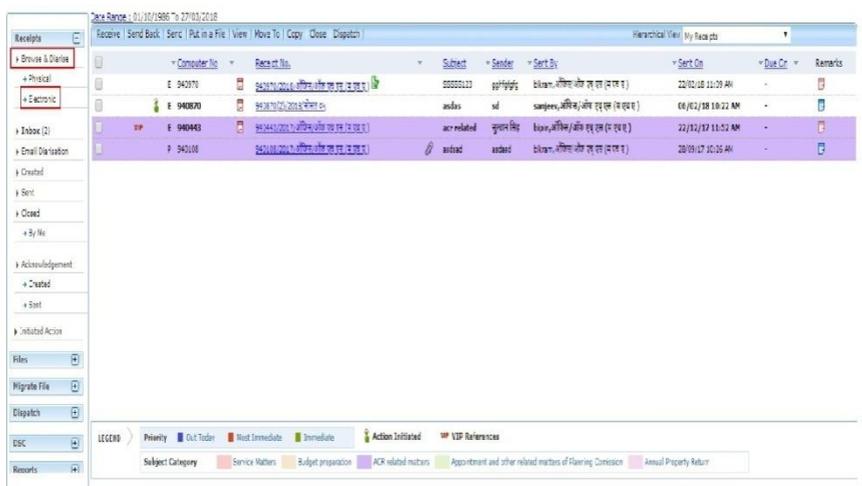
Figure 24:   Receipt Inbox

• The screen as shown in **Fig. below** appears:
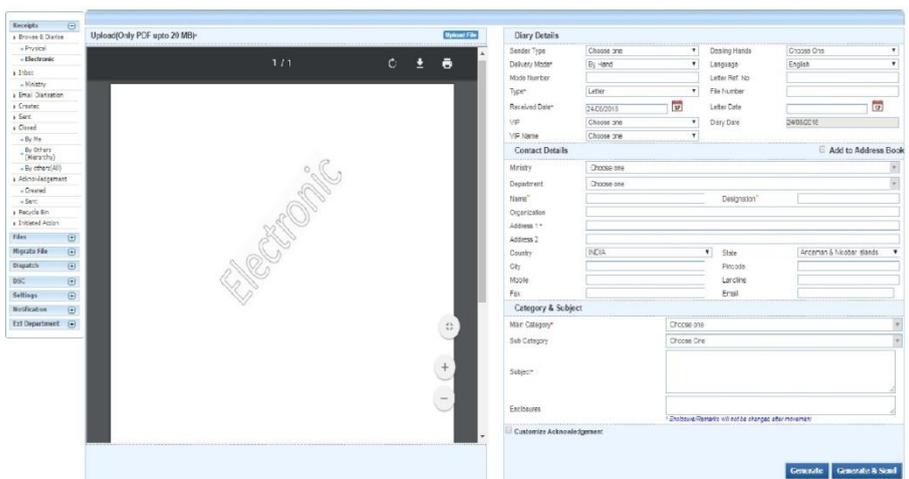
Figure 25:   : Receipt metadata

• Click the button. The File Upload dialog box appears. Select the desired scanned PDFdocument (**up to 20 MB**) and click button as shown in **Fig below**
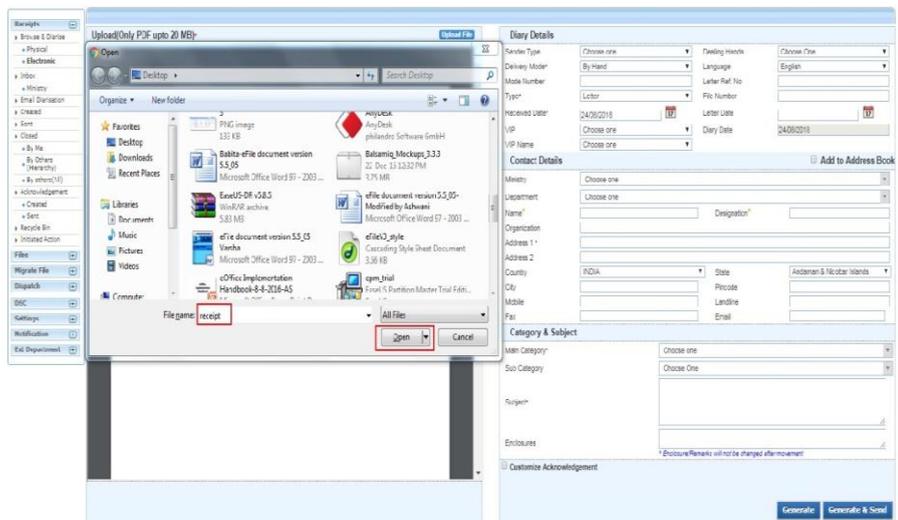
Figure 26:   :   Upload document

• Once the scanned DAK/ letter is uploaded, enter the required metadata (variousdetails in the fields available on the right of the screen) and then, click button as shown in **Fig below**
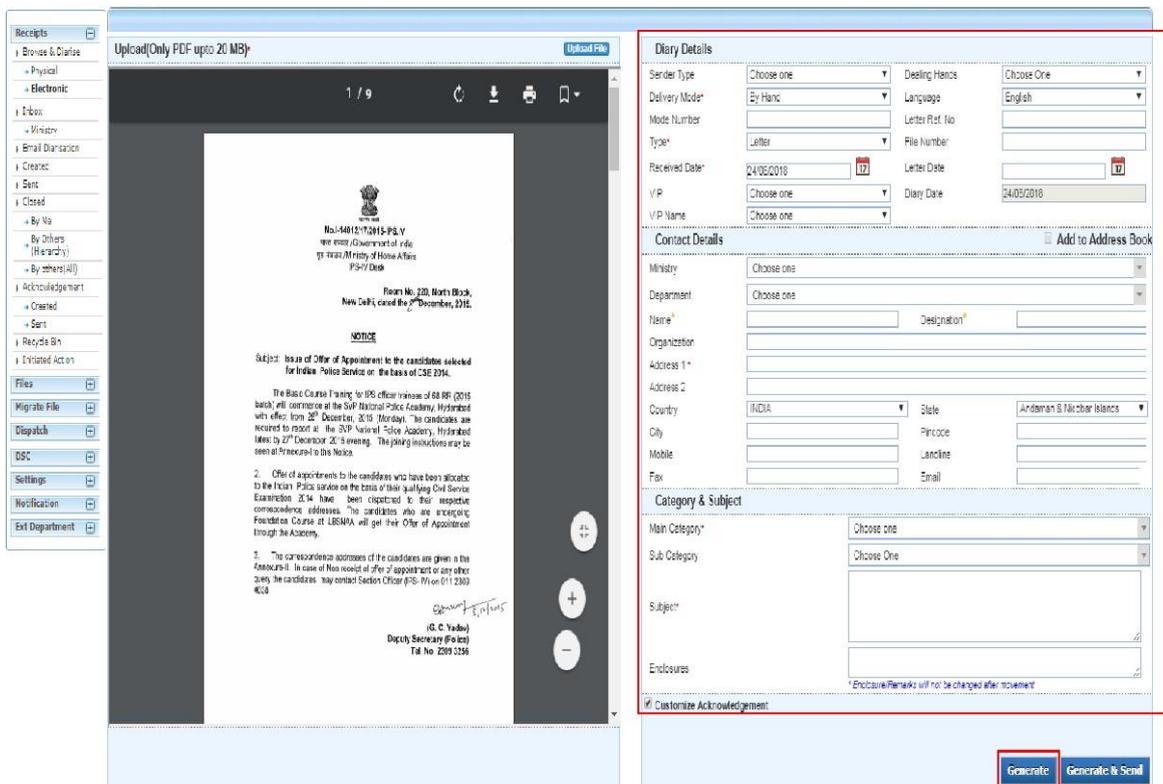
Figure 27:   :   Fill Metadata

● The DAK / letter gets diarized and a unique **Receipt Number** is generated as shown in **Fig below**
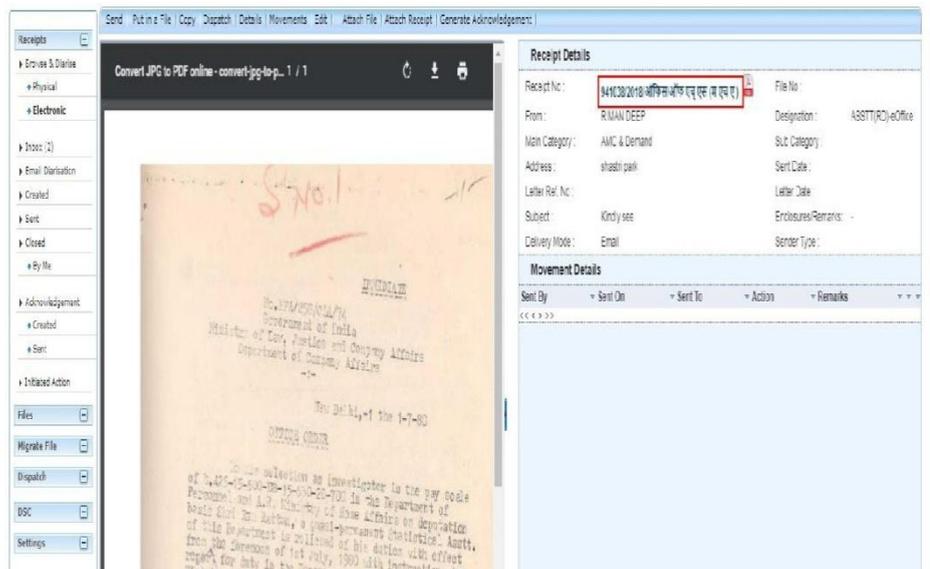
Figure 28: : Receipt Created

● The generated receipts are saved in the "**Created**" sub-module till they are marked to other user(s).

● button (refer Fig.): Generates the Receipt Number and redirects the user to Receipt Send screen.

● button (This feature is configurable): Generates the Receipt Number and redirects the user to diary screen retaining the content (pdf) and metadata (Copying the pdf content is also configurable feature) of the receipt.

● The actions that can be taken on a receipt are shown in Fig below
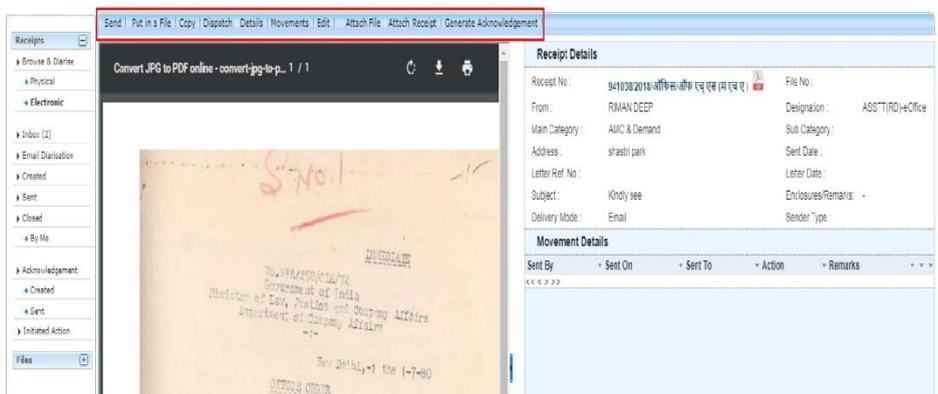
Figure 29:   Receipt action options

These actions are explained below:

1.   Send: This option facilitates the user to mark the receipt to the intended recipient(s). Click tab, the send screen is displayed as in Fig **below**
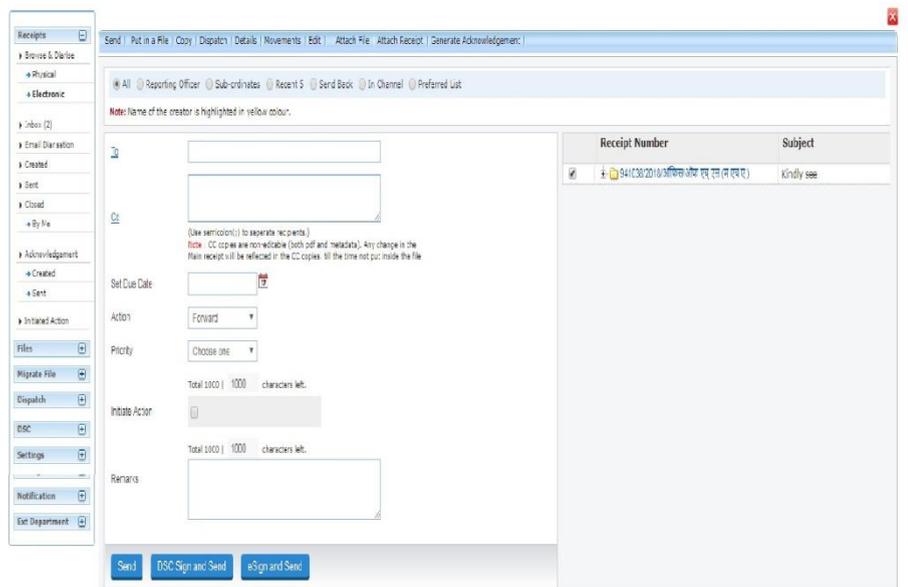
Figure 30:   Send option

To: In the **To** field, search the user either by **name** or **marking abbreviation** or **section/organization unit name** of the recipient. Then, select the officer from the filtered employee list as shown in **Fig below**
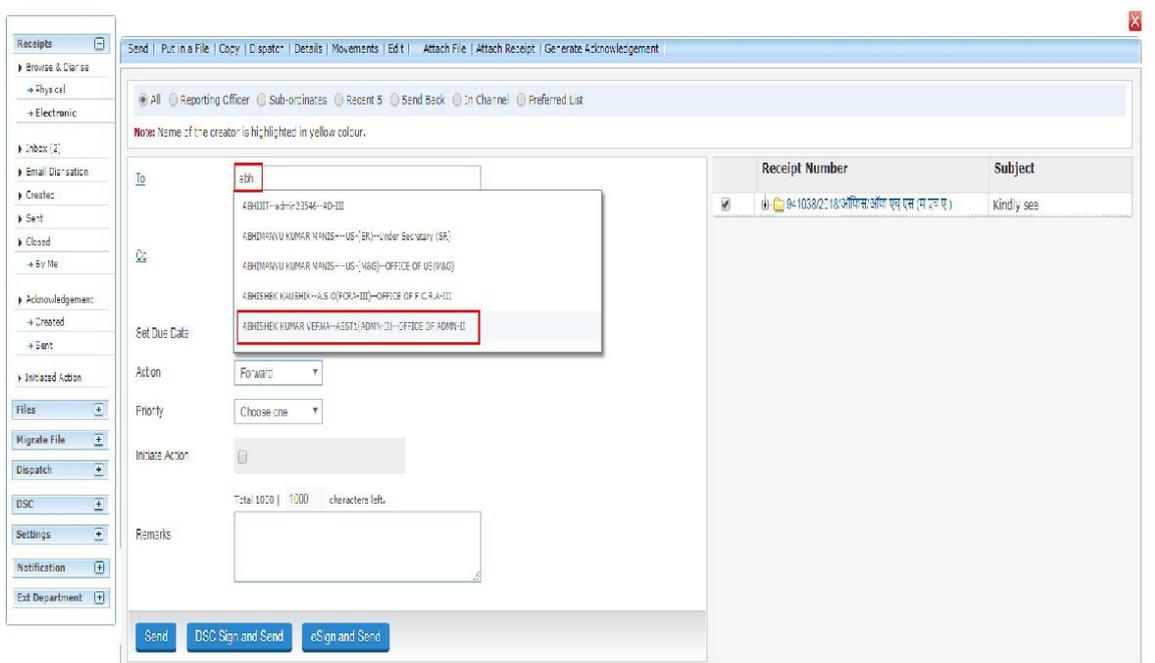
Figure 31:   Selection of recipient

Provision of radio button has been made available to select the user from different groups of recipient such as: All, Reporting Officers, Subordinates, Recent 5, In Channel and Preferred List as shown in **Fig below**

Figure 32:   Send options

a)   **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.

b)   **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.

c)   **Sub-ordinates**: When "**Sub-ordinates**" is selected, the list will display the **officials just below in the hierarchy** of the logged in employee.

d)   **In channel**: It helps the user to mark the receipt to officials who are **already in the submitted channel of the receipt.**

e)   **Preferred List**: It helps to select officials from the list of "**Preferred List**" already created by the user.

f)   **Cc:** It is used to mark copies of the receipt to users other than main recipient selected in **To** field.

g)   **Due date**: Date by which work is supposed to be done. Assign a **Due Date** to the recipient using the **Set Due Date** option.

h)   **Action**: An easy way to notify the recipient the action that is required on receipt. Select **Action** which is to be taken, from the dropdown menu.

i)   **Priority**: It is the preference assigned to the receipt based on its urgency. Set the **Priority** of the receipt, from the dropdown menu.

j)   **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 thereceipt.

k)   **Remarks**: These are the forwarding comments given on receipt while sending them to recipient. Type forwarding remarks in the Remarks field.

Send: On clicking button in **Fig below.**, the receipt will be marked to the intended user(s).
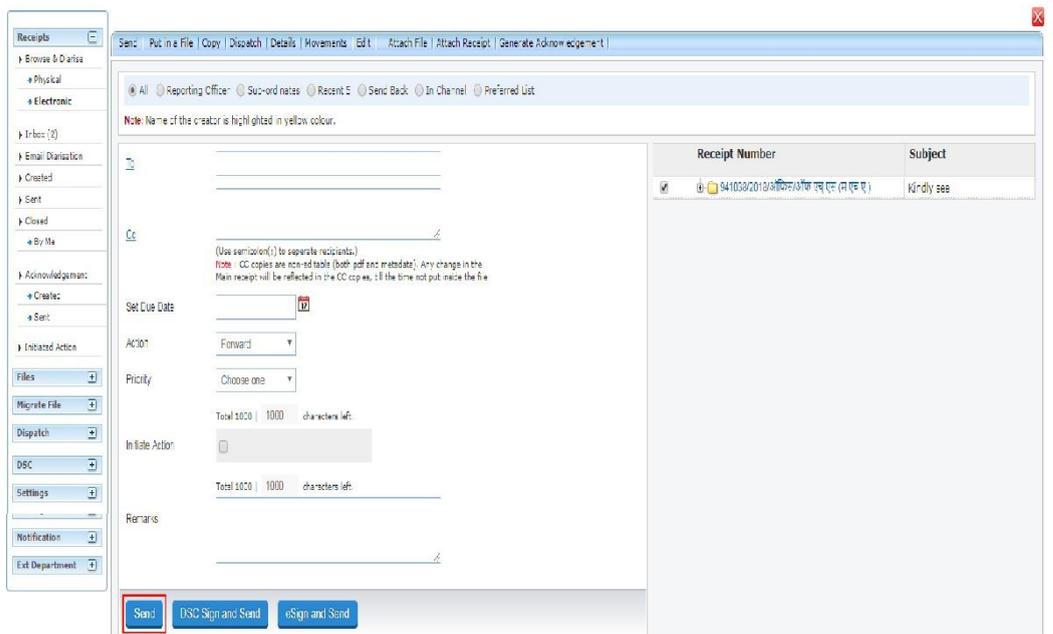
Figure 33:   Click send

Put in a File: To **put** the **generated receipt** into a **concerned file,** perform the followingsteps: ☛ Click tab. A list of files appear**,** as shown in **Fig below**
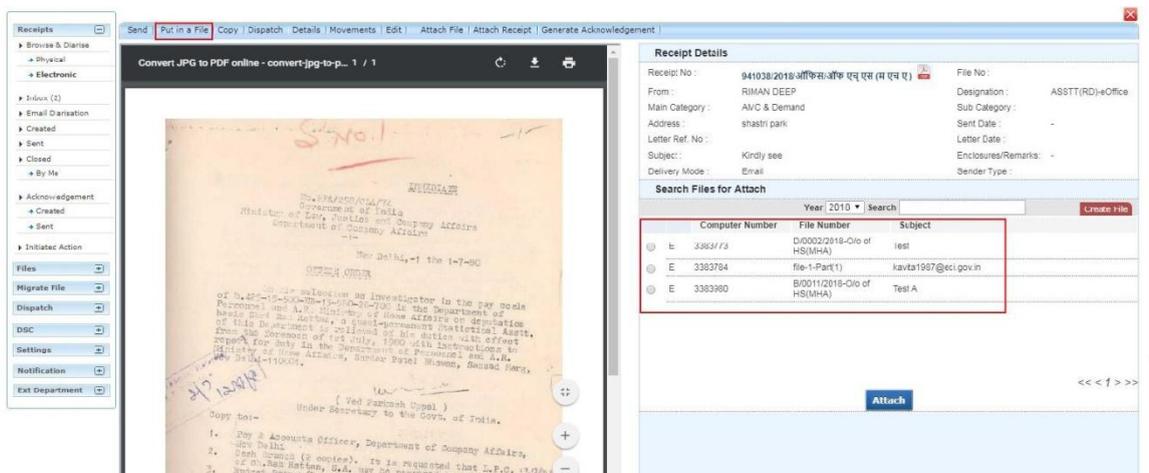
Figure 34:   Attach receipt to file

- User can also **search** the file using **Year** and **Search fields**.
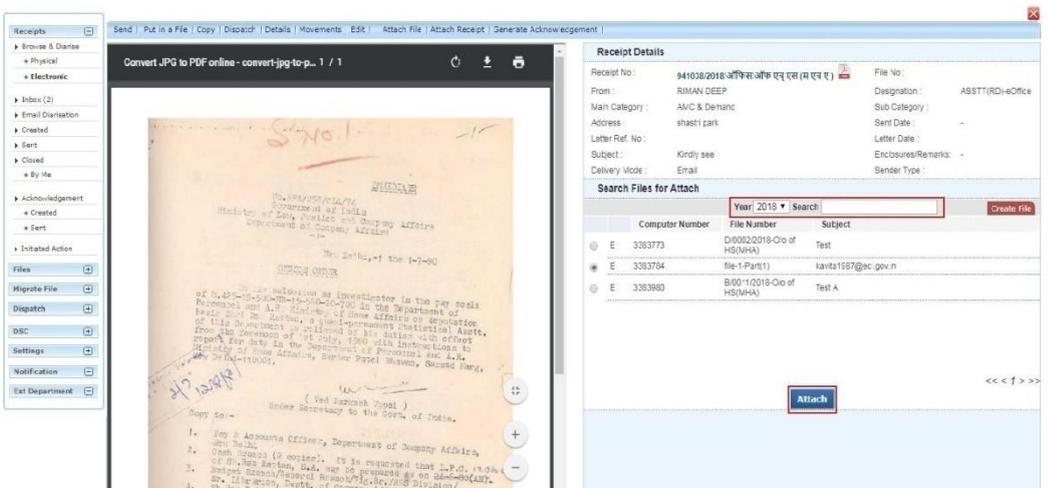
Figure 35:   : Search existing file

OR

📖 Create the **New File** (non-SFS File) from the receipt Put in a File list screen itself usingbutton as shown in **Fig below**
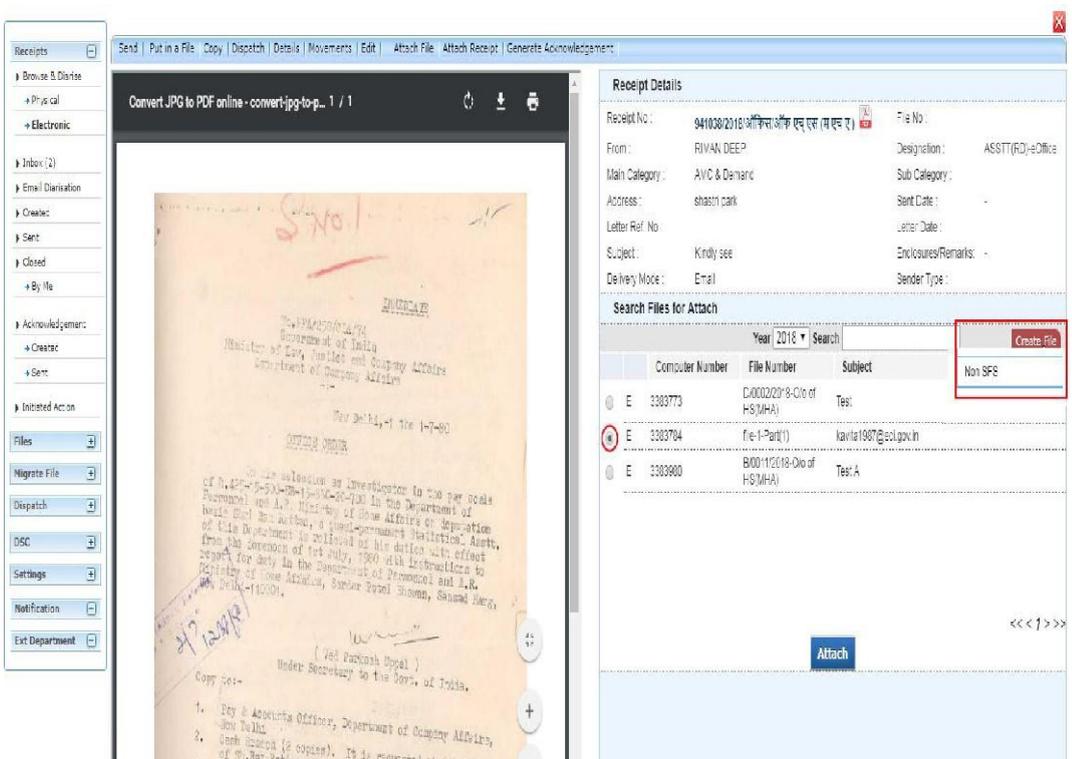
Figure 36:   Create new file

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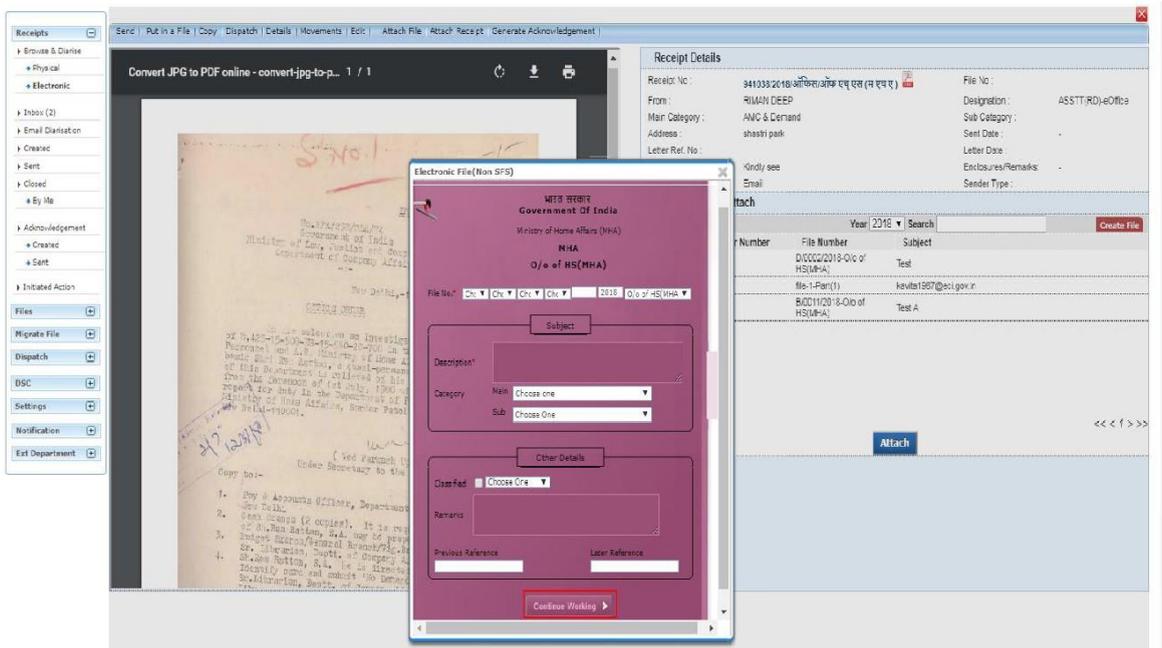

Figure 37:   E-File

Click button, the receipt gets attached in the correspondences of the created file. A unique Draft Number is assigned to the draft, as shown in Fig **below**
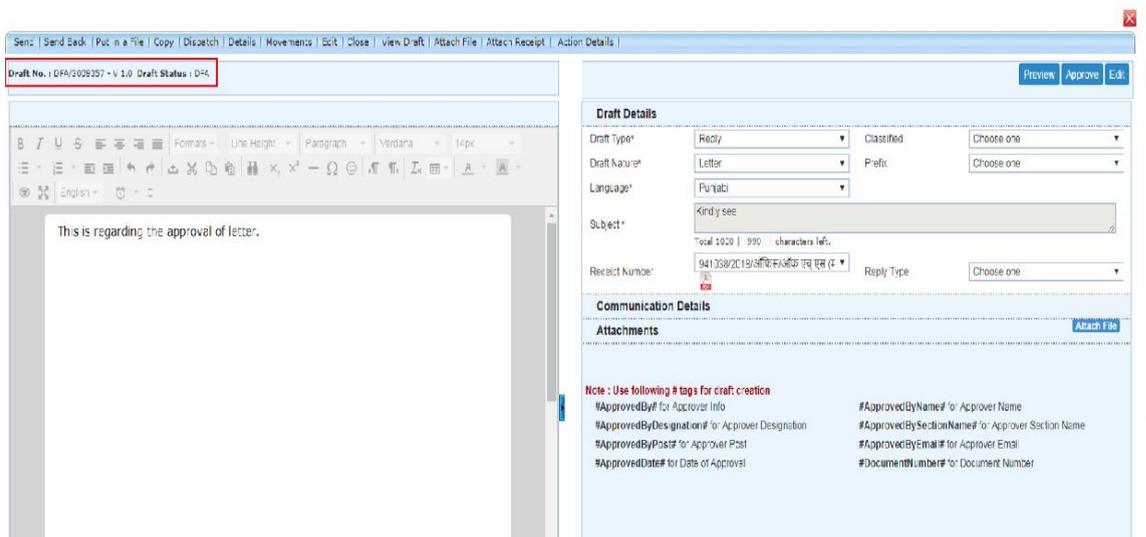
Figure 38:   Create draft

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 button is clicked, an approval confirmation popup appears. Click button, the Draft getsapproved as shown in Fig **below**
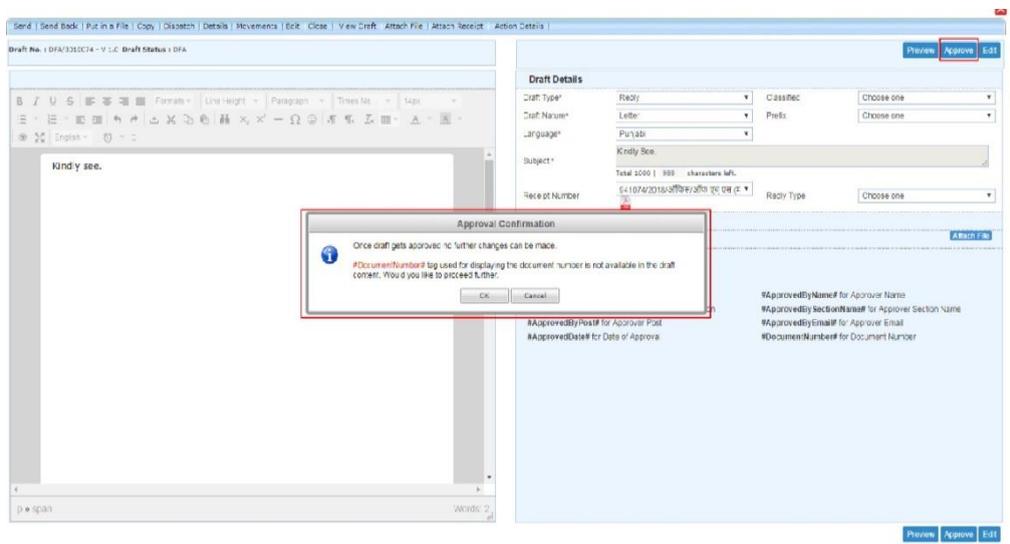

Figure 39:   Draft approval

14.8 E-FILE MIS REPORTS

To optimize the usage of e-File & provide real-time monitoring, an explicit MIS-Report application has been integrated in the pre-existing e-Office 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 e-File MIS Reports is totally based on your e-File 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

1.   File Closed

2.   File Conversion

3.   File Forwarded

4.   File Parked

5.   File Migration

6.   File Monitoring

7.   File Pendency

8.   File Received

9.   File Register

10.   User Wise Files Received and Forwarded

14.9 EMPLOYEE MASTER DETAILS (EMD)

EMD is an application in e-Office which helps building the organization structure and the employee data in the e-Office product.

It is the backbone of the product that maintains the employee details which is used by various applications part of e-Office 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.

3.   The responsibility of the Super Administrator is, creation of master list of designations, posts etc. along with their organizations/departments Manager(s) respectively.

Whereas, the EMD Manager is mainly responsible for creating the organization units (list of Offices/Sections), employees, assigning employees post and etc. to get the end-user accounts created in eOffice.

An EMD manager to be able to create users in the system and assign roles in eOffice (i.e. functional accounts for working in 'File Management System).

IMPORTANT NOTE

1.   For users to be able to create eFiles in the 'File management System', the list of File codes is to be entered in the application by the Super Administrator.

2.   The file codes are entered against each 'Organization Unit' name.

3.   Hence, Super Administrator can only enter the list of File Codes against OUs, once the EMD Manager has created all OUs.

4.   Once the EMD Manager has created all OUs, he/she must communicate the same to the Super Administrator for further population of File Heads in the application.

14.10 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.

15 ISO 9001:2015 QUALITY MANAGEMENT SYSTEM

15.1 LEARNING OBJECTIVES:

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

1   Explain what is ISO 9001 standard

2   Explain benefits of obtaining ISO 9001: 2015 certification

3   Define quality and understand ISO 9001: 2015 quality principles

4   Understand BSNL approach to ISO 9001 certification

15.2 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.

15.3 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.

15.4 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.

15.5 QUALITY:

Quality is not absolute, unique, static and by chance. It must be defined, be measurable, achieve able and link to customer satisfaction. As per ISO standard, "quality is defined as the 'degree to which, a set of inherent characteristic 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.

15.5.1 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 25. Comparison ISO 9001:2008 and ISO 9001:2015

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

For Restricted Circulation

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.

15.5.2 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;

15.5.3 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.

15.5.4 TERMS AND DEFINITIONS (THIRD CLAUSE):

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

15.5.5 CONTEXT OF THE ORGANIZATION (FOURTH CLAUSE):

UNDERSTANDING THE ORGANIZATION AND ITS CONTEXT:

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.

15.5.6 UNDERSTANDING THE NEEDS AND EXPECTATIONS OF INTERESTED PARTIES:

Due to their effect or potential effect on its ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, it determined:

1. The interested parties that relevant to the quality management system.

2. The requirements of these interested parties that are relevant to the quality management system.

It monitors and reviews the information about these interested parties and their relevantrequirements.

15.5.7 DETERMINING THE SCOPE OF THE QUALITY MANAGEMENTSYSTEM:

It has determined the boundaries and applicability of the quality management system toestablish its scope. When determining this scope, it considered:

a)   The external and internal issues.

b)   The requirements of relevant interested parties.

c)   The products and services.

It applies all the requirements of this International Standard if they are applicable within the determined scope of its quality management system.

The scope of its quality management system is available and maintained as documented information. The scope states the types of products and services covered, and provides justification for any requirements that it has determined is not applicable to the scope of its quality management system.

Conformity to ISO 9001 is only claimed if the requirements determined as not being applicable do not affect its ability to ensure the conformity of its product and services and the enhancement of customer satisfaction.

15.5.8 QUALITY MANAGEMENT SYSTEM AND ITS PROCESSES:

It has established, implemented, maintains, and continually improves a quality management system, including the processes needed and their interactions, in accordance with the requirements of this International Standard.

It has determined the processes needed for the quality management system and their application throughout it, and

1. Determined the inputs required and the outputs expected from these processes;

2. Determined the sequence and interaction of these processes;

3. Determined and applied the criteria and methods (including monitoring, measurements and related performance indicators) needed to ensure the effective operationand control of these processes;

4. Determined the resources needed for these processes and ensure their availability;

5. Assigns the responsibilities and authorities for these processes;

6. Addresses the risks and opportunities as determined in accordance with the requirements.

7. Evaluates these processes and implement any changes needed to ensure that theseprocesses achieve their intended results.

8. Improves the processes and the quality management system.

15.5.9 LEADERSHIP (FIFTH CLAUSE):

LEADERSHIP AND COMMITMENT

General

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

1. Taking accountability for the effectiveness of the quality management system;

2. Ensuring that the quality policy and quality objectiveness are established for the quality management system and are compatible with the context and strategic directionof It;

3. Ensuring the integration of the quality management system requirements into itsbusiness process;

4. Promoting the use of the process approach and risk-based thinking;

5. Ensuring that the resources needed for the quality management system are available;

6. Communicating the importance of effective quality management and of conforming to the quality management system requirements;

7. Ensuring that the quality management system achieves its intended results;

8. Engaging, directing and supporting persons to contribute to the effectiveness of the quality management system;

9. Promoting improvement; and

10. Supporting other relevant management roles to demonstrate their leadership as itapplies to their areas of responsibility.

CUSTOMER FOCUS:

Top management demonstrates leadership and commitment with respect to customer focus byensuring that:

1. Customer and applicable statutory and regulatory requirements are determined, understood and consistently met;

2. The risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed; and

3. The focus on enhancing customer satisfaction is maintained.

POLICY:

Developing the Quality Policy: Top management has established, implemented and maintains a quality policy that:

1. Is appropriate to the purpose and context of It and supports its strategic direction;

2. Provides a framework for setting quality objectives;

3. Includes a commitment to satisfy applicable requirements; and

4. Includes a commitment to continual improvement of the quality management system.

COMMUNICATING THE QUALITY POLICY:

The Quality Policy:

1. is available and maintained as documented information;

2. is communicated, understood and applied within the organization; and

3. is available to relevant interested parties, as appropriate.

ORGANIZATIONAL ROLES, RESPONSIBILITIES, AND AUTHORITIES:

Top management ensures that the responsibilities and authorities for relevant roles areassigned, communicated and understood within it.

Top management assigns the responsibility and authority for:

1. Ensuring that the quality management system conforms to the requirements of this International Standard;

2. Ensuring that the processes are delivering their intended outputs;

3. Reporting on the performance of the quality management system and on opportunities for improvement, in particular to top management;

4. Ensuring the promotion of customer focus throughout It; and

5. Ensuring that the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented.

15.5.10   P LANNING (SIXTH CLAUSE):

ACTIONS TO ADDRESS RISKS AND OPPORTUNITIES

When planning for the quality management system, it considered the issues and determinedthe risks and opportunities that need to be addressed to:

1. Give assurance that the quality management system can achieve its intended results.

2. Enhance desirable effects.

3. Prevent, or reduce, undesired effects; and

4. Achieve improvement.

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

QUALITY OBJECTIVES AND PLANNING TO ACHIEVE THEM:

It has established quality objectives at relevant functions, levels and processes needed for thequality management system.

The quality objectives are:

1. Consistent with the quality policy;

2. Measurable;

3. Taken into account applicable requirements;

4. Relevant to conformity of products and services and to enhancement of customersatisfaction;

5. Monitored;

6. Communicated; and

7. Updated as appropriate.

8. It maintains documented information on the quality objectives.

WHEN PLANNING HOW TO ACHIEVE ITS QUALITY OBJECTIVES, IT HAS DETERMINED:

1. What will be done;

2. What resources will be required;

3. Who will be responsible;

4. When it will be completed; and

5. How the results will be evaluated.

PLANNING OF CHANGES:

When it determines the need for changes to the quality management system, the changes arecarried out in a planned manner.

It considers:

1. The purpose of the changes and their potential consequences;

2. The integrity of the quality management system;

3. The availability of resources; and

4. The allocation or reallocation of responsibilities and authorities.

15.5.11   SUPPORT (SEVENTH CLAUSE):

RESOURCES: General

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?

PEOPLE

It determines and provides the persons necessary for the effective implementation of its quality management system and for the operation and control of its processes.

INFRASTRUCTURE

It determines, provides, and maintains the environment necessary for the operation of its processes and to achieve conformity of products and services.

1. Buildings and associated utilities;

2. Equipment, including hardware and software;

3. Transportation resources; and

4. Information and communication technology.

ENVIRONMENT FOR THE OPERATION OF PROCESSES:

It determines, provides and maintains the environment necessary for the operation of its processes and to achieve conformity of products and services.

1. Social (e.g., non-discriminatory, calm, non-confrontational);

2. Psychological (e.g., stress reducing, burnout prevention, emotionally protective);

3. Physical (e.g., temperature, heat, humidity, light, airflow, hygiene, noise). These factors can differ substantially depending on the products and services provided.

MONITORING AND MEASURING RESOURCES:

General:

It determines and provides the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to requirements. It ensures that the resources provided:

1. Are suitable for the specific type of monitoring and measurement activities being undertaken; and

2. Are maintained to ensure their continuing fitness for their purpose.

It retains appropriate documented information as evidence of fitness for purpose of the monitoring and measurement resources.

MEASUREMENT TRACEABILITY:

When measurement traceability is a requirement, or is considered by it to be an essential part of providing confidence in the validity of measurement results, measuring equipment are:

1. Calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; when no such standard exists, the basis used for calibration or verification is retained as documented information;

2. Identified in order to determine their status; and

3. Safeguarded from adjustments, damage or deterioration that would invalidate thecalibration status and subsequent measurement results.

It determines if the validity of previous measurement results has been adversely affected when measuring equipment is found to be unfit for its intended purpose, and takes appropriate action as necessary.

ORGANIZATIONAL KNOWLEDGE:

It determines the knowledge necessary for the operation of its processes and to achieve conformity of products and services.

This knowledge is maintained and made available to the extent necessary.

When addressing changing needs and trends, it considers its current knowledge and determines how to acquire or access any necessary additional knowledge and required updates.

COMPETENCE:

1. Determines the competence of person(s) doing work under its control that affects the performance and effectiveness of the quality management system;

2. Ensures that these persons are competent on the basis of appropriate education, training, or experience;

3. Where applicable, take actions to acquire the necessary competence, and evaluate he effectiveness of the actions taken; and

4. Retain appropriate documented information as evidence of competence.

AWARENESS:

It ensures that persons doing work under the control are aware of:

1. The quality policy;

2. Relevant quality objectives;

3. Their contribution to the effectiveness of the quality management system, including the benefits of improved performance; and

4. The implication of not conforming with the quality management system requirements.

COMMUNICATION:

It determined the internal and external communications relevant to the quality managementsystem, including:

1. On what it will communicate;

2. When to communicate;

3. With whom to communicate;

4. How to communicate; and

5. Who communicates?

DOCUMENTED INFORMATION:

General:

It's quality management system includes:

1. Documented information required by ISO 9001:2015; and

2. Documented information determined by it as being necessary for the effectiveness of the quality management system.

CREATING AND UPDATING:

When creating an updating documented information, it ensures appropriate:

1. Identification and description (e.g., title, date, author, or reference number);

2. Format (e.g., language, software version, graphics) and media (e.g., paper, electronic); and

3. Review and approval for suitability and adequacy.

CONTROL OF DOCUMENTED INFORMATION:

Documented information required by the quality management system and by ISO 9001:2015are controlled to ensure:

1. Availability and suitable for use, where and when it is needed; and

2. It is adequately protected (e.g., from loss of confidentiality, improper use, or loss of integrity).

FOR THE CONTROL OF DOCUMENTED INFORMATION, IT HAS ADDRESSED THE FOLLOWING ACTIVITIES, AS APPLICABLE.

1. Distribution, access, retrieval and use;

2. Storage and preservation, including preservation of legibility;

3. Control of changes (e.g., version control); and

4. Retention and disposition.

Documented information of external origin determined by it to be necessary for the planning and operation of the quality management system is identified as appropriate and controlled. Documented information retained as evidence of conformity are protected from unintended alterations.

15.5.12   OPERATION (EIGHTH CLAUSE):

OPERATIONAL PLANNING AND CONTROL:

It planned, implemented and controls the processes needed to meet the requirements for theprovision 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:

1. The processes;

2. The acceptance of products and services;

c) Determining the resources needed to achieve conformity to the product andservice requirements;

d) Implementing control of the processes in accordance with the criteria; and

e) Determining and keeping documented information to the extent necessary:

1. To have confidence that the processes have been carried out as planned;

2. 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 thatoutsourced processes are controlled.

REQUIREMENTS FOR PRODUCTS AND SERVICES:

CUSTOMER COMMUNICATION:

Communication with Customers includes:

a) Providing information relating to products and services;

b) Handling inquiries, contracts or orders, including changes;

c) Obtaining customer feedback relating to products and services, including customercomplaints;

d) Handling or controlling customer property; and

e) Establishing specific requirements for contingency actions, when relevant.

DETERMINING THE REQUIREMENTS RELATED TO PRODUCTS AND SERVICES:

When determining the requirements for the product and services to be offered to customers, itensures that:

1. The requirements for the product and services are defined, including:

2. Any applicable statutory and regulatory requirements;

3. Those considered necessary by It;

4. It can meet the claims for the product and services it offers.

REVIEW OF REQUIREMENTS RELATED TO PRODUCTS AND SERVICES:

1. It ensures that it has the ability to meet the requirements for products and services offered to customers. It conducts a review before committing to supply products and services to a customer, to include:

2. Requirements specified by customer, including the requirements for delivery andpost-delivery activities;

3. Requirements not stated by the customer, but necessary for the specified intended use,when known;

4. Requirements specified by It;

5. Statutory and regulatory requirements applicable to the products and services; and

6. Contract or order requirements differing from those previously expressed.

It ensures that the contract or order requirements differing from those previously defined are resolved. The customer's requirements are confirmed by it before acceptance, when the customer does not provide a documented statement of their requirements.

It retains documented information, as applicable:

1. On the results of the review; and

2. On any new requirements for the products and services;

CHANGES TO REQUIREMENTS FOR PRODUCTS AND SERVICES:

It ensures that relevant documented information is amended, and that relevant persons are made aware of the changed requirements, when the requirements for products and servicesare changed.

DESIGN AND DEVELOPMENT OF PRODUCTS AND SERVICES:

General:

It has established, implemented, and maintains a design and development process that is appropriate to ensure the subsequent provision of products and services.

DESIGN AND DEVELOPMENT PLANNING:

In determining the stages and controls for design and development, it considers:

1. The nature, duration, and complexity of the design and development activities;

2. The required process stages, including applicable design and development reviews;

3. The required design and development verification and validation activities;

4. The responsibilities and authorities involved in the design and development process;

5. The internal and external resource needs for the design and development of products and services;

6. The need to control interfaces between persons involved in the design and development process;

7. The need for involvement of customers and users in the design and development process;

8. The requirements for subsequent provisions of products and services;

a) The level of control expected for the design and development process by customer and other relevant interested parties; and

b) The documented information needed to demonstrate that design and development requirements have been met.

DESIGN AND DEVELOPMENT INPUTS:

It determines the requirements essential for the specific types of products and services to bedesigned and developed. It considers:

1. Functional and performance requirements;

2. Information derived from previous similar design and development activities;

3. Statutory and regulatory requirements;

4. Standards or codes of practice that It has committed to implement; and

5. Potential consequences of failure due to the nature of the products and services.

Inputs are adequate for design and development purposes, complete, and unambiguous. Conflicting design and development inputs are resolved. It retains documented informationon design and development inputs.

DESIGN AND DEVELOPMENT CONTROLS:

It applies controls to the design and development process to ensure that:

1. The results achieved are defined,

2. Reviews are conducted to evaluate the ability of the results of design and development meet requirements;

3. Verification activities are conducted to ensure that the design and development outputs meet the input requirements;

4. Validation activities are conducted to ensure that the resulting products and service meet the requirements for the specified application or intended use;

5. Any necessary actions are taken on problems determined during the reviews, or verification and validation activities; and

6. Documented information of these activities is retained.

DESIGN AND DEVELOPMENT OUTPUTS:

It ensures that design and development outputs:

1. meet the input requirements;

2. are adequate for the subsequent processes for the provision of products and services;

3. include or reference monitoring and measuring requirements, as appropriate, and acceptance criteria;

4. specify the characteristics of the products and services that are essential for their intended purpose and their safe and proper provision.

It retains documented information on design and development outputs.

DESIGN AND DEVELOPMENT CHANGES:

It identifies, reviews, and controls changes made during, or subsequent to, the design and development of products and services, to the extent necessary to ensure that there is no adverse impact on conformity to requirements.

It retains documented information on:

1. Design and development changes;

2. The results of reviews;

3. The authorization of the changes; and

4. The actions taken to prevent adverse impacts.

CONTROL OF EXTERNALLY PROVIDED PROCESSES, PRODUCTS, AND SERVICES:

It ensures that externally provided processes, products, and services conform to requirements.

It determines the control applied to externally provided processes, products, and services when:

1. Products and services from external providers are intended for incorporation into its own products and services;

2. Products and services are provided directly to the customer(s) by external providers on behalf of It; and

3. A process, or part of a process, is provided by an external provider as a result of a decision by It.

It determines and applies criteria for the evaluation, selection, monitoring of performance, and re-evaluation of external providers, based on their ability to provide processes or products and services in accordance with requirements. It retains documented information of these activities and any necessary actions arising from the evaluations.

TYPE OF EXTENT CONTROL:

It ensures that externally provided processes, products and services do not adversely affect it's ability to consistently deliver conforming products and services to its customers. It:

1. Ensures that externally provided processes remain within the control of its quality management system;

2. Defines both the controls that it intends to apply to an external provider and those it intends to apply to the resulting output;

3. Takes into consideration:

a) The potential impact of the externally provided processes, products and services on it's ability to consistently meet customer and applicable statutory and regulatory requirements;

b) The effectiveness of the controls applied by the external provider;

4. Determines the verification, or other activities, necessary to ensure that the externally provided processes, products and services meet requirements.

INFORMATION FOR EXTERNAL PROVIDERS:

It ensures the adequacy of requirements prior to their communication to the external provider. It communicates to external providers its requirements for:

1. The processes, products and services to be provided;

2. The approval of:

a) Products and services;

b) Methods, processes and equipment;

c) The release of products and services;

3. Competence, including any required qualification of persons;

4. The external providers' interactions with It;

5. Control and monitoring of the external providers' performance to be applied by It; and

6. Verification or validation activities that It, or its customer, intends to perform at the external providers' premises.

PRODUCTION AND SERVICE PROVISION:

Control of Production and Service Provision:

It implements production and service provision under controlled conditions. Controlled conditions include, as applicable:

1. The availability of documented information that defines:

a) The characteristics of the products to be produced, the services to be provided, or the activities to be performed;

b) The results to be achieved;

1. The availability and use of suitable monitoring and measuring resources;

2. The implementation of monitoring and measurement activities at appropriate

3. stages to verify that criteria for control of processes or outputs, and acceptance criteria forproducts and services have been met;

4. The use of suitable infrastructure and environment for the operation of processes;

5. The appointment of competent persons, including any required qualification;

6. The validation and periodic revalidation, of the ability to achieve planned results of the processes for production and service provision, where the resulting output cannotbe verified by subsequent monitoring or measurement;

7. The implementation of actions to prevent human error; and

8. The implementation of release, delivery and post-delivery activities.

IDENTIFICATION AND TRACEABILITY:

It uses suitable means to identify outputs when it is necessary to ensure the conformity of products and services. It identifies the status of outputs with respect to monitoring and measurement requirements throughout production and service provision. It controls the unique identification of the outputs when traceability is a requirement and retains the documented information necessary to enable traceability.

PROPERTY BELONGING TO CUSTOMERS OR EXTERNALPROVIDERS:

It exercises care with property belonging to customer or external providers while it is under it's control or being used by It. It identifies, verifies, protects and safeguards customers or external providers' property provided for use or incorporation into the products and services.

When the property of a customer or external provider is lost, damaged or otherwise found to be unsuitable for use, it reports this to the customer or external provider and retains documented information on what has occurred.

PRESERVATION:

It preserves the outputs during production and service provision, to the extent necessary to ensure conformity to requirements.

POST-DELIVERY ACTIVITIES:

It meets requirements for post-delivery activities associated with the products and services. Indetermining the extent of post-delivery activities that are required, It considers:

1. Statutory and regulatory requirements;

2. The potential undesired consequences associated with its products and services;

3. The nature, use and intended lifetime of its products and services;

4. Customer requirements; and

5. Customer Feedback.

CONTROL OF CHANGES:

It reviews and controls changes for production or service provision, to the extent necessary to ensure continuing conformity with requirements. It retains documented information describing the results of the review of changes, the person(s) authorizing the change, and any necessary actions arising from the review.

RELEASE OF PRODUCTS AND SERVICE:

It has implemented planned arrangements, at appropriate stages, to verify that the product and service requirements have been met. The release of products and services to the customer, do not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, as applicable, by the customer. It retains documented information on the release of products and services.

The documented information includes:

1. Evidence of conformity with the acceptance criteria;

2. Traceability to the person(s) authorizing the release.

CONTROL OF NONCONFORMING OUTPUTS:

It ensures that outputs that do not conform to their requirements are identified and controlledto prevent their unintended use or delivery. It takes appropriate action based on the nature of the nonconformity and its effect on the conformity of products and services. This also applies to nonconforming products and services detected after delivery of products, during or after the provision of services. It deals with nonconforming outputs in one or more of the following ways:

Correction; Segregation, containment, return or suspension of provision of products and services; Informing the customer; and Obtaining authorization for acceptance under concession.

Conformity to the requirements are verified when nonconforming outputs are corrected.It retains documented information that:

1. Describes the nonconformity;

2. Describes the actions taken;

3. Describes any concessions obtained; and

4. Identifies the authority deciding the action in respect of the nonconformity.

15.5.13   PERFORMANCE EVALUATION (NINTH CLAUSE):

MONITORING, MEASUREMENT, ANALYSIS AND EVALUATION:

It determines:

1. What needs to be monitored and measured;

2. The methods for monitoring, measurement, analysis and evaluation needed to measure valid results;

3. When the monitoring and measuring is performed;

4. When the results form monitoring and measurement are analyzed and evaluated.

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

CUSTOMER SATISFACTION:

It monitors customers' perceptions of the degree to which their needs and expectation have been fulfilled. It determines the methods for obtaining, monitoring and reviewing this information.

ANALYSIS AND EVALUATION:

It analyzes and evaluates appropriate data and information arising form monitoring andmeasurement. The results of analysis are used to evaluate:

1. Conformity of products and services;

2. The degree of customer satisfaction;

3. The performance and effectiveness of the quality management system;

4. If planning has been implemented effectively;

5. The effectiveness of actions taken to address risks and opportunities;

6. The performance of external providers; and

7. The need for improvements to the quality management system.

INTERNAL AUDIT:

It conducts internal audits at planned intervals to provide information on whether the quality management system:

a) Conforms to:

1. It's own requirements for its quality management system;

2. The requirements of ISO 9001:2015 Is effectively implemented and maintained.It has:

a) Planned, established, implemented and maintains an audit program including the frequency, methods, responsibilities, planning requirements and reporting, which is taken into consideration the importance of the processes concerned, changes affecting It, and the results of previous audits;

b) Defined the audit criteria and scope of each audit;

c) Selected auditors and conducts audits to ensure objectively and the impartiality of theaudit process;

d) Ensured that the results of the audits are reported to relevant management;

e) Take appropriate correction and corrective actions without undue delay; and

f) Retain documented information as evidence of the implementation of the auditprogram and the audit results.

MANAGEMENT REVIEW:

General:

Top management reviews its quality management system, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of it.

Management Review Inputs:

Management review is planned and carried out taking into consideration:

1. The status of actions from previous management reviews;

2. Changes in external and internal issues that are relevant to the quality management system;

3. Information on the performance and effectiveness of the quality management system, including trends in:

a) Customer satisfaction and feedback from relevant interested parties;

b) The extent to which quality objectives have been met;

c) Process performance and conformity of products and services;

d) Nonconformities and corrective actions;

e) Monitoring and measurement results;

f) Audit results;

g) The performance of external providers;

4. The adequacy of resources;

5. The effectiveness of actions taken to address risks and opportunities; and

6. Opportunities for improvement

Management Review Outputs:

The outputs of the management review include decisions and actions related to:

1. Opportunities for improvement;

2. Any need for changes to the quality management system; and

3. Resource needs.

It retains documented information as evidence of the results of management reviews.

15.5.14   IMPROVEMENT (TENTH CLAUSE):

GENERAL:

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

These include:

1. Improving products and services to meet requirements as well as to address future needs and expectations;

2. Correcting, preventing or reducing undesired effects; and

3. Improving the performance and effectiveness of the quality management system.

NON-CONFORMITY AND CORRECTIVE ACTION

When a non-conformity 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, inorder 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.t 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.

15.6 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. Various training centers of BSNL are imparting training to BSNL executives for helping field units in obtaining ISO certification. Many Circles and SSAs are in the advanced stage of certification.

16 EB-OFFICES CLASSIFICATION, CUSTOMER CATEGORIZATION-OVERVIEW

16.1 LEARNING OBJECTIVES

This chapter discusses the concept of enterprise business, EB-Offices classification andEB-Customer categorization in BSNL and various enterprise solutions offered by BSNL

16.2 INTRODUCTION OF ENTERPRISE BUSINESS

Enterprise business is an approach to generate high volume business by developing high turnover clients. This chapter discusses the concept of enterprise business organization in BSNL and various enterprise solutions offered by BSNL 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 customer 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. This work is handled by gm enterprise business thereby overloading the post with dual responsibility of bringing new business as well as handling project management for such business at circle level. 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.

16.3 EVOLUTION OF ENTERPRISE BUSINESS 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'. In 2009, as part of massive restructuring under Project Shikhar, Director level post has been created for Enterprise. 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 (Enterprise) has also been created. 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 (EB) supported by DGM (EB).

Some of the major services offered by BSNL to Enterprise Customers are listed below:

Voice & Mobility

- EPABX
- Voice VPN

- ISDN(PRI/BRI)

- Centrex

- 2G/3G Mobile

- Blackberry Services

Enterprise Broadband

- Wi-Max

- Wi-Fi

- EVDO

- DSL/FTTH Broadband

Internet Data Center (IDC) Services

- Managed Colocation Services

- Managed Hosting Services

- Managed IT Services

- Cloud Services (PCaaS)

Managed Services

- Managed Network Services

- Managed SaaS (Mail)

- Internet Data Centre

Data Services

- Leased Circuit (DLC)

- MPLS VPN

- Internet Leased Line

- VSAT

- VPN Services

- (Over BB, CDMA/3G)

- Leased Submarine Cable

Other Services

- Web Colocation

- Fleet Tracking

- V-Sangoshti Service

- Video Surveillance

- Web Hosting

16.4 EB-OFFICES CLASSIFICATION

16.4.1 ENTERPRISE (HEADED BY A DIRECTOR):

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

Customer: - Medium & large enterprises • Carriers • ISPs,

Products:-Voice • Data • Managed Services • NLS/ILD wholesale,

Network assets: - Transmission media up to local exchange (PSTN) •Up to DSLAM

16.4.2 DEDICATED TEAMS TO DRIVE EACH PRIORITY AREA

With a view to provide sustained focus and thrust to various initiatives, dedicated teams have been constituted in the Corporate Office to drive each of the priority areas. Each implementation initiative has the following "Core" team structure:

Project Sponsor: Director/Executive Director in the Corporate Office, who is responsible for providing overall guidance and direction, monitoring overall execution, results, providing policy inputs and resolving key issues that need attention of senior management

Project Champion: CGM/PGM/GM level officer in the Corporate Office who is responsible for driving implementation of the project/ initiative on a country-wide basis, monitoring overall execution results, preparing policy guidance, resolving key issues on a day-to-day basis and assessing and communicating on all projected issues.

Project Coaches: GM/DGM level officer in the Corporate Office who is responsible for day-to-day execution of the project/initiative, working in coordination with Circle and SSA level implementation teams (including training them on new ways of working), monitoring results at Circle/SSA level, trouble-shooting on a day-to-day basis and supporting the Project Sponsors and Project Champions to take the right policy decisions by giving feedbacks.

Classification of Circle Offices: The existing Circles have been categorized as Big, Medium and small based on the infrastructure and the manpower, and revised structure has been worked out accordingly. The categorization of these circles is given below:

Table 26. Classification of Circle Offices

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

16.4.3 PGM/GM (EB) IN CIRCLE OFFICE

Works: To retain existing business and generate new business under Phase I to Phase IV, Big Show rooms depending on staff available.

Target: EB Mela to be organized one day in each month and require sufficient business for month, and All EB officials in circle and few offices in SSC should be utilised to cover all EB consumers and visit to registered companies factories big showrooms colleges engineering Institutions and management institutions.

IFA to EB Vertical in Circle

Works: Outstanding Collection, Correction of Bills and to provide corrected bills for recovery to different team.

Target: Minimum 15 Team should be nominated company wise and daily visit for revenue collection till all the revenues collected.

DE / SDE / JTO (ENTERPRISE BUSINESS) IN SSA

Works: EB Marketing, Lead Generation, and 100% same day fault clearance for EB circuits.

Target: To retain our existing Enterprise Business

16.4.4 CUSTOMER CATEGORIZATION- BSNL HAS CATEGORIZED 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 tothese 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 theseaccounts.

Table 27. .What an enterprise customer generally looksfor

One Stop Shop	Telecom expense management
Unified Communication Solution	Faster roll out
Scalability	24x7 Monitoring & Servicing
Simplicity of deal	Long Term Commitment
Business Continuity (Disaster Management)	Consultancy Support For Solution To New Needs

16.4.5 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.

16.4.6 SYSTEM INTEGRATORS:

Many of the Telecom project requirements of

customers consist of a mix offollowing 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.

16.5 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

• Fluency in using IT tools such as E-mail, LAN Word, PPT, Excel, Internet, organizer etc.

• Project management

• Organizing Skills

• Business Intelligence

• Negotiation skills

• Proposal writing

16.6 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 careers 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.

16.6.1 ENTERPRISE SOLUTIONS OFFERED BY BSNL

- Total Telecom Solution
- Single window
- Corporate VPN
- Free EPABX Scheme
- Revenue Share packages
- International business
- Co-branded & White label services
- Bundling Schemes

16.7 CONCLUSION

Enterprise business is an approach to generate high volume business by developing high turnover clients. This chapter discusses the concept of enterprise business organization in give proper focus to such customers based on their potential, such customers are categorized as platinum, gold and silver. BSNL and various enterprise solutions offered by BSNL. 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.

E3-E4 Management

Business Etiquette, Corporate Grooming & Presentations Skill, Confidence. Oral and Written Communication Skills, Active Listening, Articulation in Presenting Ideas

17 BUSINESS ETIQUETTE, CORPORATE GROOMING & PRESENTATIONS SKILL, CONFIDENCE, ORAL AND WRITTEN COMMUNICATION SKILLS, ACTIVE LISTENING, ARTICULATION IN PRESENTING IDEAS

17.1 LEARNING OBJECTIVES

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

1. Business etiquette.

2. Corporate grooming.

3. presentations skill, confidence.

4. Communication skills.

5. Listening.

6. Articulation in presenting ideas.

17.2 BUSINESS ETIQUETTE

Business etiquette is a set of social and professional rules that govern the way people interact with one another in business settings. Business or corporate etiquette is instrumental to helping advance in your career. It helps you show others the kind of values and belief systems you follow. Businesses are always on the lookout for individuals who can present themselves in a dignified manner because some may represent the organization externally. Whether it's interacting with clients or convincing customers, your Business etiquette can help you create a powerful impression. In addition to showing courtesy and respect to others, you demonstrate self-control and better emotional management. Essential Business Etiquette Tips to Improve Company Culture like Corporate Grooming & Presentations skill, confidence. Oral and written communication skills, active listening, Articulation in presenting ideas. How you're interacting with your colleagues, customers and business partners, relationships will prosper and profits will increase. We offer you essential business etiquette tips to create a more positive work environment and build stronger relationships with customers.

17.3 CORPORATE GROOMING

Grooming is the secret of real elegance. The best clothes, the most wonderful jewels, the most glamorous beauty don't count without good grooming." - Christian Dior

Corporate grooming is about ensuring that an employee's grooming, including dressing, personal hygiene and personality reflect a positive and professional image about him, and thereby ensures that he is able to represent his business in a professional manner.

Looking at your personal self, it is about presenting a professional image of yourself which helps showcase a positive impression with your clients and prospects, peersand superiors. It is about knowing how to manage your own self so as to project a better image of yourself as well as your business.

These days, apart from your business proposition and the value of your product, italso helps if you project a confident and an extremely successful image. People are not only convinced in what goes on in the transaction. Those with whom you are interacting for a business deal would also be assessing you on your appearance and social etiquette.

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Since most of the businesses today about people, and interaction with others for business – it is important that your employees convey the right professional image to the outside world. This is where; relevant inputs on personal grooming become important. And personal grooming clearly extends beyond following an organisations dress code policy. Corporate grooming should not just be about dressing and personal hygiene, it also has to include elements of personality development.

While it helps to develop relevant understanding of professional grooming, it is also important to develop on relevant skills for professional networking and socializing.

Dress codes differ from company to company, so ensure that you have a good understanding of yours.

Do not wear loud colours to work: Blue, Charcoal grey, White, Black, Khaki are few essential colours which every business wardrobe should have. Colours based on a neutral colour palette look good at the workplace.

Never wear gaudy accessories to work: Avoid wearing big earrings and too many bangles at workplace. The clattering sound of your bangles every time you hit the keyboard will not only disturb you but also others sitting around you. Do not blindly follow others. You need tocreate a style of your own. Keep your dressing simple yet elegant.

Make sure your clothes are clean and ironed properly: Remember, an individual to a largeextent is judged by his clothes. Make sure your shoes are polished. You can keep a pair of shoes shiner handy just in case you travel by bus or any other modes of public transport.

Be very careful about the fit of your dress: Do not wear something which is too tight or too loose on you. Females are ought to avoid body hugging and revealing tops to work. Dresses with a deep neckline are not meant to be worn at offices. Females should prefer wearing flats to work. Avoid being a make-up kit. Females with long hair can tie their hair in a neat bun or a high pony tail.

Do not wear a tie just for the sake of it: Remember your tie needs to complement your overall look. The tip of your tie ideally should touch the upper edge of your belt's buckle.

17.4 PRESENTATIONS SKILL, CONFIDENCE

Good presentation skills require organization and confidence. Presentation skills and public speaking skills are very useful in many aspects of work and life. Effectivepresentations and public speaking skills are important in business, sales and selling, training, teaching, lecturing, and generally feeling comfortable speaking to a group of people. Because with confidence you earn the attention and respect of your audience. Many believe that good presenters are born, not made. This is simply not true. Sure, some people are more relaxed and comfortable speaking in front of others, but everyone can learn the skills and techniques they need to increase their level of confidence and performance when presenting.

From sales pitches to training lectures, good presentation and public speaking skills are key to many influential roles in today's business world. The good news about presenting is that you can improve with practice.

Become more confident in your ability to present your ideas to an audience. We all have something important to say, and sometimes it takes more than a memo or report to

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communicate it. You owe it to yourself, and your organization, to develop the skills you needto present your ideas clearly, purposefully, engagingly, and confidently.

17.4.1 KEY POINTS TO NATURALLY ENHANCE YOUR PRESENTATIONSKILLS:

a)   Develop a Strong Mindset.

b)   Use a Powerful Structure.

c)   Communicate with Charisma.

d)   Practice to build confidence.

e)   be flexible.

f)   Welcome statements from the audience.

g)   Use slides and other visual aids.

h)   Keep your visuals simple and brief.

i)   Manage your stress.

j)   Use Positive Visualization

17.4.2 FOUR KEY ELEMENTS OF EFFECTIVE PRESENTATIONS:

a)   Understanding your audience.

b)   Preparing your content.

c)   Delivering confidently.

d)   Controlling the environment.

PRESENTATION PRINCIPLES:

a)   **Identify a few key points -** To help the audience retain the messages you're giving them, use the chunking principle to organize your information into five to seven key points.

b)   **Don't include every detail -** Good presentations inspire the audience to learn more, and ask further statements to maximize their understanding of the issue.

c)   **Use an outline -** At the beginning, tell your audience what you intend to cover, and let them know what to expect. This helps build anticipation and interest from the start.

d)   **Start and end strongly -** Capture people's interest as soon as you begin, and leave them with a message they won't forget. It's tempting to put all of your effort into the main body of the presentation. However, if you don't get people's attention at the start, they'll probably lose interest, and not really hear the rest anyway.

e)   **Use examples -** Where possible, use lots of examples to support your points. A lecture is often the least interesting and engaging form of presentation. Look for ways to liven things up by telling stories, talking about real-life examples, and using metaphors to engage your audience fully.

f)

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17.5 COMMUNICATION SKILLS

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

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

Methods of Communication (Modes of communication)

Generally, there are three modes of communications

a) Speaking	<---->	Listening (Meeting & Presentation)
b) Visualization	<---->	Observing (Posters, TV, Magazines)
c) Writing	<---->	Reading (Letters, Reports, Memo)

The modes clearly reveal that communication is interactive i.e., both ways from the communicator to the communicated and vice-versa. The feedback is a necessity. It is a way to discover whether the communication has produced the intended effect.

In an organization there are various methods of communication. The following is a list of some methods of communication:

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

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

c) In a meeting - presenting, bargaining, negotiating agreements

d) Using mass media - speaking in public, on radio or television, writing for print mediasuch as newspapers and journals, books, advertising

e) Others - training, teaching, entertaining.

17.5.1 ESSENTIALS OF COMMUNICATION

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

a) Source To initiate a message

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

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

d) Receiver   Who interprets the message

17.5.2 CONDITIONS FOR COMMUNICATION TO TAKE PLACE

a) Source, the medium and the receiver must be energized

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

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

d) Receiver should be tuned to the source

17.5.3 VERBAL COMMUNICATION

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

17.5.4 VERBAL COMMUNICATION BREAKDOWN

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

The following are examples of communication breakdown.

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

Physical barriers: **The message is not received due to noise, poor eyesight / hearing etc**

Poor expression:

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

Premature evaluation:

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

Emotions:

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

Gatekeeper:

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

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Communication chain:

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

Denial:

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

Lack of questioning:

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

17.5.5 NON-VERBAL COMMUNICATION

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

The following are examples of non-verbal communication;

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

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

- Body language
- Physical characteristics and appearance
- Voice
- Space
- Environment
- Time

17.5.6 ORAL AND WRITTEN COMMUNICATION SKILLS

There are many elements to communicating effectively that individuals need to consider when entering into some kind of communicative interaction. Some of these elements include. The aim of the communication, level of formality (usually based on relationships of power and purpose for the communication), consideration of audiences' prior knowledge, cultural aspects etc. Some elements specific to oral and written communication are listed below:

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ORAL COMMUNICATION

Oral communication is transfer of information by means of verbal and visual aid. Example of oral communication includes presentations, speeches and discussions etc. There are many benefits of oral communication. This form of communication is a quick and direct method of communication. Be it a criticism or praise or information, it helps to convey the message immediately to the receiver. This method of communication enables in obtaining immediate feedback and hence is a form in which two-way communication can be enabled. Effective communication skills will be needed for tasks such as providing instructions, resolving conflicts, negotiating, sharing ideas.

a)   Empathy

b)   Use of visual aids in a presentation

c)   Amount of information/detail in visual aides

d)   Provision of handouts

e)   Feedback from audience

f)   Engagement with audience

g)   Responding to questions from the audience

h)   Voice modulation

i)   Tone of voice

j)   Eye contact

k)   Presenter's positioning within the room

Causes of failure of oral communication

a)   Absence of planning

b)   Over busyness

c)   Poor and defective presentation

d)   Over confidence

e)   Inattention

f)   Presence of emotion

g)   Status difference

h)   Disregard to receiver

i)   Receiver's interpretation

j)   Linguistic barrier

WRITTEN COMMUNICATION

Written communication provides a record for the future. Written communication can be studied, reflected on and absorbed at the receiver's own pace. Written communication is permanent and makes a lasting impression. The written word can sometimes have more authority. Words can be written, rewritten, edited until the communication is seen as clear and accurate and is ready to be sent to the receiver. Written communication includes letters,

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memos, email, minutes of meetings, reports, instructions, diagrams, maps, other pictorial aids etc.

Written communication can overcome distance and can be cheaper than face-to-face meetings. It can be useful when information has to be sent to large numbers of people and can reinforce verbal communication.

The following are six steps to help when writing workplace documents:

a) The purpose

• Why is the text being written?

• What does the reader need to know/do?

• How does the reader need to feel?

• The plan

• Jot down key points to be made in logical sequence.

• Gather facts that will be included

b) Check

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

c) Make changes

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

d) Reading

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

⦿ Why am I reading this?

⦿ What is the purpose of the document?

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

⦿ It may be helpful to think in terms of the outcomes of the reading. The outcomes maybe:

Written communication skills can be useful, even crucial, for career success. If you're good at writing, you're more likely to create a good impression and the message acrossclearly with your words whether it's sending emails, writing memos or providing briefs and reports. The ability to communicate clearly, concisely and concretely in writing ensures that everyone you work with understands what you're telling them.

a.   Text type

b.   Appropriate length of document

c.   Structuring of the argument (usually presented as one main idea with supportingevidence for each idea)

d.   Appropriate level of detail within document

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e.   Ratio of white: black space

f.   Font style/size

g.   Adherence to reference conventions

17.6 LISTENING

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

a)   Being preoccupied and not listening.

b)   Being so interested in what you have to say that you listen mainly to find an openingto get the floor.

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

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

e)   Evaluating and making judgments about the speaker or the message.

f)   Not asking for clarification when you know that you do not understand.

17.6.1 MODES OF LISTENING:

There are three modes

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

b)   In Passive or Attentive Listening, we are genuinely interested in hearing and understanding the other person's point of view. We are attentive and passively listen. We assume that we heard and understand correctly.

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

17.6.2   FEW TIPS FOR ACTIVE LISTENING ARE:

Ask good questions:

Examples of Active-listening questions & intended purpose:

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Clarify meanings: "I hear you saying you are frustrated with Suresh, is that right?" Learn about others thoughts, feelings, and wants: "Tell me more about your ideas for the project."

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

Encourage discovery: "What do you feel your options are at this point?" Gather more facts and details: "What happened before this happened?"

17.7 COMMUNICATION BARRIERS

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

a) Jargon

b) Disabilities

c) Age

d) Status

e) Lack of empathy

f) Stereotyping

g) Unclear or incomplete messages

h) Distance

i) Lack of time

j) Poor spelling - inaccurate sentence structure.

k) Semantic Barriers or Barriers of words/language. In this kind of barriers, difficulties in communication arise because the same word or symbols have different meanings to different individuals.

l) The mis-interpretation of the meanings causes failures.

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

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

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

Example:

The telephone linemen use the terms like DP, Pair, UG cable, drop-wire, jumper etc. Which may or may not be understandable by the ordinary subscribers? While we all speak a common language, i.e. English or Hindi but our usage of that language is far from uniform.

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If we know how our customer interprets or if we make our language understandable by our customers, then the language difficulties would be minimized.

17.7.1 PSYCHOLOGICAL OR EMOTIONAL BARRIERS.

a) Psychological or Emotional Barriers are the prime barriers in interpersonalcommunication.

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

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

d) Extreme emotion such as happiness or anger or sadness or frustration etc. causes the difficulties in communication. In such situations, we disregard

17.7.2 SELECTIVE PERCEPTION

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

b) This is because we tend to hear or see only those messages that conform to ourbeliefs, attitudes, and judgments.

c) Communications that conflict with our own view point are ignored normally.

d) If not ignored, the other point of view might be regarded as unfriendly or hostile. As a consequence, much of the un-favorable information does not get properly received or recognized.

17.7.3 FILTERING

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

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

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

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

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17.7.4 OVERCOMING COMMUNICATION BARRIERS

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

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

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

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

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

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

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

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

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

17.7.5 ACTIVE LISTENING

a) When someone talks, we hear. But too often we don't listen. Listening is an active search for meaning, whereas hearing is passive. When receiver listens, both parties – sender and receiver - starts thinking. Many of us are poor listener because listening is difficult and because it's usually more satisfying to be on the offensive by talking.

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

c) Unlike hearing, listening demands total concentration.

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

Control Emotions

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

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

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

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17.8 ARTICULATION IN PRESENTING IDEAS

Articulation is Professionalism, which is simply the ability to speak words clearly and effectively. When we **articulate** our spoken words well, the expression of any **idea**, becomes sharp. It entails speaking well, by using clear and distinct sounds to communicate words and express our **ideas** or feelings clearly.

Poor articulation is responsible for the vast majority of misunderstood and confused messages. Ultimately, this is due to laziness.

Good articulation relies on synchronized movement of the lips, jaw, tongue and soft palate. As the jaw muscles are strongest in this group, they tend to dominate the production of speech. The result is that the lips, tongue and soft palate tend to get a 'free ride' and become lazy – resulting in poor articulation. Fortunately, this is reasonably easy to fix.

Improve Articulation

1. Listen to Professional Speakers.

2. Ask Others for Feedback.

3. Good reader.

4. Good listener.

5. Record Yourself.

17.9 CONCLUSION

Business etiquette is important because it creates a mutually respectful atmosphere that helps you grow and enjoy work. When you treat everybody with respect, you strengthen your interpersonal relationships. People find it easier to trust you because you value their opinions and empathize with them. Good business etiquette helps you feel more confident because you know what to say and when. Customers and clients will likely feel more secure because you're poised and exhibit professionalism. You're better equipped to avoid misunderstanding and conflict because you separate your emotions from your arguments. You show emotional maturity and look at situations objectively. Business etiquette ensures that you put your best foot forward and create a positive atmosphere for yourself and everyone.

18   ENTERPRISE SERVICES & PRODUCTS CUSTOMER NEED, UNDERSTANDING CUSTOMERS REQUIREMENT AND DESIGNING SOLUTION , GETTING FEASIBILITY

18.1 LEARNING OBJECTIVE:

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

1. Current scenario of EB market.

2. Market size.

3. Desire of enterprise customer.

4. Enterprise services offered by BSNL.

5. Brief description of each of the service / solutions.

18.2 ENTERPRISE SERVICES

There is a growing need of connecting various branches of an Enterprise, which might be located across the globe. Lease line & Internet bandwidth has become a must for networking multi-site business. Today's business owner wants to focus more on its core competencies rather than trying to implement such things of their own. Such a networking solution often requires not just bandwidth, but hardware components, security solution and maintenance also.

18.3 CURRENT SCENARIO

As per advice of BCG consultant activities of BSNL have been restructured as under:

Figure 40:   Different activities of BSNL

18.4 DESIRE OF ENTERPRISE CUSTOMER

a) Complete Reliable Services from One Interface Organization.

b) Supply of not only Bandwidth but also Leased line Modems / Routers etc. i.e. Complete Telecom Solutions.

c) Secured Network.

d) OPEX Model instead of CAPEX

e) Proactive Monitoring of the customers' network.

f) Guaranteed SLA.

18.4.1 BSNL PROVIDES FOLLOWING SERVICE PRODUCTS TO THE ENTERPRISE CUSTOMERS:

1. MPLS VPN

2. VSAT service of BSNL

3. ISDN PRI (Primary Rate Interface)

4. MLLN – Managed Leased Line Service

5. Domestic Leased Lines Service

6. Internet Leased Line (ILL)

7. Free EPABX scheme

8. Intelligent Network Services Managed Network Services (MNS)

18.4.2 BRIEF INTRODUCTION OF SERVICE PRODUCTS

MPLS VPN: MPLS- VPN IS A NEW SOLUTION TO THE CUSTOMERS' PROBLEMS

• Network can be easily implemented.

• Network highly secured.

• Network built for better Traffic Engineering.

• Any differentiated Services possible.

• Network very reliable due to built in redundancy.

Why MPLS based VPNs?

• Security is the responsibility of BSNL MPLS Network.

• (Company will be responsible for the Security of the Information and   network in Point to Point leased lines.)

• Simple Network Implementation

• Easy to configure & manage.

• Better Traffic Engineering.

• Easy Network Expansion at Customer Premises.

- Easy Introduction of New Services (Multicasting, VoIP, Hosting over the same link)

- Mobile Workers can dial up on a Secure Network to access Company VPN.

VSAT SERVICE OF BSNL

VSAT service of BSNL covers all parts of India

- Available at any remote location

- Provides voice as well as data service

- Provides broadband services

- Supports Internet, video multicast, video conferencing as well as voice telephony

- Capable of providing access to MPLS VPN as well as normal leased lines

- A range of satellite bandwidth available

- Installation and maintenance at remote location by BSNL

- Centralized NOC at Bangalore

- 24 x 7 support available at NOC

ISDN PRI (PRIMARY RATE INTERFACE)

- Digital telephone line as opposed to ordinary analog phone line.

- 30 (B) channels over a single pair of ordinary telephone copper wires.

- Useful for connecting private exchange (EPABX) of Corporates to the PSTNtelephone network.

- Also useful for DID franchisees of BSNL and ISPs (for their incoming traffic).

- Better voice quality due to digital transmission of voice & data.

- Capable of both voice & date usage.

- Video conferencing and other data applications possible by utilizing requirednumber of B channels.

MLLN – MANAGED LEASED LINE NETWORK SERVICE

- The MLLN service is specially designed mainly for having effective control and monitoring on the leased line so that the down time is minimized and the circuit efficiency is increased.

- This mainly deals with data circuits ranging from 64 Kbps to 2048 Kbps.

DOMESTIC LEASED LINES SERVICE

- It is a symmetric telecommunications line connecting two locations.

For Restricted Circulation

- It is a dedicated line (not shared) for a customer.

- It is a non-switched line, i.e., it is a non-exchange line.

- It passes through transmission systems only.

- Leased lines can be used for telephone (voice), data or Internet services. However, dedicated voice circuits which were popular earlier are not in vogue now. Now a day, leased lines are mainly used for data services. Internet leased lines (ILL) is a separate service in itself.

Services on Offer:

Speech Circuits (Hot lines or Private Wire): Between two locations in one city/ different cities for the same applicant. The terminating equipment at both ends is telephone without dialing facility.

Data Circuits: To transmit data between computers or any other type of electronic information devices.

Features

- Full dedicated bandwidth available for exclusive use of the subscriber

- Complete privacy/ secrecy of data

- From low to high, full range of bandwidth available – 64 Kbps, n x 64 Kbps

- Bandwidth available on-demand in most cities – no registration charges

- For low-speed circuit, modem (Network Termination Equipment, NTE) is to be arranged by the customer

INTERNET LEASED LINE (ILL)

- ILL is an always on Internet connection based on leased line access (i.e. dedicated access). Leased lines provide the last mile access from the user premises to BSNL equipment.

- Required by heavy users like educational institutes, big cybercafé, small and medium corporate house who need to constantly remain online with Internet.

- Permanent Internet connection as compared to the temporary connectivity through dialup access.

- Far superior quality as compared to dialup, thanks to digital signaling, less noise,fewer exchanges etc.

- A scalable access method - Bandwidths as desired can be deployed.

- Leased Internet bandwidths up to 2Mbps are provided using modems on copper pair, however, large bandwidths are provided using OFC in the last mile. EPABX Scheme

- BSNL provides a scheme to provide bundled telecommunication services through the provision of Voice & Data EPABX systems at customer location connected to the telecom backbone on BSNL's nationwide telecom network.

E3-E4 Management

Enterprise Services & Products Customer Need, Understanding Customers Requirement And Designing Solution , Getting Feasibility

- Deployment of EPABX systems wherein the supply, installation, operation and maintenance of the entire system are done by BSNL through its appointed and empaneled vendor(s)

- Service for all customers including Housing complexes etc. requiring Voice & Data EPABX facility fin the area of operations of BSNL.

- DID enabled EPABX; (with Unlimited Free Calls within EPABX extensions).

- Rentals to be charged on per extension basis

18.5 INTELLIGENT NETWORK SERVICES

- Services available on PAN India basis.

- Four GPIN platforms to support all IN services except Televoting.

- One dedicated MCIN (Mass Calling IN) platform to support Televoting Service atHyderabad.

18.5.1 FOLLOWING SERVICES ARE AVAILABLE THROUGHINTELLIGENT NETWORK

- **Free Phone Service** – Charges, borne by the service subscriber Eleven-digit No. Beginning with 1800-XYZ-ABCD

- **Universal Access no. –** The payment either born by called party or shared elevendigits No. Start from 1860-XYZ-ABCD

- **Voice VPN Service:** Combined voice VPN can be provided for fixed line telephone for MTNL/BSNL and BSNL Mobile. 11-digit number 1801-XYZ-ABCD

- **Televoting Service:**

- Televoting is unique service used in collecting public opinion.

- A user, who wishes to vote, can dial the specific voting number to register his vote ofchoice.

- Televoting is possible from STD barred phones also.

- Televoting is a more cost-effective method of democratic deliberation as it does not require the participants/voter to meet in person.

- Televoting numbers are 13 digit number :

- 1803-424-ABCD-XY (no charge to voter, service subscriber to pay)

- 1861-424-ABCD-XY (unit pulse charge to voter)

- 1862-424-ABCD-XY (two pulse charge to voter)

18.5.2 MANAGED ENTERPRISE SERVICES SOLUTION

- No CAPEX

E3-E4 Management

Enterprise Services & Products Customer Need, Understanding Customers Requirement And Designing Solution , Getting Feasibility

- No risk of technical obsolescence

- Scalable according to changing business needs

- One helpdesk number to call for troubleshooting and fault resolution.

- Integrated customer report (Web Based) giving you a complete view of your network

18.5.3 OTHER BENEFITS OF MANAGED SERVICES

- End-to-end Turnkey Implementation (including CPE)

- Proactive management through state-of-the-art NOC

- Periodic reporting facilitating trend analysis

- Capability to provide VPN connectivity from any part of the country.

- Managed Firewall as well as IP Sec

- Service level Agreement with 24 x 7 x 365 Monitoring and Helpdesk Support, 99% Uptime guarantee for connectivity and CPE

BSNL Managed Enterprise Solutions

- Easy Com - Broadband Networking. (Broadband with Router and ADSL modem)

- BizCom-64 Kbps to 2 Mbps (MPLS or lease internet bandwidth with CDMA/GSM/ISDN backup)

BSNL Managed SaaS (Software as a Service)

BSNL Software as a Service (**SaaS**) is a model of software deployment wherein an application is licensed to you for use as a service on demand. On-demand licensing and use would alleviate your burden of equipping a device with every conceivable application. On-demand licensing enables software to become a variable expense, rather than a fixed cost at the time of purchase. Managed Business Mail is first product in the series

BSNL Managed Hosted Email Services

BSNL managed hosted email services has been launched by XGENPLUS for Govt. Organization, PSU, SME Corporate, and Individuals.

18.5.4 BSNL INTERNET DATA CENTRE

BSNL IDC is a service brand name for the data center services provided by BSNL. BSNL IDC is a state-of-the-art data center which maintains most fault tolerant networks. Internet Data Center services comprises IT operations which is provided with the expertise well recognized worldwide.

Data Centers at three locations across India: Ahmedabad, Faridabad and Mumbai. The Data Center Solutions enable the clients to empower their business by outsourcing their IT operations in a smart and secure way. BSNL helps clients to concentrate on their core business by taking their critical-manage required IT solutions' management responsibilities.

Services offered through Internet Data Centre:

- Managed Collocation Services

- Managed Hosting Services

E3-E4 Management

Enterprise Services & Products Customer Need, Understanding Customers Requirement And Designing Solution , Getting Feasibility

- Managed IT Services

Other Enterprise / Corporate Services offered:

- Global Satellite Phone Service (GSPS)

- Fleet Tracking

- V-Sangoshti

- Video Surveillance

18.6 CONCLUSION

To be successful in sustainable business practices often requires entrepreneurship and innovation. This chapter provides an overview of entrepreneurship and innovation as it relates to sustainable business. The discussion is most relevant to sustainable businesses focused on offering new products and services in response to societal concerns. The importance of entrepreneurship and innovation also applies to companies that change how they produce products and services. The latter companies can use innovative practices and entrepreneurship to establish their brand name and to be market leaders in doing things that create shared value for society and their companies and also, over time, contribute to changes in practices in their industry.

19 PRABAL PLUS LEASED CIRCUIT FAULT MONITORING

19.1 LEARNING OBJECTIVE

1. Introduction.

2. Getting Started -Signing In-

3. Leased Circuits Management Module

4. LC Incident Management Modules

5. LC Reports Management

19.2 INTRODUCTION

  Service Delivery and Service Assurance are the two main pillars of Enterprise Business in BSNL. Service Assurance plays key role in retaining EB customers in today's competitive market and improves revenue collections. Prabal plus is an in-house software, fully developed by BSNL team that provides integrated fault escalation mechanism for all faults; irrespective of the service availed by the enterprise customer. As part of new initiatives from Director (Enterprise) to overcome existing challenges and to provide single window approach for all the faults escalation, complete information to field units on leased circuits is incorporated in Prabal plus software. This software is a single window for service assurance to various Enterprise Services like MPLS, Point to Point, VSAT, Dark Fibre etc,. It consolidates faults booked in various platforms like Remedy, CDR, SBI, Ku Band etc and provides dash board based on user scope and gives quick view to management on the progress of rectification along with various useful information on the customer profile, type and pendency of faults at Exchange level, BA/SSA level and Circle Level. Faults are categorized as per priority, Project, Circle/SSA wise and service wise. Prabal plus is a web based application and can be easily accessible from any PC, mobile computing device or browser-based systems.

Figure 41: Dashboard

For Restricted Circulation
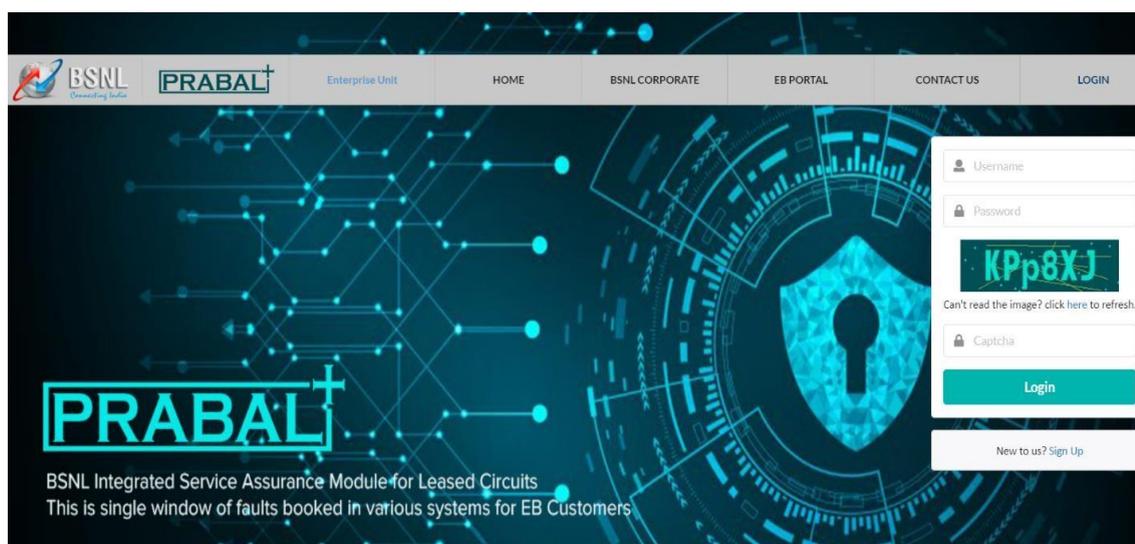
This Prabal plus software is secured, modular and expandable to cater to complete enterprise customers covering all circles in BSNL. Some of the key features are as below:-

1. Single window to monitor the fault tickets booked in various systems.

2. Direct and immediate escalation to field units for early restoration of faults.

3. Key information on links to field units for faster resolution of faults.

4. Tag key projects with Customer SLA's for special attention.

5. Prioritizing faults based on the Band Width, QoS and SLAs of customers.

6. SLA Reports to calculate Uptime of the link based on fault tickets.

7. Vendor Performance Monitoring by assigning tickets to the maintenance vendor.

8. Integrated with Mobile Handset based Telegram app to support field units.

9. Ease of tracking for the management to monitor the performance of field units.

10. Automatic SMS based escalation feature to field and Nodal units to act immediately.

11. Flexibility to assign/ Escalate faults by EB Teams and Nodal LC teams.

12. Integrated testing tool for MPLS Circuits without depending on NOC.

13. Captures ETR/RFO of faults booked from field units.

14. Decentralized updating facility pertaining to their area to Field and EB Units.

15. Escalation from last mile to MPLS NOC for L1, L2, L3 support.

16. Link Fault history will be helpful to restore and analyze the repeat faults.

17. Interactive Chatbot called Ask Prabal+ available to field officers.

It is expected that adoption of this software will enable the field units in real time monitoring of the fault status and to improve the response times. Any suggestions for the improvement of the software and features from the field units are most welcome.

19.3 GETTING STARTED -SIGNING IN-

Prabal plus is hosted in public domain 'www.lcprabal.bsnl.co.in'. The first page is login page, by default the username is set as mobile number and the same mobile number is used for authentication and escalation of Leased Circuits faults. Enhanced security feature is enabled with CAPTCHA to avoid bots and limit it to genuine users. The main menu provides, the user with the access allowed as per the role based access privilege provided. Horizontal navigation menu provides Dashboard, Profile and logout. Vertical Navigation menu provides:

Prabal⁺
 	
▸ Links
 	
▸ Tickets
 	
▸ Customer
 	
▸ Reports
 	
▸ Manage
	Links
	     All Links, Search
	Tickets
	     All Tickets, My Tickets, Tickets History
	Customer
	 View Customers
	Reports
	Fault Summary, Reason Pendency Report,
	Working Summary Report, Customer Wise Faults,
	Circle wise faults, SSA Wise Faults,
	Priority wise faults
	Manage
	Users, Teams/Groups
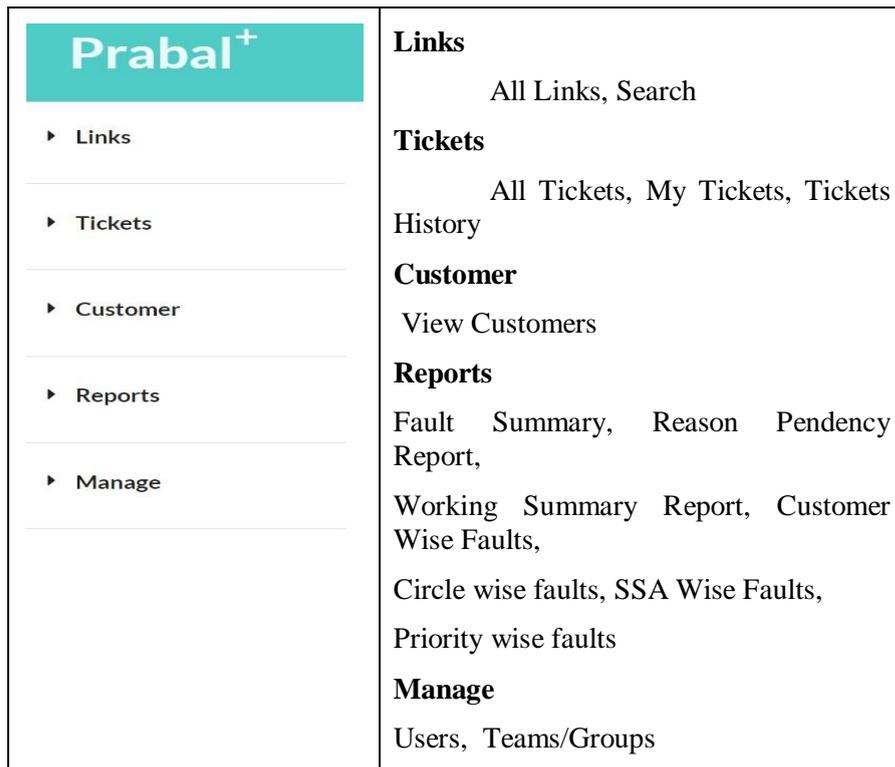
Figure 42:   Prabal plus menu

19.3.1   DASHBOARD

Prabal plus dashboard provides the summary view of the faults within the scope of the user. If a user with the scope of PAN India like NOC, BSNL CO logs in, the total faults will be shown whereas for a circle user, the faults within the circle will be shown and so on.
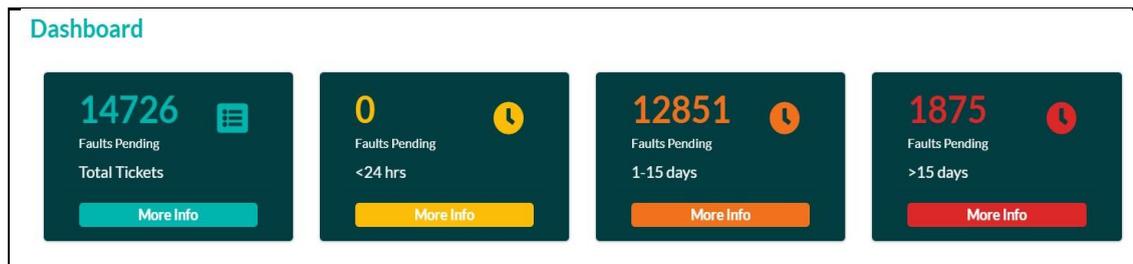
Figure 43:   Dashboard

The dashboard categorizes the faults as per duration of the faults and shows the total faults, faults with duration less than 24 hours, faults with duration between 1 day to 15 days and also faults with duration of more than 15 days. The duration is a global setting and the fault dashboard will give a quick indication of the faults in the scope of the user.

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Dashboard page also provides summarized views of the faults as per project(Customer), Circle/SSA wise faults show duration wise(default) and display is also possible in other criterion viz. as per Priority of the fault and service wise faults etc,.
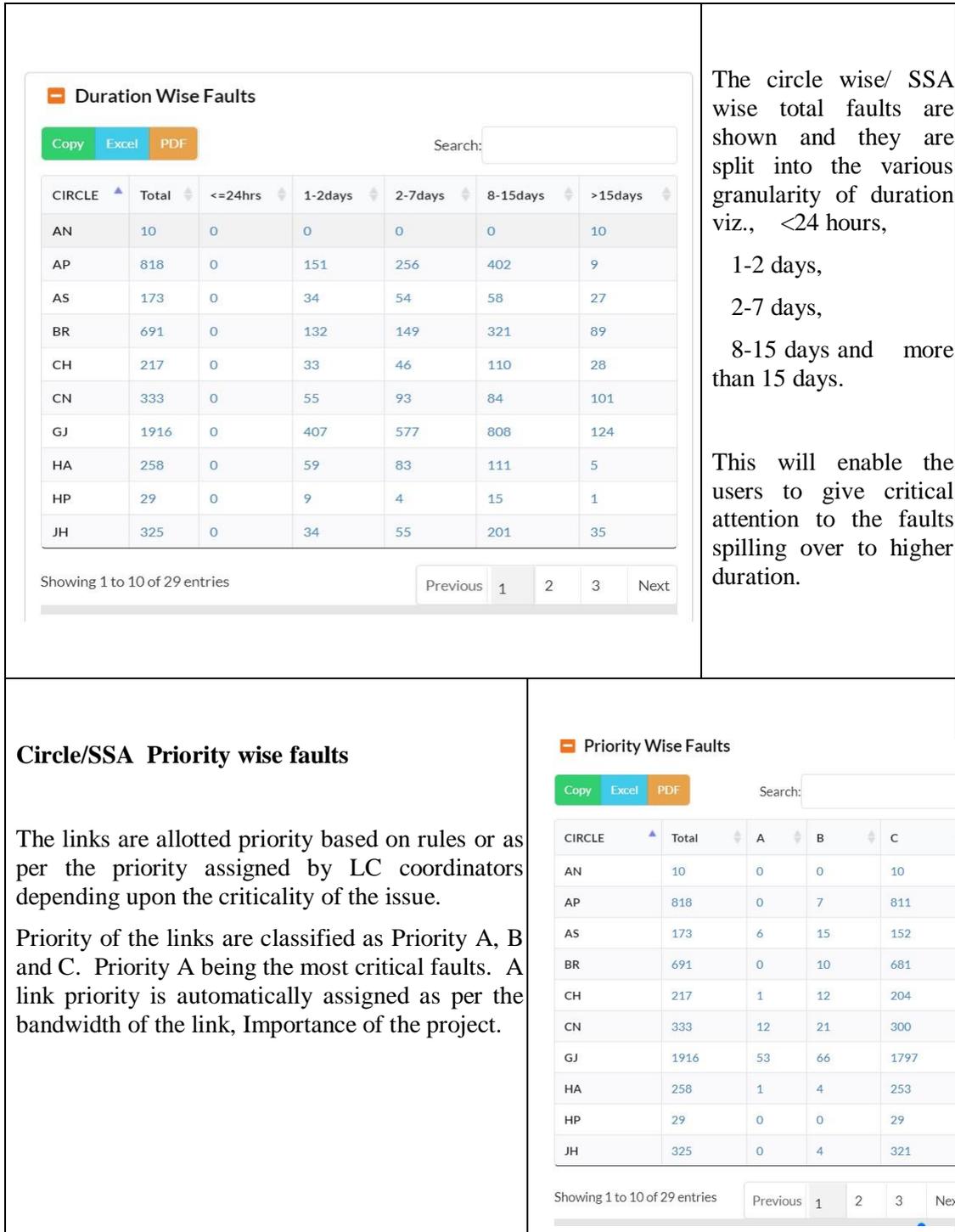
The circle wise/ SSA wise total faults are shown and they are split into the various granularity of duration viz.,   <24 hours,

1-2 days,

2-7 days,

8-15 days and   more than 15 days.

This will enable the users to give critical attention to the faults spilling over to higher duration.

Circle/SSA Priority wise faults

The links are allotted priority based on rules or as per the priority assigned by LC coordinators depending upon the criticality of the issue.

Priority of the links are classified as Priority A, B and C. Priority A being the most critical faults. A link priority is automatically assigned as per the bandwidth of the link, Importance of the project.

Figure 44:   Fault analysis

Project Wise Faults

PROJECT ▲	Total	<=24hrs	1-2days	2-7days	8-15days	>15days
-	5035	0	737	1478	2149	671
AAI	40	0	6	12	14	8
ABB Limited	1	0	0	0	1	0
Adani Enterprise	10	0	2	2	4	2
Adani Gas	1	0	0	0	1	0
Adani Port	1	0	0	1	0	0
Adani Wilmar	13	0	0	2	1	10
AHMADNAGAR SHAHAR SAHAKARI BANK LTD	3	0	2	0	0	1
AIR FORCE	8	0	2	3	1	2
Air India	1	0	0	0	0	1

Showing 1 to 10 of 150 entries   Previous 1 2 3 4 5 ... 15 Next

The user can see the faults here, classified as per the customer and the customer faults categorized as per the duration of the fault. The user can give his attention to any particular customer fault with this facility in the dashboard. As the faults are also classified as per the duration and the user can give critical care to long pending faults of the customer.

Note: All the dash board views have the feature of downloading the dashboard view table as Excel or PDF or copy it to the clipboard. All fields in the dashboard can be sorted. The records in the table can be searched.

Figure 45:   Fault analysis

19.4 LEASED CIRCUITS MANAGEMENT MODULE

The Leased Circuits (LC) information and its details are extracted from external systems such as CDR-CRM, CDR-Clarity, BMAP, BI Reports, Remedy and VSAT that are presently working for different domains. The extracted data is processed and correlated automatically by Data Lake Mediation engine of Prabal plus. The processed data contains the LC commercial information such as Customer Name, LC Id, Customer Account No, MoU Id, Billing SSA, Billing Account No, Address, etc. and service information details like Service Type, Bandwidth, Media, WANIP, Modem Details, Class of Service, etc. Any new links addition, link upgradation/change and link closure will be updated in Prabal plus database automatically. The link will be grouped and will be made available to concern Circle/ SSA/ Exchange/NOC teams based on its Customer Account/End-A and End-B information/Service Type, etc. The user can see all the links belonging to his scope in All Links menu.

Figure 46: Leased circuits management module

   Leased Circuits can be searched under 'Search Link Menu'. Various search options are available based on LC Id, Service Type, Media Type, MLLN Type and Circle, etc. It will be helpful for the user to identify the link quickly based on its requirement. The details of the link can be viewed by clicking the corresponding LC Id. In the link details, the users can get various information like:

   11. Graphical Link availability report

   12. Link fault clearance statistics

   13. Link fault history

   14. Link service information

   15. Link location information

   16. Link Customer information.

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19.5 LC INCIDENT MANAGEMENT MODULES

The faults/tickets/dockets are extracted periodically from external source ticketing systems and loaded into data bases (Data lake) of Prabal plus software. These tickets are processed in the Prabal plus mediation server and a Prabal plus ticket is generated and assigned.

Information is polled & updated from

a)   CDR   : Clarity Fault Management System (Pt 2 Pt)
b)   MPLS   : Remedy (MPLS VPN L3/L2/ILL)
c)   VSAT   : OS Ticket System (VSAT Links)
d)   SBI   : Remedy (SBI MPLS Links)

> Eg: MRKT200801608 in Prabal plus ticket is: LC is of MPLS service Type (M), Ticket booked in BSNL Remedy source (R), LC Link belongs to Karnataka Circle (KT), Booked in the year 2020 (20), of month August (08), five digit sequence number (01608).

19.5.1 TICKET FLOW:

Prabal plus system is synchronized with external source ticketing systems periodically to fetch all the pending faults. Prabal plus will generate a ticket and map it to source ticket for new faults booked in the external systems. Prabal plus software regularly compares with the existing ticketing systems and status is updated based on pending and resolved status in line with ticket's life cycle. The new tickets are assigned to the exchange team based on Circle, SSA, End-A exchange mapped to the link.

1. If only one exchange team is available, it will be mapped to the concerned team.

2. If more than one exchange teams are available, it will be mapped with exact exchange group.

3. If exact match exchange group is unavailable, then the least number of exchanges in that group will be assigned for the ticket.

In case of absence of team, the tickets are by default assigned to SSA coordinator/Circle coordinators, who are responsible for creation of SSA users and in absence of SSA coordinator the system will assign the ticket to Circle coordinator. The Circle coordinator can create further groups/teams and the tickets can be reassigned to concern teams accordingly. This module is user friendly and self-explanatory and gives circuit ID, WAN IP, exchange code, open time, priority, Address, work logs etc,. Priority of the ticket can be changed for each docket/link as below:

Figure 47:   Ticket Flow

Prabal plus system gives all tickets **assigned** to particular user under 'My Tickets'. The user handing this docket will change the status of ticket to '**In Progress'.** Once the issue is resolved, user can move the ticket status to '**Restored'** by providing Reason for Outage (RFO). This ticket is compared with source ticketing system '**Pending at Source**', after ticket is closed at source ticketing system, Prabal plus ticket status is changed as '**Closed Status'** Additional information for field units and for Enterprise Customers is captured in the system so that at any point of time information can be obtained as below for dockets:

> - **Reason For Pending (RFP),** Field staff handling this fault will update by selecting options from the dropdown menu.

> - **Expected Time to Restore (ETR),** Field staff will enter information in work log, this information is useful to communicate to customers.
>
> - **Reason For Outage (RFO)**, Field staff handling this fault will update reason for outage, this will identify reasons for frequent faults and to share information to Customers.
>
> This information is useful to the Enterprise Business teams and EBCC agents to communicate to customers on enquiry of the status of docket/fault. Senior management can also intervene and take appropriate action to minimize duration and repetition of faults.

Transferring ticket: In case the end user decides to transfer and reassign the tickets to other exchange teams/vendor under the same SSA, the same can be done. Facility is available to make over the fault to SSA Transmission teams. For P2P links, first the incident ticket will be with End-A team and after analysis the same can be reassigned to End-B by clicking Transfer button. Prabal plus system is capable of taking inputs from the source ticketing systems like Remedy/CDR and update the same in Prabal plus, RFO will be default updated as 'No RFO received' after two days, however there is provision to field staff to enter exact RFO in Prabal plus.

Figure 48:   Transferring ticket

Resolved Tickets: All the resolved tickets for a period of 30 days are displayed for the users; however the closed tickets older than 30 days will be available through search and filter option to field units. The RFO provided by field units will be reflected in Reason pendency reports as (a) Duration wise reason pendency, (b) Priority wise reason pendency, (c) Project Wise reason pendency.

19.6 LC REPORTS MANAGEMENT

Comprehensive Leased Circuits Reports module of Prabal plus is designed keeping in view various levels of users in BSNL. This module provides near real time reports of the faults & status. All the reports are fetched from the distributed data bases of Prabal plus, which are cross joined and indexed for faster query outputs to give full information.

Table 28. Types of Reports available in the Prabal plus		
Faults summary Report	Reason Pendency Report	Customer wise faults
Circle/SSA Wise faults	Priority wise faults	Working summary Report
These reports can be downloaded in Excel or PDF to local PC or can be copied to clipboard. Option is available to send to mobile phone on 'Telegram' app. Option to search and sort is available to provide matching results to the users.		

19.6.1 LC FAULT SUMMARY REPORT:

This Fault summary report provides all the faults under the user scope. Circle user can see all the faults with in Circle covering SSAs in circles, all India user can see faults of entire customers in BSNL of all the services provided, SSA user can see the faults in the domain of SSA. Further granularity of faults can be seen by the users.

Fault summary Report	Granularity of the faults

Figure 49:   LC Fault Summary Report

19.6.2   REASON FOR PENDENCY REPORT:

In some cases faults may be still not cleared and LC may not be restored due to various reasons. End user responsible for restoration of fault needs to select the reason for pendency of fault. Pendency of faults may be due to (a) Administrative reasons (b) CDR related(c) Customer side (e) Material requirement (f)TNF (g) Work in Progress from BSNL side (h) Vendor side pending.

19.6.3   WORKING LC SUMMARY REPORT:

Working circuit summary report is very much similar to the fault summary report. In this report the user can see the total working links in the circle/SSA. The working links will be further classified as per the type of service viz., MPLS, P2P, P2P across state, Dark fiber etc., and also the type of last mile media used for providing the service like copper, OF, RF, Bharat

Fiber, VSAT, CDMA, FWT and GSM. Links with not having last mile details are grouped as "**Not Defined**". The report also provides data of the links working through MLLN.

Figure 50:   Working LC summary report

The working link details provides the basic details of the links of the service, media etc., and also provides bandwidth, A End, B End, whether link is working with MLLN and also the status of the link depending upon status of an open ticket.

19.4.5 Reports on Telegram (Mobile Handset):

Telegram BOT is integrated with Prabal plus applications that run inside Telegram. Users can interact with Telegram bots named as Prabal plus bot by sending them messages, commands and get required reports through Telegram. The user should be existing Telegram user and also a registered user in Prabal plus. After opening app from mobile, search for Prabal plus and interactive BOT will start in Telegram App.

The following commands can be used in Prabal plus BOT to get on line reports in mobile handset:

F S   : Fault Summary

WS : Working link summary

DW : Duration wise fault

PW : Priority wise fault

PJ   : Project wise fault

Figure 51:   Reports on Telegram (Mobile Handset)

19.7 PRABAL PLUS SUPPORT TEAM

This document is prepared for internal use of BSNL employees to get started with Prabal plus software developed and deployed in BSNL. This software gives best in class support to field officers and to improve services to Enterprise Customers in BSNL.

Intended users:

a)   BSNL Corporate Office EB & LC units

b)   Circle Administrator/Coordinator

c)   SSA/BA Administrator/Coordinator

d)   Exchange officer in-charges

e)   Transmission in-charges

f)   Field officers and Field support Vendors

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g)   Requirements:

Standard Internet Browser like Google Chrome, Fire Fox, Internet Explorer. Mobile based Telegram: Mobile handset with Telegram app preinstalled.

19.8 CONCLUSION

Prabal plus is a web based application and can be easily accessible from any PC, mobile computing device or browser-based systems. This Prabal plus software is secured, modular and expandable to cater to complete enterprise customers covering all circles in BSNL.