

1. BSNL Vision upto 2007: To become the largest service provider in Asia.

2. Mission:

i) To provide world class State-of-art technology telecom services on demand at competitive prices.

2. To provide World class telecom infrastructure in its area of operation & contribute to the growth of the country's economy.

3. A massive transformation exercise has been taken up in BSNL in consultation with M/s BCG (Boston Consulting Group)

4. Shikar Project i) Based on BCG recommendation, ii) Having 2 Phases, iii) launched in 2008, iv) based on ADT

5. BCG found failure for BSNL is due to

i) Too broad structure

ii) Lack of shared vision among employees

iii) Inability to see big picture

iv) In efficient process

v) Lack of documented role, responsibility, accountability matrix.

6. Vision of BSNL by the year 2013:

Be the telecom service provider in India with Global presence

7. SWOT Stands for (Strengths, Weakness, Opportunities, Threats)

Strengths & Weakness are internal elements. Opportunities & Threats are external elements.

Examples:

Strengths- good customer relations, well-planned, efficient departments, efficient process, experience & skilled human resources, Valuable assets- Cu, Fibre, Buildings

Weakness- Shortcomings in economic recovery, any products, services, resources, Low employee motivation & involvement, age profile of man power

Opportunities- new markets emerging for new products being developed, expanding overseas markets, growing market of mobile connections etc.

Threats- Economic recession, changing customer needs, new competitor, lack of material to manufacture the product.

8. The four Business units are **CFA, CM, Enterprise & New Business.**

CFA- All PSTN & switches, Data & fixed access media

CM- Mobility N/W like BTS, BSC, MSC, CDMA, Wi-Max etc

Enterprise- Serve large & Medium enterprises

Responsible for wholesale business undertaking in ILD, NLD

Control transmission media OF, M/W (Long Distance N/W)etc

New Business- Passive infra sharing

9. New structure- functional Directors in 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)

10. Projects undertaken as part of Project Shikhar

Project Vijay

--

Mobile

Project Udaan

--

Landline & BB

Project Dosti

--

PCO

Project Kuber

--

Timely Billing of Ccts & Process for bad debts recovery

Project Sanchay

--

Fuel cost, savings

Project Smile

--

Customer oriented, CSC

11. The management tool used for monitoring the performance of a unit is GPMS.

12. Which one of the following is a shared functionality throughout the organization:-

a) CFA

b) HR

c) CM

d) NB

e) Finance

13. The Transformation Management Office at BSNL HQ is headed by – GM(Restructuring)

14. KPI means **Key Performance Indicators**

15. The ADT was focusing for the year: **2013**

16. The initiative as a result of ADT is known as: **Project Shikhar**

17. New Telecom Policy introduced in year **1991**.

18. ADT launched in year **2008**

19. The following officers will directly report to CMD

i) CVO, ii) Company Secretary, iii) ED (Corporate Affairs), iv) GM (Co-ordinating & Monitoring)

20. How many distinctive sections in a circle office- 13

21. Project Sponsors- Director/ ED in CO office

22. Project Champion: CGM/PGM/GM in CO responsible for implementation of the project.

23. Project Coaches: GM/DGM in CO responsible for day-to-day execution of the projects.

24. No. of Directors: 5 and the Executive Directors are ED(NB), ED(Fin), ED(Corporate Affairs), ED(EB)

25. NTP- New Telecom Policy

BBSC- Balance Business Score card

GPMS- Group Performance Management System

KPI- Key Performance Indicators

KRA- Key Result Area

ADT- Aspiration Driven Transformation

TMO- Transformation Management Office

26. Quality Means- achievable, measurable & link to customer satisfaction

27. ISO- International Organization for Standardization. HQ at Geneva. ISO in Greek means equal.

28. At present ISO 9001:2008 version is in effect.

29. ISO 9000 series are based on Eight Quality management principles-

- 1) Customer focus, 2) Leadership, 3) Involvement of people, 4) Process approach, 5) System approach to management, 6) Continual Improvement, 7) Factual approach to decision making &
- 8) Mutually beneficial supplier relationship

30. AITTC was the 1st unit to obtain ISO 9001 certification in 2001.

31. In 2007, BSNL CO directed circles to obtain ISO 9001 certification for all SSAs.

32. ISO 9001 standard has EIGHT sections

1. SCOPE

1.1 General

1.2 Application

2. Normative Reference

3. Terms & Definitions

4. Quality Management Systems (QMS)

5. Management Responsibility

6. Resource Management

7. Product Realization & 8. Measurement, analysis & improvement

33. ISO adapts PDCA style. i.e Plan, Do, Check & Act which is the methodology used for process improvement.
34. ISO 9001 third revision was done in 2008.
35. Total mandatory ISO procedures are EIGHT.
36. Internal Audit is clause 8.2.2 of ISO 9001:2008
37. ISO Certificate valid for THREE years
38. NC means non conformities are graded by the auditors as Major, Minor.
39. In ISO 9001:2008 a major NC indicates that
- 1) the company has failed to implement any one part of the full QMS
 - 2) Any specific dept. of the company has failed to implement the QMS
 - 3) No. of minor NC in the same QMS requirements are found.
40. An Observation indicates that if the situation as found during the audit addressed may lead to an NC in future.
41. BIS - Bureau of Indian Standard
- It defines Product standard- ISI Mark
 - defines international standard

OUTSOURCING

42. In contract customers have the control over process, but in outsourcing the agency/vendor is having over all control.
43. In general 3 level of out sourcing- 1) Project level, 2) Program level & 3) Division level
44. Mode of Outsourcing

Outsourcing model

Description

On-shoring	Vender is located at a destination domestic to the customer
Off-shoring	Vender is located in far -off country
Near-shoring	Vender is nearby country
Home-sourcing	Outsourcing to workers who works from Home

45. Advantage of Outsourcing

- | | | | |
|------------------------------|------------------------|---------------|------------------|
| # Cost savings | # Quality | # Flexibility | # Time to Market |
| # Focus on core competencies | # Technology advantage | | |

46. Outsourced services can be categorized into **TWO** Groups

1) **Technology Services-** S/W applications, Infrastructure, Telecom, E-Commerce, Web-Security & solutions, Web hosting, Web designing, developments etc.

2) **Business Processes-** Back office operation, customer relationship management, Sales & marketing, Finance & Accounting, HR, Security services, Legal services; Research & analysis, Product development.

47. **Criteria for selecting an Outsourcing vendor**

1) Quality commitment, 2) Cost, 3) Additional resources & capabilities, 4) Prior work, 5) Contract terms, 6) Confidentiality

48. Key to Outsourcing success

- 1) Setting the right Expectation
- 2) Benchmarking Methodology
- 3) Experience in handling outsourcing projects
- 4) Internal resistance

PROJECT MANAGEMENT

48. Project is a program of work to bring a beneficial change and which has

- 1) A start and an end (Expected schedule and period)
- 2) A multi-disciplinary team brought together for the project
- 3) Constraints of cost, time and quality
- 4) A scope of work that is unique and involves uncertainty.

49. Project Management Life Cycle has 5 stages

- 1) Identifying the need
- 2) Initiate the project
- 3) Planning
- 4) Execution & Control
- 5) Closure the project

50. **Skills need by a project Manager- Individual skills, Team skills, Technical skills**

51) **PERT- Program Evaluation and Review Technique**

52 Steps in the PERT planning process

- 1) Identify activities & milestones
- 2) Determine activity sequences

3) Construct the Network diagram

52) Benefits of PERT

1) Expected project completion time

2) Probability of completion before a specified date

3) Critical path activities that directly impact the completion time

4) The activities that have slack time & that can lend resources to critical path activities

5) Activities start & end dates.

53) Optimistic Time (OT)- Generally the shortest time in which the activity can be completed.

54) Most likely Time (MT)- the completion time having the highest probability.

55) Pessimistic Time (PT)- the longest time that an activity may require.

56) Expected Time (ET)= $(OT+4*MT+PT)/6$

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

58) Project S/W available in the market- Microsoft project, Primavera(S/W for Architecture, Engineering & Construction)

Restructuring & Responsibilities

59) Company appointed for restructuring is BCG in 2008

60) Motive of Restructure is

a) Create adequate focus

i) focusing on growth segments like BB, Mobile, enterprise & New business

ii) focusing on critical skills such as marketing, sales, customer service, network management & IT

b) Develop accountability at all levels along with control

c) Ensure Bus have equitable distribution of work load & resources

d) Ensure proper coordinatin among units & minimum duplication of resources bet' the different Bus.

61) CSC & CSR will have dual role reporting system both to CFA & CM.

62) Restructuring is a **TOP to DOWN** approach.

63 Project Shikhar- Phase I – Regarding Planning

like developing shared aspiration, way to find + growth, way to strengthen Sales & marketing, propose various initiates like project Udan, Vijay etc.

Phase II- Implementation

focusing on growth of critical area in mobile communication, strengthening fixed line growth/BB, strengthening enterprise aspects, financial assurance, implementing critical HR issues

BARRIERS TO COMMUNICATIONS

64) Methods of communication

i) Person to person, ii) in a small group, iii) in a meeting, iv) using mass media, v) others- training, teaching, entertaining.

65) Mode of communications- i) Verbal, ii) Non verbal, iii) Written

66) Example of Non verbal communication- Yawn, tears, crossing arms, averting eyes, silence etc

67) Non verbal communication is divided into six types:

Body language, Physical characteristics & appearance, voice, space, environment & time.

68) Communication barriers

i) Muddled message- unclear message

ii) Stereotyping- message everybody already knows

iii) Wrong Channel

iv) Lack of feed back

v) Poor listening skills,

vi) Interruptions,

vii) Physical distractions

viii) Stress, Gender Barriers, Cultural barriers etc.

Leadership & Team Building

69) Leadership attributes are belief, skills, knowledge, character, values & Ethics.

70) The POWER does not make a leader in an organization. It makes only boss/manager

71) Leaders will have followers. Managers have subordinates.

72) Leadership manages the business, live the values, share the vision & make others successful.

73) Leadership styles- i) Authoritarian (Autocratic), ii) Participative (democratic), iii) Delegation (Free-rein)

74) The 5 power of people are

i) Coercive power- power based on fear

ii) Reward power- by giving special benefits/rewards to people

iii) Legitimate power- Power due to his position

iv) Expert power- Due to his special skill/ knowledge

v) Reference Power- influenced by possession

75) Team effectiveness depends on Team goal, participation, feedback, decision making ability, Leadership, problem solving, conflict, team member resources, risk taking and creativity.

76) Leader is a

- i) Representative of subordinates
- ii) Appropriate counselor
- iii) Use of power properly
- iv) Manages time well
- v) Strives for effectiveness
- vi) Managing and leading,
- vii) Managing good relationship
- viii) Source of influence
- ix) Role of continuance
- x) Reasons for following

77) Leader does the right things. Manager do the things right.

78) Win-Win – foster conflict

79) The three vital determinants of team work are i) Leader, ii) Subordinates, iii) The environment

80) Power verses Leadership

- Power does not require goal compatibility, leadership requires goal congruence
- Power focuses for gaining compliance, leadership focuses on getting solutions
- Power maximizes the importance of lateral & upward influence, while leadership focus upon downward influence.

MANEGER Vs LEADER

	MANAGER	LEADER
1	By means of money & power	By means of his individual effort
2	Do the things right	Do the right things
3	Relationship arises by managerial context	Not arises due to managerial context
4	Behavior is acceptance theory of any thing	Behavior is formal authority
5	Having control over both +ve & -ve sanction	Dealing with change
6	People follow because of his job,	People follow voluntarily

	support for reward & benefits	
7	Dealing with complexity	Dealing with change
8	Have subordinates	Have followers
9	Focus on managing works	Focus on leading people
10	Style of function is transformational	Style of function is transactional
11	Wants resuly	Wants achievements
12	Minimise the risk	Takes risk
13	Makes the rules	Breaks the rules
14	Takes the credit	Gives the credit
15	Blames the subordinate	Not
16	Power of manager is formal authority	Power of leader is Characteristic
17	View short term horizon	View long term horizon

81) **Leader** is responsible for planning & diverting the work of a group of individuals, monitoring the performance & correcting their work & motivating them.

82) **Manager** is responsible for making things happen.

83) **Manager's** duty removes the lack of confidence in workers.

84) Manager should act as **facilitator** in driving & monitoring team member.

SALES MANAGEMENT

85) Sales means exchange of goods/service for an amount.

86) Sales management is the process of establishing, directing & coordinating the sales development activities for the company products.

87) Sales Process: **SIX** steps can be identified in any type of sales.

Prospecting, pre-approach & approach, Presentation, Overcoming objections, Closing & order, Follow up & Maintenance

88) **Sales Cycle** term generally describes the time and/or process bet' first contact with the customer to when the sale is made.

89) Contact ratio is dividing the no. of contact actually made to total no. of call attempts.

90) Lead Generation Ratio = No. of sales lead/ No. of Sales contact

91) Lead Conversion Ratio= New lead that are converted into sales opportunities, No. of sales lead

92) Qualification Ratio: It measure the success at bringing new sales opportunities through initial relationship-building and qualification process.

93) Proposal ratio is the no. of proposals presented against the no. of variable prospects you have identified in the qualification stage of sales cycle.

94) Closing Ratio is the No. of sales made against the outstanding proposals.

95) There are TWO type of sales based on the basis of seller & buyer relation ship and volume of sales.

i) Retail sales, & ii) Enterprise Sales

96) SFA- Sales Force Automation System

97) B2C- Business-to-customer

98) Customer can receive goods from

i) Counter service- Example Medicine, liquor

ii) Delivery- goods shopped by customer will be delivered at home/ work place

iii) Door-to-door Sales- Sales person travels with goods and sell at home/ work place

iv) Self Service- customer can handle/examine the goods before purchase

99) BSNL sales management has THRRE Verticals namely CFA, CM, Enterprise.

100) BSNL Mobile service launched in Oct 2002.

101) In Oct 2009 as a part of Project Shikhar new sales set up designed.

102) BSNL Sales & Distribution Channels- Franchisees, DSA, Retail outlets, EPIN Franchisees

103) BSNL own sales set up- CSCs, WEB self care

104) Abbreviations

EOI- Expression of Interest

REP- Request for Proposal

BFSI-Banking Financial Services & Insurance sector

NAM- National Account Manager

KAM-Key Account Manager

OEM-Original Equipment Manager

AMC- Annual Maintenance Contract

NLD- National Long Distance

ILD- International Long Distance

CSC- Common Service Centre

DSA- Direct Selling Agent

SCA- Service Centre Agent

105) Franchisees are appointed through EOI by respective SSAs.

- 106) In 2009 BSNL has put Franchisee sales & distribution policy.
- 107) Franchisee shop to open 0800h to 2200h.
- 108) Any 10th pass can become DSA
- 109) Retired BSNL employee/spouse can also become DSAs.
- 110) BSNL has also allowed to appoint Service Centre Agents (SCA) of CSC of Dept. of IT being set up in rural areas across the country.
- 111) All recharge vouchers, sancharnet card, VCC card has a secret PIN for respective service.
- 112) CSC should have single window system.
- 113) CSC to open bet' 0800AM to 0800PM/
- 114) 1500 dial up service opened across the country.
- 115) Sales forecast- is called sales projections, these are the predictions that sales people & Sales manager are required to make about future.
- 116) Sales Funnel- describes the pattern, plan, achievement of conversion of prospects into sales.
- 117) Sales Force Automation System (SFA) records automatically all the stages of sales process. SFA elements are i) Sales leads tracking system, ii) order management iii) Product knowledge
- 118) Sales Report is business report of sales results, activities, trends etc by sales manager/executives.
- 119) Sales pipe line – a linear equivalent of sales funnel principle. Prospects need to be fed into the pipe line in order to drop out of other end as sales. The length of pipe line is the sale cycle time, which depends on business type, market situation and the effectiveness of sales process.
- 120) 09400024365 is the mobile related query no.
- 121) Territory is the geographical ara of the sales person/team.
- 122) Nodal officer for sales team s Head of SSA.
- 123) In Oct 2008 staff for sales team appointing policy decided.
- 124) Each circle has been asked to appoint 250-300 sales teams. Each team comprises of 4-6 TMs. 4-6 such team have o report to AGM rank officers.
- 125) Existing line staff appointed for sales designated as Retailer Manager.
- 126) Enterprise Customer segmentation:
- i) Platinum customer- Turn over >500Cr per annum. Large corporate entities. Should provide highest degree of focus.
 - ii) Gold customer- Medium sized corporate entities. Turn over Rs.50-500Cr p.a. Higher focus to be given.

iii) Silver customer- All corporate customers not part of Platinum or Gold. Turn over >10Cr p.a. Since the no. of companies in this segment is very large, BSNL should use Channel partner to satisfy these customer.

127) GM(Business Plg) at BSL CO deals the generation of Wholesale revenue on BSNL's NLD & ILD network with back end support from mtce regions.

128) BSNL Channel Partners- Two types

i) Tier 1 CP- will deal sales & marketing of voice & data Services to targeted Silver customers. Having min 5 nos of sales personnel & 10 nos field engineers.

ii) Tier 2 CP- will deal voice products and sometimes allowed for small amount of data services like 2G/3G data cards, BB services etc.. Having min 5 nos of sales personnel/field engineers.

129) THE CP must give commitment to provide AMC for a minimum period of 3 years.

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

131) S/W for project Udaan is **Wings. Developed by ITPC & launched in Jan 2010.**

132) In BSNL, BD cell started in 2001.

133) In 2009 Enterprise vertical has been designed by BSNL.

134) 20% of staff at SSA to be posted to sales team

135) B2B- Enterprise or complex bulk sales, low value, high margin

136) B2C- Retail sales, high volume, low margin

137) SD- Service delivery, SA- Service Assurance

138) SIM inventory management- **Sancharsoft**

139) Essential selling Skills- i)Self-knowledge, ii) Product knowledge, iii) market knowledge, iv) Industry knowledge, & v) Professional selling knowledge.

140) Sales Management S/W in BSNL

i) CRM module in CDR project

ii) Sancharsoft

iii) S&D modules in ERP

iv) Wing S/W for project Udaan

COST MANAGEMENT

141) Objectives of costing system

- i) to determine the cost of different service/product
- ii) to compile cost centre wise cost information
- iii) to identify profitable/non-profitable operation centers.
- iv) to allocate/apportion the cost of service cost centers to operation cost centers or service-products
- v) to generate data to facilitate fixing tariff.
- vi) To provide the base for cost reduction programme.
- vii) to provide essential cost information for strategic decision making.
- viii) To maintain cost Accounting records
- ix) To generate cost info reports for submission to Regulatory Authority

142) Cost Centers in BSNL:

- i) Operation Cost center-** SSA, Regional Mtce circle, Data N/W
- ii) Service Cost Center-** Corporate office, Circle Office, Training Centre, Factories, QA, Project, Civil, Electrical etc.

143) Proformas required to be prepared

- i) Proforma- A: Asset Register
- ii) Proforma-B: Cost information on operation cost
- iii) Proforma-C: Part I: Statistical (Quantitative) Information
- iv) Proforma-C: Part-II: Cost information on service cost
- v) Proforma-D: Allocation/apportionment of operation cost, service cost & other cost to service-products. Revenue also will be posted service-product wise.

144) Classification of Cost

- i) By Nature of Expense- a) Material cost, b) Labour cost, c) Expenses
- ii) By Relation to cost centre- a) Direct cost, b) Indirect cost
- iii) By functions/Activities- a) Production cost, b) Administration cost, c) R&D cost, d) Selling cost, e) Distribution cost
- iv) By behavior- a) Fixed cost, b) Variable cost, c) Semi-variable cost
- v) By Time- i) Historical cost, ii) Standard cost
- vi) By management decision making- a) Marginal cost, b) Opportunity cost, c) relevant cost, d) Shut down cost, e) Avoidable cost, f) Unavoidable cost

145) Cost centre is one which accumulate costs.

- 146) Cost unit is a form of measurement of volume of production or service.
- 147) Cost accounting is the process of accounting for costs.
- 148) Cost Audit is verification of cost accounting/
- 149) Cost control is variety of technique like standard costing, budgetary control & quality control.

CORPORATE ACCOUNTS, BSNL B/S & P&L ACCOUNT

150) Accounting Mechanism:- i) Transaction, ii) Recording, iii) Classification, iv) Financial statements, v) Auditing.

151) Balance sheet shows financial position of the firm at a given point of time in terms of Assets & liabilities.

152) Profit & loss statement reflects the performance of the firm over a period of time.

153) Balance sheet Equation: Assets=Liabilities

154) Assets are owned by the firm & liabilities are obligation payable by it.

155) In P/L statement reports the revenue and expenditure of a firm in the account period.

156) Liquidity ratio provide info about a firm's ability to meet its short-term financial obligation.

Two frequently ratios are i) current ratio (or working capital ratio) & ii) Quick ratio

157) Current Ratio= Current Assets/ Current Liabilities

158) Quick Ratio= (Current assets – Inventory)/Current Liabilities

159) Financial leverage Ratio is **long term obligation** of a firm.

160) Debt Ratio= Total Debt/ Total Asset

161) Debt-to-Equity Ratio= Total Debt/ Total Equity

162) Profitability ratio measures the success of the firm at generating profits.

163) Return on asset= Net Income/ Total assets

164) Journal is a book to record all transactions, which are not recorded in any specific book.

165) Ledger- The A/C book containing various head of accounts.

MARKETING OF SERVICES

166) Marketing is the process of planning & executing the conception, pricing, promotion & distribution of ideas, goods to create exchanges that satisfy individual & organization goals.

167) marketing management is the art and science of choosing target markets, getting, keeping & growing customers through creating, delivering and communicating superior customer value.

168) Product differs from service, marketer has to understand the differences so as to apply proper tools & techniques to be successful.

169) Products physical distinction includes Form, Features, Performance quality, conformance quality, Durability, Reliability, Reparability, style & Design.

170) Service is characterized by following distinction

- i) **Intangible**-Customers can not see, touch, smell or handle services before deciding whether to buy.
- ii) **Inseparable**-Services are usually delivered and consumed simultaneously.
- iii) **Variable**- Services vary depending on who provides them and when & where they are provided.
- iv) **Perishable**- Services are used upon delivery, not stored for future sale.

171) Services marketing Mix has **SEVEN Ps- Product, Pricing, Promotion, Place, People, Process, Physical evidence.**

172) Segmentation of customers- 4 variables

- i) Demographic variables- age, gender, income, education, occupation, family size, Religion/social class etc.
- ii) Geographic variables- Region, rural/urban, city/state/country size, market density, climate, terrain etc
- iii) Psychographic variables- Personality, Motives, Life style etc
- iv) Behavioristic variables- Volume usage, End use, Benefit experience, Brand loyalty, Price sensitivity etc.

173) Product life cycle has 5 stages- product development, introduction, growth, maturity, decline.

174) Method of analyzing market

- i) **SWOT (Strength, Weakness, Opportunities & Threats) Analysis**- Strength & Weakness are internal analysis while opportunities and threats are external element available in the market.
- ii) **PEST (Political, Environmental, Social & Technological) Analysis**
- iii) **Porters Five Force Model**- considering in deciding about new product.

175) Pull Marketing- Example- Advertisement

176) Push Marketing- Ex. Direct Sales force, contests, free trial/offer etc.

CORPORATE IMAGE BUILDING & PR

177) BSNL was ranked first in Visibility & Image score for Telecom Companies- Survey conducted by Business Today in Dec 2003.

178) BSNL won Golden Peacock Award for Corporate social Responsibility 2005.

179) BSNL selected as Super Brand 2007.

180) BSNL won CNBC award

- i) 2007- Best BB & Landline service provider

ii) 2008- Hall of fame-special award

iii) 2009- Best BB service provider

181) Award " Voice & Data Top fixed services, NLD & BB" 2008

182) Award " Voice & Data Top fixed services, & BB" 2009

183) tools used for building Corporate Image- Branding, Corporate Identity Manual, Advertising, Public Relation

184) Expectation from PR activities

i) Improved purchase by, and relationship with, customers

ii) Better community relationship

iii) Active support on issues from opinion leaders

iv) Reduced tension with watch dog agencies

v) Greater employee loyalty or productivity

vi) Make confidence in the value of company

185) Different ways to promote corporate image through PR

i) Through Employees by means of

a) must be told first

b) Tell the bad news along with the bad

c) Tell future plan. Job opportunities, competitor comparison, , profit, how company is working etc

d) Use proper media to tell employees, by means of meeting, handbook, notice board, bulletin etc

e) ensure timeliness

ii) Through organizing a variety of special programs

iii) Annual repor & stock holders are the TWO most vital PR tool

iv)By creating visibility of existing products/services through media, holding seminars, printed material

v) Communicating with stock holders as well as with financial analysis & potential investors.

ERP

186) (ERP) Enterprise Resource Planning used to integrate the data & process of an organization in single system.

187) it is proposed to start on 8th June 2009 with initially (Phase I) in 7 circles. Phase II by March 2011.

188) CDR is the N/W used in ERP. New N/W for non CDR circle.

189) ERP system has 14 modules.

- i) Finance & Management Accounting (FICO)
- ii) Material and Inventory Management including e-procurement (MM)
- iii) Plant/Equipment Maintenance (PM)
- iv) Human Resource Management & Administration (HRM)
- v) Sales & Distribution (S&D)
- vi) Project Systems (PS)
- vii) Real Estate & Telecom Infrastructure Management (REM)
- viii) Production Planning (PP)
- ix) Supply Chain Management (SCM)
- x) Business Information System (BIS)
- xi) Business Intelligence & Analytics (BIA)
- xii) Strategic Enterprise Management (SEM)
- xiii) Quality control (QC)
- xiv) Enterprise Portal (EP)

190) The primary site of ERP is at Hyderabad & DR site at Kolkatta.

191) ERP will be a centralized installation with single Data base.

192) Corporate Office will be having views of BSNL as a whole across circles.

193) Development center for ERP is at ALTTC, Gaziabad.

194) M/s HCL Infosystem- SI

195) M/s SAP- ERP solution Provider

196) M/s E&Y- BPR consultant (BPR- Business Process Re-Engineering has been taken up along with ERP implementation)

197) PO issued to M/s HCL on 23rd May 2009.

198) SPOC- Single Point Of Control

199) IT Cell/ IT project Circle will act as facilitator for ERP implementation

200) In ERP

L1- Unit power user (SSA)- will have minimum 2 user.

L2- Circle Power user- Will have minimum 2 user

L3- Central level power user

201) Project Sponsors

- BSNL : CMD & Corporate Office Directors
- HCL Infosystem CEO,
- VP M/s SAP
- VP M/s E&Y (BPR Management Consultant)

DRAFTING OF COMMITTEE REPORTS

201) Committee report should be

- i) Signed by all the members in all pages
- ii) all the pages to be numbered mentioning total no. of pages(ex.2 of 8)
- iii) At the beginning members details & memo details must be mentioned along with date, time, place of meeting etc.
- iv) Scope & task of the committee
- v) Observation of the members
- vi) Reference file/ letter no. & if possible extract of the reference.
- vii) Neat tabulation, chart, graphs may be used for neat expression.
- viii) In case of dissent by any member, the same should be clearly stated with reasons thereof.

202) Advantage of Committee

- i) Collective responsibility/ fearless approach.
- ii) Wide range of ideas, expertise, and interest together.
- iii) Proper consideration & decision possible.
- iv) professional expertise to examine various aspects of problems.

203) Disadvantage of Committee

- i) Delay
- ii) More expensive
- iii) Absence of a clear cut authority & responsibility for results
- iv) Powerful persons in the committee may impose their decision.

204) Tender Evaluation Report (CET)

- i) Any clarifications sought, discrepancies noticed, bids rejected by Tender opening committee to be seen.
- ii) All mandatory eligibility conditions to be fully examined.

- iii) While assessing the reasonability of rates, the basis of arriving should be mentioned.
- iv) In evaluation of financial bid, the committee needs to confirm in its recommendation the rates are reasonable & Competitive.
- v) While preparing report CVC guidelines should be ensured.
- vi) In case, negotiation are recommended as per CVC guidelines, the reasonable rate/ assessed by the committee along with reason for doing so also needs to be mentioned in the report.

205) Scrapping may be done due to

- i) Life expired, ii) Technology obsolete/ outdated, iii) life not completed but it is faulty and its repair is not viable.

206) Scrapping committee should examine

- i) The list of eqpt/item to be scrapped
- ii) The History sheet of the eqpt/item, having date of purchase, its PO no., Est no., Date of installation and the expenditure incurred so far.
- iii) Calculate the life of the eqpt., prescribed by BSNL CO is taken into account.
- iv) Technology of the eqpt under scrapping is obsolete or not.
- v) Requirement raised by the field units and diverted eqpt, if any, is also put to the committee.
- vi) The performance report of the eqpt under consideration is taken from the concerned user of the eqpt.
- vii) The comments of the vendor who was providing mtce support to the eqpt.
- viii) Based on the above facts and data the committee should decide about the scrapping.

207) Executive Promotion Policy- Upgradation criteria

- i) Review of qualifying service needed
- ii) Fitness- Based on the screening committee report on the basis of performance rating of ACRs, subject to disciplinary/vigilance clearance and no punishment is current.
- iii) Performance grading in ACRs- previous 5 years shall be taken into consideration.

S.No	Scale	Category	Grading criteria
1	JTO to SDE	OC	No Adverse, not more than four Average
		SC/ST	No Adverse
2	SDE to Sr. SDE	OC	No Adverse, not more than two Average
		SC/ST	No Adverse, not more than three Average
3	Sr. SDE to STS	OC	No Adverse, not more than two Average
		SC/ST	No Adverse, not more than three Average

4	STS to JAG	OC	No Adverse, not more than one Average
		SC/ST	No Adverse, not more than two Average
5	JAG to NFSGJAG	OC	No Adverse, not more than one Average
		SC/ST	No Adverse, not more than two Average

208) Compulsory training of TWO weeks to be completed within TWO YEARS for getting next increment.

209) On being found fit for IDA scale upgradation, fixation under FR 22 (I) (a) (1) shall be allowed.

210) Not linked with availability of post.

211) Any local officiating arrangement will not count for IDA scale for upgradation.

212) Review, as on 1st Oct every year to be done at circle level for all discipline.

213- FRAC- Fair Rent Assessment Committee. Committee comprising of

- i) Officer in DGM rank- Chairman
- ii) IFA- Member
- iii) EE(Civil)- Member

BSNL PROCUREMENT POLICY

214) The procurement in BSNL done at TWO levels

i) Corporate office- for high value critical items such as Sw eqpt, transmission eqpt, PIJF U/G cable, WLL eqpt & terminals, New technology eqpt etc.

ii) Telecom Circle H/Q- for Batteries, PP and other items not in the list of CO

ii) In addition CGM Telecom store, Kolkatta entrusted with the procurement of

a) Batteries & PP for NE-I, NE-II, NETF, Assam & A&N telecom circle

b) B) L&W material for the above 5 circles, Kolkatta Telecom Dist. & WB circle.

215) Procurement is done through

i) DG S&D approved rate

ii) Limited Tender (Within Rupees Two Lakh) & in some cases where the skill & experience required for the work/supply.

iii) Open Tender- If the cost of material being procured was exceeding Rupees Two Lakh)

iv) Single Tender (May be adopted in case of articles which are certified as of proprietary nature)

The issue of such limited tender should have the concurrence of Financial Advisor and personal approval by the head of the unit.

v) EOI

216) NIT- Notice Inviting Tender- Following infn are provided in NIT

- i) Date of issue of NIT
- ii) Tender No.
- iii) Date & Time of Receipt & Opening of Tender
- iv) Details & quantities of materials to b procured
- v) Specification of materials(of TEC/if not other details)
- vi) Amount of Bid Security/Earnest Money (Whether in shape of B/G or by DD is to be specified)
- vii) Dated and time of sale of Bid Documents.
- viii) Price of Bid Documents.

217) Proper advertisement of NIT in News Paper, atleast in One National Daily & India Trade Journal, Kolkatta and in BSNL Web site. Advertising in BSNL Web having link with NIC is necessary if procurement is >25 Lakh (For goods) and >10 lakh in case of hiring service.

218) Bid Document should contain

- (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.

219) If any clarification required by the Bidder, he should write or FAX.not later than 21 days prior to the date of opening of the Tender.

220) Documents Establishing Bidder's Eligibility & Qualification

- 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 offoreign collaboration.
- v) Latest and valid NSIC Certificate duly certified byNSIC.

(b) Report on the bid opening duly prepared by the bid opening official and signed by him 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.

232) 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/Operation Branch could also form part of the Committee for Evaluation of Tender.

233) The level of the Committee for Evaluation of Tender depends upon the value of the Tender. The levels for different value are given below:

Value of the Tender	Members	
	Technical	Commercial
UptoRs 10 Crores	DGM	AGM
	AGM	
>Rs 10 Cr & uptoRs 50 Cr	DGM	DGM
	DGM	
>Rs 50 Cr & uptoRs 100 Cr	CGM/PGM/GM	DGM
	DGM	
>Rs 100 Cr	CGM/PGM/GM	GM
	GM	

234) There should be no post tender negotiation with L-1

235) 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 retender 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.

3 crore and above	Divisional Engineer or equivalent	Asstt. Engineer or equivalent + 1 DA
Less than 3 crore	Asstt. Engineer or equivalent	Accounts officer + one dealing Asstt.

229) 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 preparation 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 form 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 the bidders to the bid opening venue.
- f) Ensuring provision of public address system to enable the bidders to hear information being 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 of opening of Bids and preparing its minutes.
- j) Preparing direction pointers, notice etc. for display at prominent location to guide bidders to Bid Opening venue.

230) Information to be read out in Bid Opening

The following information should be read out in the bid opening.

- a) Name of the Bidder
- b) Name of the item
- c) Quantities/prices quoted in the bid
- d) Discount, if offered
- e) Taxes and levies

231) The bid opening minutes should comprise of the following:

- (a) List of participants who attended the bid opening.

vi) Type Approval Certificate given by Telecom Engineering Centre (TEC).

vii) Inspection Certificate issued by BSNL (QA) for execution of Educational/Commercial Order.

221) **BID SECURITY** will be 2% of estimated tender value.

222) The bid security shall be in the form of a bank Guarantee/DD issued by a scheduled bank in favour of the purchaser, valid for a period of 180 days from the date of tender opening.

223) 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.

224) 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 clause 13.

225) The bid security may be forfeited:

(a) If the bidder withdraws his bid during the period of bid validity specified in the Bid form or

(b) In the case of successful bidder, if the bidder fails :

1. to sign the contract in accordance with clause 28 or

2. to furnish performance security in accordance with clause 27.

(c) In both the above cases, the bidder will not be eligible to participate in the tender for same item for one year from the date of issue of APO. The bidder will not approach the court against the decision of BSNL in this regard.

226) Bid shall remain valid for 150 days from the date of opening of bids as prescribed by the purchaser.

227) **MODIFICATION AND WITHDRAWAL OF BIDS**

i) 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.

ii) 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 of clause 15. 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.

228) **Formation of BID opening Team**

**Estimated value of
the tender**

**Level of the bid opening
officer**

**Other members of the
bid opening team**

236) 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 in BSNL are observed.

237) The issue of Purchase Order in any procurement is contingent to the following conditions being met:

1. The Committee for Evaluation of Tender recommendations, including any modifications, where felt necessary, being approved by the competent authority.
2. The purchase proposal being approved and concurred by the competent administrative authority and finance advice.
3. The successful bidder/bidders accepting the Letter of Intent/Advance Purchase order containing all the commercial clauses and prices unconditionally.
4. The successful bidders providing the required Bank Guarantee from the Nationalized/Scheduled Bank.
5. The issue of Purchase Order, in the approved format being approved by the Jt.DDG/DGM in charge of procurement.

238) Bid can be rejected if

- i) Covers are not sealed
- ii) Bid security is not submitted in required manner
- iii) Documents are not submitted in required manner
- iv) Late submission

239) Bid is to be opened on the same day. Bid opening report should be submitted on the same day. Chairman is responsible for it.

240) CET recommendation in duplicate should be received by MM Cell within 4 to 6 weeks.

241) 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.

242) If any difference in words & figures, the amount in words should be taken.

243) If the price quoted in unit & Total is different, Unit price should be taken.

244) The level of the committee for opening/evaluation depends on the value of tender.

245) Open tender is also known as Competitive Tender or Public Tender

STRESS MANAGEMENT

246) Stress leads to produce certain chemicals that cause VASCO CONSTRICTION which damage our body badly.

247) Stress are mainly THREE types

i) Emotional stress- also called mental stress and this result in disease of the target organ.

ii) Digestive stress- leads to poor eating habits (We should know what to eat, how & when)

iii) Environmental Stress- due to factors such as smoke, noise, air pollution.

248) The person falls on stress divided into 2 groups (Type A & Type B normally)

i) Type A- Hurried speech, always under tension, lack of patience, constant rapid movement in eating, chronic sense of time urgency, thinking & performing several things at a time, restlessness.

ii) Type B- Has no sense of time urgency, no need felt to discuss or display one's acivements & accomplishments, no exhibition of superiority, not devastated by criticism, gives benefit of doubts etc.

iii) One more Type C is also available. They have -ve approach.

249) How to manage stress

i) Diet Control

ii) +ve thinking

iii) Exercise & Yoga-asanas

iv) Breath control

v) Meditation