Appendix ‘A’
BLE’S Report
APPENDIX - 'A'

Bharat Electronics Limited

- Location & Contact Information
  - Address, Directions, & Map
    - Sector 19, Ghaziabad, Ghaziabad, Uttar Pradesh, India

The growth and diversification of BEL over the years mirrors the advances in the electronics technology, with which BEL has kept pace. Starting with the manufacture of a few communication equipment in 1956, BEL went on to produce Receiving Valves in 1961, Germanium Semiconductors in 1962 and Radio Transmitters for AIR in 1964.

In 1966, BEL set up a Radar manufacturing facility for the Army and inhouse R&D, which has been nurtured over the years. Manufacture of Transmitting Tubes, Silicon Devices and Integrated Circuits started in 1967. The PCB manufacturing facility was established in 1968.

In 1970, manufacture of Black & White TV Picture Tube, X-ray Tube and Microwave Tubes started. The following year, facilities for manufacture of Integrated Circuits and Hybrid Micro Circuits were set up. 1972 saw BEL manufacturing TV Transmitters for Doordarshan. The following year, manufacture of Frigate Radars for the Navy began.

Under the government's policy of decentralization and due to strategic reasons, BEL ventured to set up new Units at various places. The second Unit of BEL was set up at Ghaziabad in 1974 to manufacture Radars and Tropo communication equipment for the Indian Air Force. The third Unit was established at Pune in 1979 to manufacture Image Converter and Image Intensifier Tubes. In 1980, BEL's first overseas office was set up at New York for procurement of components and materials.
In 1981, a manufacturing facility for Magnesium Manganese Dioxide batteries was set up at the Pune Unit. The Space Electronic Division was set up at Bangalore to support the satellite programme in 1982. The same year saw BEL achieve a turnover of Rs.100 crores.

In 1983, an ailing Andhra Scientific Company (ASCO) was taken over by BEL as the fourth manufacturing Unit at Machilipatnam. In 1985, the fifth Unit was set up in Chennai for supply of Tank Electronics, with proximity to HVF, Avadi. The sixth Unit was set up at Panchkula the same year to manufacture Military Communication equipment. 1985 also saw BEL manufacturing on a large scale Low Power TV Transmitters and TVROs for the expansion of Doordarshan’s coverage.

1986 witnessed the setting up of the seventh Unit at Koldewara to manufacture Switching Equipment, the eighth Unit to manufacture TV Glass Shell at Taloja (Navi Mumbai) and the ninth Unit at Hyderabad to manufacture Electronic Warfare Equipment.

In 1987, a separate Naval Equipment Division was set up at Bangalore to give greater focus to Naval projects. The first Central Research Laboratory was established at Bangalore in 1988 to focus on futuristic R&D.

1989 saw the manufacture of Telecom Switching and Transmission Systems as also the setting up of the Mass Manufacturing Facility in Bangalore and the manufacture of the first batch of 75,000 Electronic Voting Machines.

The agreement for setting up BEL’s first Joint Venture Company, BE DELFT, with M/s Delft of Holland was signed in 1990. Recently this became a subsidiary of BEL with the exit of the foreign partner and has been renamed BEL Optronics Devices Limited.

The second Central Research Laboratory was established at Ghaziabad in 1992. The first disinvestment (20%) and listing of the Company’s shares in Bangalore and Mumbai Stock Exchanges took place the same year.

In 1997, GE BEL, the second Joint Venture Company with M/s GE, USA, was formed as also the third JVC with M/s Multitone, UK, BEL Multitone. The same year, USA imposed supply restrictions on BEL.

In 1998, BEL set up its second overseas office at Singapore to source components from South East Asia. The same year, US and European sanctions were imposed on BEL. The Company was able to overcome the effects of the sanctions and insulate Indian defence forces from the fall-out of denial regimes by finding technical solutions to circumvent the denials and by keeping up the promised deliveries to customers.

The year 2000 saw the Bangalore Unit, which had grown very large, being reorganized into six Strategic Business Units (SBUs). The R&D groups in Bangalore were also restructured into Specific Core Groups and Product Development Groups. The same year, BEL shares were listed in the National Stock Exchange.

In 2002, BEL became the first defence PSU to get operational Mini Ratna Category I status. In 2003, the Company's turnover crossed the Rs.2,500 mark.

In 2005, BEL achieved a turnover of Rs.3223.6 crores.

BEL achieved a turnover of Rs.3,561 crores (provisional) in 2005-06.

In June 2007, BEL was conferred the prestigious Navratna status based on its consistent performance. BEL looks forward to leverage the increased functional autonomy for further business growth and diversification.
The Past Decade

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<td><strong>Capitalization</strong></td>
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ANNUAL REPORT 2011-2012

Directors' Report

To the Members.

Your Directors are pleased to present the 58th Annual Report of the Company, together with the Audited Accounts for the financial year ended 31 March 2012.

Performance Highlights

A summary of the Company's financial results is given below:

<table>
<thead>
<tr>
<th>Description</th>
<th>2011-12 (Lakhs)</th>
<th>2010-11 (Lakhs)</th>
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<tr>
<td>Sales and Revenue</td>
<td>379.358.35</td>
<td>332.860.34</td>
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<td>Profit before Depreciation, Interest and Tax</td>
<td>124,324.71</td>
<td>118,972.13</td>
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<td>Earnings Before Interest, Tax and Depreciation</td>
<td>110,611.04</td>
<td>105,579.91</td>
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<td>Profit After Tax</td>
<td>62,989.78</td>
<td>56,184.82</td>
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<td>Additions to and Dividend Reversal</td>
<td>2,917.51</td>
<td>1,923.46</td>
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<td>Earnings Before Tax</td>
<td>55,419.19</td>
<td>58,108.28</td>
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<tr>
<td>Profit Before Income Tax</td>
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<td>Net Profit</td>
<td>51,480.96</td>
<td>53,920.52</td>
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<tr>
<td>Earnings after Tax</td>
<td>51,480.96</td>
<td>53,920.52</td>
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Company's sales turnover for the year 2011-12 increased to ₹379.36 Lakhs from ₹332.86 Lakhs in 2010-11, registering a growth of 13.7%. The growth in sales turnover is mainly due to the market share of the Company's products. During the year, there was a good order intake in the order book. Clearance of new products, and receipt of orders from overseas customers, etc. Profits after tax for the year was ₹62,989.78 Lakhs as against ₹56,184.82 Lakhs in the previous year. Net profit for the year was ₹51,480.96 Lakhs as against ₹53,920.52 Lakhs in the previous year.

Dividend

The Company has recommended dividend of 25% (₹2.25 per share) for the year 2011-12. For the year 2010-11, the Company paid 20% dividend of ₹2 per share in February 2011. Subject to approval by the Shareholders at the Annual General Meeting, it is proposed to pay 25% (₹2.25 per share) as final dividend, which would mean a total dividend of 45% of ₹3.50 per share for the year 2011-12.

Other Highlights

- Turnover was indigenous developed products in 3 processes.
- Products for the defence contributed 72% of turnover against 80% in previous year.
- Our Mark of Weapon Locating Radar (WLR) was successfully completed.
- On Board Acoustic Sensor Tk2 successfully tested for Coastal Management System.
- 6 new Tablet PCs were developed and supplied in real time to the Ministry of Rural Development. This helps in completing Social Economic and Caste Census data in Bihar Poverty Line Line List.
- The Prime Minister of India inaugurated the Coastal Surveillance Radar System in Purnia District, April 2012.
• Major progress in Social Economic Caste Census and National Population Register.
• Customer Coordination Cell was inaugurated at Bangalore. This cell will serve as a single point window for complaints registration on wide range of BEL products and maintain status of complaints register.
• E-procurement was implemented during the year.

Major Orders Executed


These have been supplied to a wide range of customers like the Army, Navy, Air Force, Coast Guard, Defence PSUs, Paramilitary, Ministry of Home Affairs, Ministry of Rail Development, etc.

Among the many products executed during the year, the following needs special attention:

Alkah Weapon System - A medium-range, surface-to-air missile system, which provides an effective defense against a variety of static and mobile threats. It employs command guidance, real-time mission data processing and threat evaluation and makes it possible for it to seek the mobile target.

Central Acquisition Radar (Rohini)-A high-resolution radar in the X Band. It is an integrated HF Identification of Friend or Foe (IFF) with anti-radiation jamming and has been developed jointly with LAGE.

Digital Radio Tracking System - a TERA (Terminal Trunked Radio) type of trunked Radio, operating in the UHF band, supporting narrow band data communication. Both channel can be trunked into 4 voice/4 data mode, for radio traffic. It can be suspended.

Social Economic Caste Census - A consortium of Central Public Sector Undertakings led by BEL and including Electronics Corporation of India Limited and ITI Limited. It has been awarded the work of conducting the Social Economic Caste Census by the Ministry of Rural Development.

National Population Register - As part of the National Population Register Project of the Registrar General of India, Ministry of Home Affairs, Government of India, biometric data of the demographic details of each individual across all states of Union Territories, 4 coastal Urban Territories, Megapolis and Neapolitan being undertaken. The population covered will be around 37.62 Cr. BEL has completed 66% submission of 21 access records and 50 basic biometric requirements per record.

Exports

Your Company’s export turnover during the year 2011-12 was US$ 38.45 million against the previous year export of US$ 41.53 million.

The range of products exported include Coastal Surveillance Radio System, Radar Finger Printing System, HF communication sets, Radar Warning Receivers, Fire Alarm Systems, Electronic Voting Machines, 3-Drill Mills, electro-mechanical parts (like Switch, Connectors) and electronic assemblies.

During the year, the Company participated in 5 international exhibitions to show case its products and systems capabilities. Countries in Africa, Latin America, Southeast Asia, SAARC, Middle East & CIS countries are the markets for export of BEL products and revenue. BEL has also been actively engaging with the Ministry of Defence to supply Coastal Surveillance Radio System to Indian friendly countries under the Govt. of India one year plan.

Apart from the export of products and services, BEL is focusing on the opportunities in the areas of offering/obligations of revenue in the various NITs of Ministry of Defence. BEL has also identified contract manufacturing, design, design and build to export at one of its new parks in order to explore the emerging opportunities in DEFEX BEL.
is close to working with various major foreign Aerospace and
Defence companies to secure business under the mandatory
Offset clause in the RFPs for Indian Defence Procurement.
Further efforts are being made to establish long-term supply
chain relationships with global players. BEL has successfully
completed supply of first of sample for flight panel for
Aircraft UCAV. This is expected to result in a business of about
INR 300 cr every year.

The Company received the following Export Awards during
the year:
(i) Award for Outstanding Achievements in Export of
Electronic Products from BICAM-EYF for the year
2010-11; and
(ii) Award for Excellence in Export (Gold) from Karnataka
State for the year 2009-10 and 2010-11.

Order Book Position

Order book of the Company as on 31st March 2012 is Rs. 2,28,74,000
lakhs. The order book mainly comprises of major programs
such as Amor Weapon Systems for Air Force & Army, Battle Field
Surveillance System, Communication Decision Support System,
Tactical Command & Control, Passive Night Vision Devices,
etc., for which the delivery dates are spread over a period of
2 to 6 years. Taking this in view, the orders available for dispatch
period of 2012-13 is around Rs. 56,800 lakhs.

Your Company has an export order book of US $ 435 million
as on April 1, 2012. This includes an order for order book
of US $ 399 million.

Finance

During the financial year 2011-12, your Company has met its
fixed requirements of working capital and financial requirements on Capital
equipments from
Proceeds (Equity) to both satisfy the debt service
requirements of banks and efficient cash management.

Company has received the highest rating by ICRA
of AA+ for short and long-term borrowings under Rs.
During the year, your Company initiated three new loans in
the consortium of banks, which will help in securing the best
rates for the various services availed from the consortium
banks. Based on the user requirements, changes continue
to be carried out in the existing ERP system which should help
in better information flow to all concerned.

Research & Development

Research and Development is one of the core strengths of the
Company. Significant thrust was given during the year for planning
and reviewing of development of technology, machinery and
products. Apart from in-house efforts, BEL R&D engineers have also
co-operated with DRDO, other national research and development agencies and
academic institutions. R&D activities were carried out during the year 2011-12 in all the business segments, namely, Radar,
Military Communication, Naval Systems, Weapon Systems,
Electronic Warfare, Avionics, C4I Systems, Electrooptics,
Tact Electronic Gun Mounts, Civilian Equipment & Systems
and Components.

Development & Engineering Division attached to all the
Strategic Business Units of BEL and other Units,
ANNUAL REPORT 2011-2012

...concentrate on the development of products and systems in the areas of Defence, Armament, Central DRDO, and any other research laboratories of the Company supported by DAE. Divisions of all the units by way of developing prototype modules and software required for the development of products and systems.

The volume of turnover of the Company for the year 2011-12 indicated that 94% of the turnover is from R&D developed products. 2% of the turnover is from products developed in association with DRDO and other National Labs and remaining 4% is from products for which technologies were acquired through foreign T&O.

New Product Development

During 2011-12, different R&D Divisions of DRDO have completed the development of a variety of new products/systems/technology modules. Some of the new products/systems introduced during the year include the following.

Coastal Surveillance System - It is a major system of undersea surveillance in the Indian Ocean. It is a chain of static structures (Rohini, Sattelite-1 and Minato) located along the Indian coasts for monitoring the movement of ships, vessels and small boats. The images captured through Radar and Electro-optic sensors are transmitted to the Central Control through a hierarchical reporting system.

Tablet PC - DRDO developed a Tablet PC for the Ministry of Rural Development for use in the surveys for the Socio-Economic Cost Survey. The Tablet PC was designed and developed in a record time of four months. It is a hand-held, low-cost computing device. It has a 7.0" touch screen. With connectivity through Bluetooth, GPS, Mini-SD Card Slot, Headphone Jack, and 2 GB Memory card. The next model with enhanced features is under development.

Integrated Anti-Submarine Warfare Complex - It is a ship-launched Fire Control System for control of launch of missiles and torpedoes to engage surface and sub-surface targets. The system interfaces with other systems and other ship borne systems via COTS under ship data network. The fire control system for launch and fire control of missiles and torpedoes.

External system interfaces and one Fire Distribution Units for rocket launching and torpedo launching. This is done in collaboration with Naval Science and Technological Laboratory, Vikram Sarabhai.

Advanced Torpedo Defence System - It is a ship-based system capable of passive detection of surface and submarine targets and torpedoes and active deception of torpedoes through decoys. The system consists of a sub-system with several underwater array and on-board electronics for target detection and a fire control sub-system with decoy launchers for expendable decoys. This is done in collaboration with Naval Physical and Oceanographic Laboratory, Kochi and Naval Science and Technological Laboratory, Vikram Sarabhai.

Digital Radio Tracking System - It is a TETRA based 4 channel radio operating in the 800 MHz band for multi-channel voice data and message communication.

Upgraded Indigenous Forward Observer Simulator - It was used for training Forward Observers for the Forces in various ranges. The new configuration is being used with projection displays for presentation of various images. This is interfaced with models of Integrated Observation System and Laser Designator and Range Finder.

Electro Optic Fire Control System - It is used for surveillance, tracking and engagement of moving targets. The system is interfaced with the existing gun of NCOV for engagement of targets.

Integrate Radar and Navigation System - It is a frequency hopping radio modem, operating in L and X band. The system is used for providing reliable data communication. The system is undergoing field trials for evaluation of its performance.

Remotely Operated Vehicle - This is used for detection of Improved Explosive Device andsubsection by remote control. This remotely operated vehicle operates in the L and X band with an HD colour camera on-board.

...
Thermal Imaging Camera for HC Rashtriya - This provides thermal image of organs, which supplements the x-ray picture of the human body. It is co-ordinated with the camera for simultaneous viewing of thermal image along with the x-ray image. The Thermal Imager is a compact, 3rd Gen Camera operating in 3-5um band and has been completely developed in-house at BR.

Separate from Central Research Laboratories and other R&D divisions of BEL, these, Technical Papers in national and international journals during the year.

Quality
Your Company adopted Total Quality Management (TQM) philosophy in the year 1990 under the scheme ‘TORQUE’ which stands for ‘Total Organizational Quality Enhancement’. TORQUE is based on the principle that the quality of products and services is not only the responsibility of the production shop floor personnel, but other support services also play a role in meeting and exceeding customer’s expectations through delivery of quality products and services. Some of the critical operational performance parameters such as time to plan (TTP), time to delivery (TTO), product quality, manufacturing yield, customer complaints, quality cost, etc., are monitored on monthly basis through SAP and corrective actions are ensured for continual improvement.

From verticals, all Units/BUSU divisions of the Company have been certified for ISO 9001 Quality Management System and ISO 14001 Environment Management System. Six Sigma, Lean Six Sigma (LSS) Professional, Green Belt, and Black Belt training programs are also certified for AS 9100 Aircraft Standards. Company’s Park Unit manufacturing X-ray tubes are also certified to ISO-13485 standard for medical devices.

Through the Central Research & Development Agency of the Company is certified to ISO 9001.

The Company adopted the CI-EXIM Bank Business Excellence Model to improve its overall strategic and operational excellence. Adoption of the Model since 2001 has helped the Company in understanding the expectations of various stakeholders and enhancing their satisfaction level. Most of the Unit/BU of the Company have achieved ‘Commendation for Overall Operative Excellence’ under the CI-EXIM Bank Business Excellence Model and are under levels, namely, ‘Commendation for Significant Achievement’. The Company has also been a part of the list of trained Business Excellence Associates to drive excellence in the organisation.

During the year 2011-12, the BEL Unit in consultation with the CI-EXIM Bank Award for Business Excellence, which has been given to the Unit, achieved Level-II recognition in ‘Commendation Certificate for Significant Achievements’. Rampurhat Unit, named Kathwada, Chinchwad, Chennai, and Bangalore received ‘Commendation Certificate for Strong Commitment’ as per level of the award scheme.

Six Sigma methodology was adopted by the Company with a clear focus on achieving breakthrough improvements in processes. Six Sigma Quality Institute has been imparting training on Six Sigma since July 1999 and has trained 143 officers so far. At present, there are 32 Certified Six Sigma Black Belts in the Company.

SSS Six Sigma projects were started during the year, resulting in cost reduction, process improvement and customer satisfaction. All the seven Six Sigma projects, which were presented in the National Convention organized by QCI-Hyderabad, bagged ‘Pra-Excellence Award’, the highest ever achieved by the Company in Six Sigma.

BEL Executive won two projects under Manufacturing Category and one in Lean Six Sigma Category, in the Six Sigma case study competition organized by Indian Statistical Institute, Kolkata.

All the key and special manufacturing processes in the Company are being brought under SPC, which is an online process monitoring, control and improvement technique. During the year, 35 processes were identified and brought under SPC. Process capability studies and control charts of critical processes have been implemented.

Reliability & Maintainability are essential features of a well-designed product. Implantation of the principles of R&M at design stage is the main focus of the product during its entire lifecycle. Keeping this in mind, the Company has embarked on getting its design engineers certified as Reliability, Safety, & Quality Certified Engineers.
have trained its Reliability Professionals by the Centre for Reliability.

Customer satisfaction survey was conducted during the year for the products from different Units/SEBs. In the survey, overall customer satisfaction was found to be 91.33%. As part of the customer orientation initiative during the year, the Company organised a Technology Seminar for the final customers.

Information Systems

SAP Implementation - BEL has undertaken SAP Business Suite implementation across all the Units and Offices. Implementation of SAP R3 including Payroll, Product Lifecycle Management module at all Unit and Office of BEL was completed in a record manner by July 2007. Most of the SAP modules have now been implemented and stabilised. Further improvements in the system have been made based on user feedback by incorporating checks and validations in the process mapped in SAP. BEL has won SAP ACE Award for Public Services 2012 for BEST RUN PUBLIC SECTOR UNDERTAKING category.

During the year 2011-12, BEL has rolled out the following modules:
- Supplier Relationship Management 7.0 with Procurement for Public Sector
- Customer Relationship Management
- Strategic Enterprise Management
- Decision Objects Reporting Tool
- Knowledge Management System (Collaborative Platform)

In order to tap the potential of the advancements in the hardware and software technology environment, BEL has planned to upgrade its hardware platform and SAP ECC version from 5.0 to 6.0. The hardware upgrade and SAP version change work shall be carried out in 2012-13 and 2013-14.

Network Security - Measures such as Firewall and Intrusion Prevention Systems have been implemented to secure Data Centers and Critical Information Sites which are in BEL's interest. Similarly, security measures such as Web Application Firewall, Remote Access Firewall, Intrusion Prevention System and SEL Secured Side-Layer: security filtering technologies are implemented for securing internet hosted applications like SAP (Supplier Relationship Module) and CRM (Customer Relationship Module), which are accessed by vendors and customers. Setting up of SEB/CAM Disaster Recovery Site and implementing a regular update program.

Database Security - Database servers are on Unix OS, which is less susceptible to virus attacks. Database access is allowed only through SAP application roles and authorizations. Access to SAP network access is data. In SAP, everything that is not explicitly allowed is forbidden. Except designated database administrators, direct access to OS and Databases to all others is restricted at network security level.

Human Resources

Your Company’s employee strength as on 31 March 2012 is 10,791 persons against 11,680 as on 31 March 2011. Women employees were 2,150 as on 31 March 2012 and 2,054 as on 31 March 2011. A total of 222 executives consisting of engineers, scientists and other professionals were included during the year. During the year 2011-12, 9.57% of the candidates recruited belonged to the minority community.

Your Company has been implementing the Government's Directive on Reservations. The particulars of SC/ST and other categories of employees as on 31 March 2012 are as under:

<table>
<thead>
<tr>
<th>Category of Employees</th>
<th>Department</th>
<th>Non-Department</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Group A</td>
<td>Group B</td>
</tr>
<tr>
<td>Scheduled Gross</td>
<td>292</td>
<td>58</td>
</tr>
<tr>
<td>Executive Staff</td>
<td>194</td>
<td>15</td>
</tr>
<tr>
<td>Clerical Staff</td>
<td>394</td>
<td>54</td>
</tr>
<tr>
<td>Non-Executive Staff</td>
<td>211</td>
<td>69</td>
</tr>
<tr>
<td>Professional Staff</td>
<td>146</td>
<td>7</td>
</tr>
</tbody>
</table>

In order to address the learning and organisational development needs, various management development programmes as well as technology programmes were organised during 2011-12 through premier training institutions for all grades of executives. The Company-wide per capita training man-days for the year 2011-12 was 7.52 as against 6.37 in 2010-11. The HEU score for IHED for the year was “Excellent” at 2.8. The company score is arrived at based on per capita training man-days, percentage of people trained and feedback index. The e-PMS module in SAP has been
implemented from the year 2011-12 onwards. The PPG process will be done online in respect of executives upon the grant of EVA. A detailed write-up on Company’s HR philosophy and specific HR initiatives during the year is provided separately in the Management Discussion and Analysis Report attached.

BPL has been conferred with “Organisation with Innovative Practices, 2012” Award by Institute of Public Enterprise, Hyderabad. The IPE HR Leadership Awards are given to companies which have an outstanding performance record and new innovation in HR Practices with exemplary learning and development initiatives in place.

Employee Relations & Welfare

Employee relations in all Units continued to be smooth and harmonious throughout the year. Regular interactions took place among the management, executives and the workforce through the open forums, viz., the joint Standing Committee consisting of negotiating Trade Unions and Apex Joint Council consisting of Officers Association and TC Canteen. Associations and also separately with respective Trade Unions and Officers Association.

Various welfare programmes were organized for the benefit of employees and their families, which included programmes addressing specific needs of sections of employees such as SC/ST employees, differently abled employees and women employees. Differently abled employees are provided free transport facility for commuting to the factory and back to residence. Food is provided once a week during anniversaries or of ATMs etc. BPL’s Bangalore complex was awarded the National Award for Employment of Persons with Disabilities (100% “Best Employee” category).

Programmes conducted in the Units include health and safety awareness programmes, accident awareness, etc. Various cultural programmes were organized by the Free Time Clubs in the Units for the members of employees and their families. Various sports activities and sports programmes were organized for the employees’ benefit.

Your Company’s comprehensive medical scheme covers all employees, their spouses, dependent family members as well as retired employees and their spouses. BPL hospital at Bangalore offers outstation medical treatment to the residences of neighboring villages and employees of BPL associates continues to seek in addition to its own employees, their dependents and retired employees and their spouses.

Educational institutions run by the Company for education of children of employees and also at neighboring villages, performed well during the year.

Awards & Recognition

Important awards and recognitions received during the year by the Company include:

- Standing Conference of Public Enterprises (SCOPE) Award for R&D, Technology Development and Innovation for the year 2010-11, from the Honble President of India.
- Balkheda People’s Award for 2009-10 in the categories of Best Performance in Export, Best Performing Division, Impact Substitution and Design Efforts & Innovation.
- Bharatiya Pratibha Pratijna with Disabilities National Award for 2011.
- PSE Excellence Award 2019 for R&D Technology Development & Innovation by the Department of Public Enterprises, Government of India, and Indian Chamber of Commerce in the NRMA category.
- CBH Pride in the Excellence in category of the DNA-Dainik Bhaskar, India Pride Awards (2011) for Excellence in PSUs.
- Mr. V. Seshagiri, Director (HR&MD), received the Association of Cold Storage (ACS) Award for the Best Contribution in Industrial Refrigeration (EM) from Indian PSUs.
- Two of our employees have received the prestigious Prime Minister’s Striram Rana and Shakti Samman Awards in 2008 and 2009, respectively.

Environmental Protection

Your Company has been maintaining a clean and green environment in all its manufacturing units which are at the forefront in Eco-friendly practices. The Company has implemented various environmental management systems and procedures to ensure that all aspects of its business and operations are conducted in an environmentally sustainable manner, taking into account the needs of future generations. The Company has also adopted best practices in waste management, recycling, energy conservation, water conservation, and sustainable development, and is committed to reducing its overall environmental footprint.

The Company has implemented various measures to promote sustainable development, including the following:

- Waste management: The Company has implemented a comprehensive waste management system to ensure that all waste generated is properly categorized and disposed of in an environmentally friendly manner.
- Energy conservation: The Company has implemented various energy-saving measures, including the use of energy-efficient equipment, renewable energy sources, and regular maintenance of energy-consuming equipment.
- Water conservation: The Company has implemented various water-saving measures, including the use of low-flow fixtures, rainwater harvesting, and the reutilization of process water.
- Environmental education: The Company has implemented various programs to educate employees and the community on environmental sustainability, including regular training sessions and awareness campaigns.

The Company is committed to continuing its efforts to promote sustainable development and will continue to implement best practices in environmental management to ensure that its operations remain environmentally sustainable.
ANNUAL REPORT 2011-2012

The total landfill through e-auction Municipal solid waste is shown below:

BELL has received the Certificate of Merit for Excellence in Energy Conservation from the Union Ministry of Power for the year 2011-12 and the Certificate of Merit for Energy Conservation from the Government of Karnataka for 2009-10.

The Sustainability Report separately attached to the Directors' Report contains further details on Sustainability Management.

Subsidiary/Joint Ventures

Your Company's subsidiary at Perth, BELL Opticore Devices Pty Ltd (BOLCP), recorded a turnover of ₹ 1,202.92 lacs at gross for the financial year 2012-13, an increase of ₹ 2,45,28 lacs on the previous year. BOLCP achieved Profit Before Tax of ₹ 106.67 lacs or ₹ 4.41 lacs at Gross for the year 2012-13. The profit after Tax was ₹ 9,034 lacs as against ₹ 5,753 lacs in the previous year. The JVCL declared 100% dividend for the year 2011-12 and accordingly BELL received ₹ 240 lacs as dividend from this JVCL on BELL's share of investment.

The other JVCL, viz., BELL Multimedia Private Ltd, jointly promoted by BELL and Multimedia plc., UK was set up in early 2011 to supply, install and service Private Paging Systems and Pagers. The JVCL is presently in start-up stage and it had no business transactions during the year. It has been decided to close down the Company as there are no business prospects for paging systems in the country.

Consolidated Accounts

Consolidated Financial Statements of your Company and its Subsidiary and Joint Venture Companies are attached to this Report.

Vigilance

Performance of the Vigilance Department during the year has been satisfactory. 99.69% of the sanctions of the Company have been filed in Annual Property Revisions. 1188 Purchase Orders/Contracts and 263 high value Central Contracts have been reviewed/narrated during the year and found to be in order. As per the CVC/IGT guidelines, Three-Year Inspection of Works Contracts and 2 years for interpretation of Purchase Orders have been completed. During the year, 8 Works Contracts and 10 high value POs have been inspected by DRI/BSV inspection teams. Regular vigilance actions were conducted. During the year, there were only 2 Vigilance cases, both carried over from the previous year. At the end of the year, there are no cases pending under investigation.

150 executives have been trained in the Principles of Natural Justice & Discipline Ethics Training. Work has been carried out by Mr. & Shri. 702 executives are on waiting list. These executives have taken part in Vigilance Awareness Training during the year. 45 executives of 34 Non-executives have completed the course for 3 years and above have been recommended for promotion without waiting.

In terms of CVC's guidelines for better technology to ensure transparency through effective and efficient control, the following information is being used without prejudice.
Bharat Electronics Limited (BEL) was established at Bangalore, India, by the Government of India under the Ministry of Defence in 1954 to meet the specialised electronic needs of the Indian defence services. Over the years, it has grown into a multi-product, multi-technology, multi-unit company servicing the needs of customers in diverse fields in India and abroad.

BEL is among an elite group of public sector undertakings which have been conferred the Navratna status by the Government of India.

The growth and diversification of BEL over the years mirrors the advances in the electronics technology, with which BEL has kept pace. Starting with the manufacture of a few communication equipment in 1958, BEL went on to produce Receiving Valves in 1961, Germanium Semiconductors in 1962 and Radio Transmitters for AIR in 1964.

In 1966, BEL set up a Radar manufacturing facility for the Army and in-house R&D, which has been nurtured over the years. Manufacture of Transmitting Tubes, Silicon Devices and Integrated Circuits started in 1967. The PCB manufacturing facility was established in 1968.

In 1970, manufacture of Black & White TV Picture Tube, X-ray Tube and Microwave Tubes started. The following year, facilities for manufacture of Integrated Circuits and Hybrid Micro Circuits were set up. 1972 saw BEL manufacturing TV Transmitters for Doordarshan. The following year, manufacture of Frigate Radars for the Navy began.

Under the government's policy of decentralization and due to strategic reasons, BEL ventured to set up new Units at various places. The second Unit of BEL was set up at Ghaziabad in 1974 to manufacture Radars and Tropo communication equipment for the Indian Air Force. The third Unit was established at Pune in 1979 to manufacture Image Convertor and Image Intensifier Tubes.

In 1980, BEL's first overseas office was set up at New York for procurement of components and materials.

In 1981, a manufacturing facility for Magnesium Manganese Dioxide batteries was set up at the Pune Unit. The Space Electronic Mission was set up at Bangalore to support the satellite programme in 1982. The same year saw BEL achieve a turnover of Rs.100 crores.

In 1983, an ailing Andhra Scientific Company (ASCO) was taken over by BEL as the fourth manufacturing Unit at Machilipatnam. In 1988, the fifth Unit was set up in Chennai for supply of Tank Electronics, with proximity to HVF, Avadi. The sixth Unit was set up at Panchkula the
same year to manufacture Military Communication equipment. 1985 also saw BEL manufacturing on a large scale Low Power TV Transmitters and TVROs for the expansion of Doordarshan's coverage.

1986 witnessed the setting up of the seventh Unit at Koltuwa to manufacture Switching Equipment, the eighth Unit to manufacture TV Glass Shell at Talegaon (Navi Mumbai) and the ninth Unit at Hyderabad to manufacture Electronic Warfare Equipment.

In 1987, a separate Naval Equipment Division was set up at Bangalore to give greater focus to Naval projects. The first Central Research Laboratory was established at Bangalore in 1988 to focus on futuristic R&D.

1989 saw the manufacture of Telecom Switching and Transmission Systems as also the setting up of the Mass Manufacturing Facility in Bangalore and the manufacture of the first batch of 75,000 Electronic Voting Machines.

The agreement for setting up BEL's first Joint Venture Company, BE DELFT, with M/s Delft of Holland was signed in 1990. Recently this became a subsidiary of BEL with the exit of the foreign partner and has been renamed BEL Optronics Devices Limited.

The second Central Research Laboratory was established at Ghaziabad in 1992. The first disinvestment (20%) and listing of the Company's shares in Bangalore and Mumbai Stock Exchanges took place the same year.


In 1997, GE BEL, the Joint Venture Company with M/s GE, USA, was formed. In 1998, BEL set up its second overseas office at Singapore to source components from South East Asia.

The year 2000 saw the Bangalore Unit, which had grown very large, being reorganized into Strategic Business Units (SBUs). There are seven SBUs in Bangalore Unit. The same year, BEL shares were listed in the National Stock Exchange.

In 2002, BEL became the first defence PSU to get operational Mini Ratna Category I status. In June 2007, BEL was conferred the prestigious Navratna status based on its consistent performance.

During 2011-12, BEL recorded a turnover of Rs.5,703.63 crores.
Exports & Offsets

Exports play a key role in BEL’s strategic perspective. The ranges of products and services exported have been increasing over the years. A number of international companies are using the facilities at BEL for contract manufacturing.

The broad list of products and services being exported is given below:

<table>
<thead>
<tr>
<th>Products and Services</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defence Communication equipment and spare parts</td>
<td>Botswana, Indonesia, Suriname, Malaysia</td>
</tr>
<tr>
<td>Radar &amp; Sub-systems</td>
<td>Indonesia, Egypt, Switzerland</td>
</tr>
<tr>
<td>Electronic Warfare products and services</td>
<td>Russia, Brazil</td>
</tr>
<tr>
<td>Opto-electronics products</td>
<td>Sri Lanka, Nepal, Israel, South Africa</td>
</tr>
<tr>
<td>Semiconductor devices, Microwave Tubes and Transmitting Tubes</td>
<td>Malaysia, Singapore, Turkey, Netherlands, UK, USA, France, Hong Kong</td>
</tr>
<tr>
<td>Solar Products &amp; Systems</td>
<td>Suriname, Germany, Zimbabwe, Botswana, Kenya, Nigeria</td>
</tr>
<tr>
<td>Vacuum Interrupters</td>
<td>Malaysia, UAE, Uganda, Turkey, UK, Azerbaijan</td>
</tr>
<tr>
<td>Contract Manufacturing &amp; Outsourcing Services</td>
<td>USA, Canada, Belgium, Italy, Germany, France, UAE</td>
</tr>
<tr>
<td>Electronic Voting Systems</td>
<td>Sri Lanka, Uganda, Malawi, South Africa</td>
</tr>
<tr>
<td>Radio &amp; TV Broadcasting products and Systems</td>
<td>Nepal, Mauritius</td>
</tr>
<tr>
<td>Telecom and SATCOM systems</td>
<td>Nigeria, Kenya</td>
</tr>
</tbody>
</table>
Indian Market

Bharat Electronics Limited is a major supplier of products and turnkey systems to the Indian Defence Forces. Over the years, BEL has diversified into manufacturing many civilian products as well. Large turnkey telecommunication solutions are also being offered to the civilian market. A brief list of the customers in the defence and civilian market segments and the products and services offered to them is given below:

<table>
<thead>
<tr>
<th>Products and Services</th>
<th>Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td>Army, Navy, Air Force &amp; Paramilitary Forces</td>
</tr>
<tr>
<td>Radars</td>
<td></td>
</tr>
<tr>
<td>Naval Systems</td>
<td></td>
</tr>
<tr>
<td>Electro Optics</td>
<td></td>
</tr>
<tr>
<td>Electronic Warfare</td>
<td></td>
</tr>
<tr>
<td>Avionics</td>
<td></td>
</tr>
<tr>
<td>Tank Electronics</td>
<td></td>
</tr>
<tr>
<td>Weapon Systems</td>
<td></td>
</tr>
<tr>
<td>Command &amp; Control Systems</td>
<td></td>
</tr>
<tr>
<td>Telecommunication, Terminals &amp; Networks</td>
<td>Dept of Telecommunication, Paramilitary Forces, Railways, Defence Research &amp; Development Organization (DRDO)</td>
</tr>
<tr>
<td>Broadcast Systems &amp; Satellite Products</td>
<td>All India Radio (AIR), Department (DD), Indian Space Research Organization (ISRO)</td>
</tr>
<tr>
<td>Electronic Voting Machine</td>
<td>Election Commission of India</td>
</tr>
<tr>
<td>Solar Products &amp; Systems</td>
<td>Police, Government &amp; Private Organizations, Individuals</td>
</tr>
<tr>
<td>Turnkey Systems, e-Governance Networks</td>
<td>ISRO, Police, State Governments, Public Sector Undertakings</td>
</tr>
<tr>
<td>Components</td>
<td>AIR &amp; DD, the National Radio &amp; TV, Broadcasters, Instrumentation Industry, Switching Industry, Entertainment Industry, Telephone Industry, Individuals</td>
</tr>
</tbody>
</table>
Questionnaires
### QUESTIONNAIRES

**Performance Appraisal Form**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Name</td>
<td>9.</td>
</tr>
<tr>
<td>2.</td>
<td>Employee code</td>
<td>10.</td>
</tr>
<tr>
<td>3.</td>
<td>Designation</td>
<td>11.</td>
</tr>
<tr>
<td>4.</td>
<td>Grade</td>
<td>12.</td>
</tr>
<tr>
<td>5.</td>
<td>Department</td>
<td>13.</td>
</tr>
<tr>
<td>6.</td>
<td>Age as on the</td>
<td>14.</td>
</tr>
<tr>
<td>7.</td>
<td>Qualification</td>
<td>15.</td>
</tr>
<tr>
<td></td>
<td>i)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ii)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>iii)</td>
<td></td>
</tr>
</tbody>
</table>
Form - 'A'  

Performance Appraisal Impact Assessment Scale

This questionnaire is designed on a 5-point scale to help give responses on a range of choice: strongly agree to strongly disagree as under:

1. Strongly Disagree response
2. Disagree response
3. Neutral response
4. Agree response
5. Strongly agree response

Please give your responses as honestly as you can to enable us make a true assessment of the impact of the program.

Please tick any appropriate box for each sentence.

1. A PA system helps in ensuring high levels of responsibility and reliability from the subordinate employees in the organization.

   [ ] 1 [ ] 2 [ ] 3 [ ] 4 [ ] 5

2. PA system has helped the organization a lot towards maintaining a strong culture of discipline in organization.

   [ ] 1 [ ] 2 [ ] 3 [ ] 4 [ ] 5

3. This PA system has proved helpful to make effective communication between superior and employee.

   [ ] 1 [ ] 2 [ ] 3 [ ] 4 [ ] 5
4. The major emphasis in our PA system is on good team working and good interpersonal skills among various employee groups in the organization.

5. Intelligence and grasping power related qualities of employees are preferred.

6. PA system helps to increase the initiative taking tendencies among the employee groups.

7. Good leadership skills are required to get success form the PA system in the organization.

8. PA system is helpful in setting organizational goals and priorities of the various employee groups in the beginning of the year itself and also in achieving them during the year.

9. One good effect of implementation of the PA systems in the organization is that the employees resort to systematic organizing efforts.
10. After implementation of the PA system. It has been observed that there has been a good reduction in the wastage of resource and the cost of utilized resources has been also adequately controlled.

11. Implementation of the PA system has given rise to high support and trust levels among the superior-subordinate employee groups.

12. The productive interaction levels in the organization have on the whole increased.

13. The PA system gives a high emphasis on the employee rewards and punishments.

14. PA system helps in identifying the knowledge and skill gaps among the employee groups and take appropriate remedial actions.

15. PA system provides adequate motivation for working.
16. The efficiency and effectiveness levels in the organization have been gradually increasing after introduction of the PA system in the organization.

1 2 3 4 5

17. The qualities of perseverance and doggedness have increased among the employee groups in the recent past.

1 2 3 4 5

18. PA systems has been primarily responsible for achieving high quality standards in the organizational workings.

1 2 3 4 5

19. The employees have been achieving increasing levels of goals and targets as set for them.

1 2 3 4 5

20. PA systems has been helpful in creating a positive work culture and work environment to produce better and better outputs.

1 2 3 4 5

21. Productive time management has become a way of life of the organization.

1 2 3 4 5
22. As a result of introduction of the PA systems, the focus of employees has shifted to optimum resource utilization and higher gains.

23. PA systems is extremely helpful in focusing on the employees potential and capacity development.
FORM - 'B'

1. Age of employee
   a) 18-22       b) 23-25       c) 26-30
   d) 31-35       e) Above 35

2. According to you how important is the work you do to organization?
   a) Very Important  b) Important
   c) Very Unimportant d) Neither Important nor Unimportant

3. How important to you is the performance appraisal system of the organization?
   a) Very Important  b) Important
   c) Very Unimportant d) Neither Important nor Unimportant

4. How do you rate the overall relationship between the organization and its employees?
   a) Excellent       b) Very good
   c) Typical         d) Fair
   e) Poor

5. How do you feel about the quantity of work you are asked to perform?
   a) Much too much   b) Too Much
   c) Just Right     d) Too little, much too much
6. Awareness of technique of performance Appraisal being followed at BEL among employees
   a) Yes  
   b) No  

7. Do Employees being appraised during their service period?
   a) Yes  
   b) No  

8. Employee's opinion as to the present appraisal system
   a) Fully Satisfied  
   b) Satisfied  
   c) Can't Say  
   d) Dissatisfied  

9. Employee perception as to the frequency of appraisal
   a) Once during the service period  
   b) Continuous  
   c) Never  
   d) Can't Say  

10. If continuous appraisal - what should be the gap between two appraisal period?
    a) Quarterly  
    b) Half Yearly  
    c) Yearly  

11. Who should do the appraisal?
    a) Superior  
    b) Peer  
    c) Subordinate  
    d) Self-Appraisal  
    e) Consultant  
    f) All of the above  
    g) Superior + Peer  

12. Does appraisal help in polishing skills and performance area?
    a) Yes  
    b) No  
    c) Somewhat
13. Does personal bias creep in while appraising an employee?
   a) Yes  b) No

14. For given a chance, would employees like to review the current appraisal technique?
   a) Yes  b) No  c) Can't Say
FORM – ‘C’

1. Are the hours of working proper?
   a) Agree  
   b) Strongly Agree  
   d) Disagree  
   e) Strongly Disagree

2. Are the overtime, fringe benefits and other incentives appropriate in BEL?
   a) Agree  
   b) Strongly Agree  
   d) Disagree  
   e) Strongly Disagree

3. Is organization providing the basic facilities like cleaning, water, canteen etc.?
   a) Agree  
   b) Strongly Agree  
   d) Disagree  
   e) Strongly Disagree

4. Are relationships between senior subordinate in organization supportive.
   a) Agree  
   b) Strongly Agree  
   d) Disagree  
   e) Strongly Disagree

5. Are training programs conducted at regular interval for all the employees?
   a) Yes  
   d) No  
   e) Can’t Say
6. Are the working conditions in your organization excellent?
   a) Agree       b) Strongly Agree
   d) Disagree    e) Strongly Disagree

7. Is any change required for policies in organization?

8. What factors according to you are responsible for job satisfaction of employees in BEL?
   a) Promotion       b) Salary
FORM – 'D'

1) Are the Hours of Working proper?
   - Agree
   - Disagree
   - Strongly agree
   - Strongly disagree

2) Are the overtime, fringe benefits & other incentives appropriate in BEL?
   - Agree
   - Disagree
   - Strongly agree
   - Strongly disagree

3) Is Organization providing the basic facilities like cleaning water, canteen, etc?
   - Agree
   - Disagree
   - Strongly agree
   - Strongly disagree

4) Are relationships between senior subordinate in organization supportive?
   - Agree
   - Disagree
   - Strongly agree
   - Strongly disagree
5) Are training programs conducted at regular intervals for all the employees?
   - Yes
   - No
   - Can't say

6) Are the working conditions in your organization excellent?
   - Agree
   - Disagree
   - Strongly agree
   - Strongly disagree

7) Is any change required for work places?
   - Physical layout
   - Organization culture
   - Policies of organization

8) What factors according to you are responsible for job satisfaction of employees in BEL?
   - Promotion
   - Salary
1. What type of performance appraisal you prefer?
   a) Annually  b) Quarterly
   c) Monthly  d) Half Yearly

2. Are your senior satisfied with your performance?
   a) Yes  b) No

3. Are you satisfied with your performance?
   a) Yes  b) No

4. Does performance Appraisal help you in performing better?
   a) Yes  b) No

5. Do you submit information timely to your superiors?
   a) Yes  b) No

6. Do you get adequate and fair to defend your self against adverse entries in your appraisal?
   a) Yes  b) No

7. What actually comes as the reason for your bad performance? (if any)
   a) Personal  b) Official  c) Other
8. Are you fully aware of the appraisal system followed in your company?
   a) Yes          b) No

9. Any suggestion to alter existing performance appraisal system of your company?
Abbreviation
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADGES</td>
<td>Air Defense Ground Environment System</td>
</tr>
<tr>
<td>AIR</td>
<td>All India Radio</td>
</tr>
<tr>
<td>AGM</td>
<td>Assistant General Manager</td>
</tr>
<tr>
<td>BARS</td>
<td>Behaviorally Anchored Rating Scales</td>
</tr>
<tr>
<td>B/W</td>
<td>Black &amp; White</td>
</tr>
<tr>
<td>BEQI</td>
<td>Bharat Electronics Quality Institute</td>
</tr>
<tr>
<td>BSNL</td>
<td>Bharat Sanchar Nigam Limited</td>
</tr>
<tr>
<td>BEL</td>
<td>Bharat Electronics Limited</td>
</tr>
<tr>
<td>DOT</td>
<td>Department of Telecom</td>
</tr>
<tr>
<td>DD</td>
<td>Door Darshan</td>
</tr>
<tr>
<td>EX</td>
<td>Executive</td>
</tr>
<tr>
<td>GOVT</td>
<td>Government</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>GZB</td>
<td>Ghaziabad</td>
</tr>
<tr>
<td>GAD</td>
<td>Ghaziabad</td>
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<tr>
<td>HR</td>
<td>Human Resource</td>
</tr>
<tr>
<td>HRM</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>HRD</td>
<td>Human Resource Development</td>
</tr>
<tr>
<td>HF</td>
<td>High Frequency</td>
</tr>
<tr>
<td>HCM</td>
<td>Human Capital Management</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>ISRO</td>
<td>Indian Space Research Organization</td>
</tr>
<tr>
<td>ISO</td>
<td>International Standard Organization</td>
</tr>
<tr>
<td>LPG</td>
<td>Liberalisation, Privalization, Globalization</td>
</tr>
<tr>
<td>MMF</td>
<td>Mass Manufacturing Facility</td>
</tr>
<tr>
<td>NOC</td>
<td>No Objection Certificate</td>
</tr>
<tr>
<td>PRO</td>
<td>Public Relations Officer</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Research &amp; Development</td>
</tr>
<tr>
<td>UPT</td>
<td>Unpaid Training</td>
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</table>
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