Chapter II

ORGANISATIONAL STRUCTURE OF BHARAT SANCHAR NIGAM LIMITED (BSNL): PUNJAB TELECOM CIRCLE
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Organisation

The term ‘organisation’ is derived from the word ‘organism’ which means a structure of body divided into parts. The different parts of human body performing different activities combine themselves in sound body structure. Organisation means integration and coordination of individual efforts to achieve the cherished goal of the enterprise. Orchestras consist of individual musicians who must work together effectively in sections- a wind section, a brass section, and a string section, among others. Great musicians don’t necessarily produce great orchestral music. Individuals must be moulded into cohesive teams that have a common mission and an understanding and appreciation of what the formal leader and the other musicians (individuals) and sections (groups or teams) will be doing at all moments in a performance. Orchestras need highly talented individuals who are also “team players”.1

So, an organisation plays a crucial role in knowing the capabilities of employees and placing them at proper place so that they can give maximum output by putting in minimum input.

Some of the vital features of an organisation are:

❖ Organisation is a group activity.
❖ Organisation consists of assigning duties, granting of authority, fixing responsibility and co-ordinating activities.
❖ Organisation is a means to achieve the objectives of the enterprise.

An organisation can be described as the rational coordination of the activities of a number of people for achievement of some common objective through division of labour and hierarchy of authority and accountability. Main ingredients of an organisation are:

❖ Organisations are rational entities. This means that they have clearly defined goals and most economic means to achieve the target organisational goals. Rationality demands maximisation of returns on minimum input.
Organisational goals must be equally understood, shared and subscribed to by all the employees in the organisation.

An individual doesn’t make an organisation. It requires a minimum of two or more persons to fulfil the requirements of coordination.

A single person cannot do all the jobs of the organisation; hence these have to be done through division of labour and function. Each individual has a clearly defined responsibility which should not be repeated. Along with responsibility comes the authority to complete the job.

There is immediate supervisor before every individual. Subordinates are accountable to their immediate supervisor. This is for all the levels in the hierarchy except the very top level employee who doesn’t have a structurally defined supervisor and the very bottom level employee who doesn’t have subordinates.

Need of Organisation

An organisation provides the framework within which an enterprise can expand and grow. However, there are many reasons for the need of organisation but a few important reasons for which organisations have got importance are mentioned below:

- It facilitates administration and management as a sound organisation helps the management in a number of ways. It increases their efficiency, avoids delay and duplication of work, increases managerial efficiency, increases promptness and motivates employees to perform their responsibility.
- It helps in organisational growth as a good organisation contributes greatly to the continuity and success of the enterprise.
- It helps in ensuring optimum use of human resources moreover a sound organisation helps in bringing harmony in their efforts, places right persons in the right positions, improves communication between the employees and motivates the employees to contribute their best in order to achieve their organisational goals.
❖ It enhances creativity and initiates flow of new ideas and thinking in the organisation. As authority is delegated it develops a sense of responsibility in them and provides recognition of their talents.
❖ Good organisation removes red-tapism, corruption and overlapping of work.
❖ Managers at different levels are timely trained, developed and tested for assuming greater responsibilities and meeting new challenges of managerial positions.

So, we see that organisation helps to improve the operations of the business as a whole. That is why it has been said that organisation is regarded as the heart of the management process. Organisation is the machinery of management in its achievement of the end goals as determined by administration.

Organisational Structure

In common parlance, organisational structure means the formal structure of authority calculated to define, distribute and provide for the co-ordination of tasks and contributions to the whole. Every organisation has a formal and informal structure that controls the workflow and interpersonal relationship. The formal structure is planned and publicised whereas the informal structure is unplanned and covert. An organisation’s formal structure is the official management of positions into patterns of working relationship that co-ordinate the efforts of workers with diverse task and abilities. The formal structure of the organisation is determined by the executives and managers with an input from various fields; and support agency goals, philosophy and objectives. The informal structure consists of unofficial relationship among workers that influence work effectiveness. In this system of power and control, a map of communication channels and a scheme for assigning tasks to the most qualified employees is designed. In other words, organisation structure is the pattern or network of relationship between various positions and holders of the positions. This pattern is usually decided by key executives through consideration of pattern that will work best for achieving the desired objectives and goals.

The organisation structure assumes different forms. The most common is hierarchal model of vertical dimension of differential level of authority and responsibility and horizontal model of differentiated units or departments. In the ‘matrix organization’ the co-
ordination is achieved through departmentalisation and formal chain of command within the structure. Most of the organisations have combined hierarchical and horizontal authority at the same level within the structure. Co-ordination is done through formal chain of command within different departments of the organisation and simultaneously across the departments. An organisational chart is the diagrammatic presentation structure, which clarifies the positions, departments and levels within the organisation. The crucial aim of defining organisation structure is to clearly define the chain of command, span of control and official communication channel and liaison links for all employees.

There exist many forms of organisation and these can be broadly categorized on the basis of ownership and control into three categories:

i. Departmental type of organization (wholly owned and controlled by the Government).

ii. Public Corporations (wholly owned by Government but autonomous).

iii. Public Companies (wholly or partially owned by Government but mixed form of control).

Telecom Sector in India

Indian telecom sector is more than 165 years old. Telecommunications was first introduced in India in 1851 when the first operational land lines were laid by the government near Kolkata (then Calcutta), although telephone services were formally introduced in India much later in 1881. Further, in 1883, telephone services were merged with the postal system. In 1947, after India attained independence, all foreign telecommunication companies were nationalised to form the Posts, Telephone and Telegraph (PTT), a body that was governed by the Ministry of Communication. The Indian telecom sector was entirely under government ownership until 1984, when the private sector was allowed in telecommunication equipment manufacturing only. The government concretised its earlier efforts towards developing Research and Development (R&D) in the sector by setting up an autonomous body – Centre for Development of Telematics (C-DOT) in 1984 to develop state-of-the-art telecommunication technology to meet the growing needs of the Indian telecommunication network. The actual evolution of the industry started after the Government separated the Department of Post and Telegraph
in 1985 by setting up the Department of Posts and the Department of Telecommunications (DoT).

The entire evolution of the telecom industry can be classified into three distinct phases.

❖ Phase I- Pre-Liberalisation Era (1980-89)
❖ Phase II- Post Liberalisation Era (1990-99)
❖ Phase III- Post 2000

Until the late 90s the Government of India held a monopoly on all types of communications – as a result of the Telegraph Act of 1885. As mentioned earlier in the chapter, until the industry was liberalised in the early nineties, it was a heavily government-controlled and small-sized market. Government policies have played a key role in shaping the structure and size of the Telecom industry in India. As a result, the Indian telecom market is one of the most liberalised markets in the world with private participation in almost all of its segments. The New Telecom Policy (NTP-99) provided the much needed impetus to the growth of this industry and set the trend for liberalisation in the industry.

Chart 2.1: Evolution of Telecommunication
Current Status (As per BSNL Reports)

Globalisation has made telecommunication an integral part of the infrastructure of the Indian economy. The telecom sector in India has developed as a result of progressive regulatory regime. According to the TRAI, the total gross revenue of the Indian telecom services industry was Rs 1,524 billion in Financial year (FY) 09 up from Rs 1,291 billion in FY08 registering a growth of 18.03% over FY08 and its subscriber base grew by 43% over FY08 to touch Rupees 429.70 million subscribers in FY09.

The telecom sector in India experienced a rapid growth over the past decade on account of regulatory liberalisation, structural reforms and competition, making telecom one of the major catalysts in India’s growth story. However, much of this growth can be attributed to the unprecedented growth in mobile telephony as the number of mobile subscribers grew at an astounding rate from 10 million to 392 million. Besides, the growth in the service and IT and ITeS sector also increased the prominence of the telecom industry in India. Telecom has emerged as a key infrastructure for economic and consumer growth because of its multiplier effect and the fact that it is beneficial to trade in other industries.

Telecom is one of the fastest-growing industries in India; on an average the industry added 8 million wireless subscribers every month in Financial Year 08. The government had set a target of 500 million telecom connections. However, according to the TRAI, the total subscriber base (wireless and wire line) in the industry crossed the 500-mn-mark and reached 509.03 million, which took India to the second position in terms of wireless network in the world next only to China. Prior to liberalisation, the telecom sector was monopolised by the public sector and recorded marginal growth; in fact, during 1948-1998, the incremental teledensity in the country was just 1.92%. However, the introduction of NTP’99 accelerated the growth of the sector and the teledensity increased from 2.33 percent in 1999 to 36.98 percent in 2009; however, much of this growth was brought about by the NTP-99 policy changes such as migration from fixed license fee to revenue sharing regime and cost-oriented telecom tariffs. From 2003 onwards the government has taken certain initiatives such as unified access licensing regime, reduced access deficit, introduction of calling party pays (CPP) and revenue
sharing regime in ADC (Access Deficit Charges) that has provided further impetus to the sector.

The Indian telecom industry has been characterised with intense competition, and continuous price wars. Currently, there are around a dozen telecom service providers who operate in the wired and wireless segment. The government has been periodically implementing suitable fiscal and promotion.

About the Bharat Sanchar Nigam Limited (BSNL)

BSNL is a Government Company under Section 617 of the Companies Act, 1956. It has been placed under Government of India, Ministry of Communication and Information Technology, Department of Telecommunications. The entire share capital (100.0 percent) of the BSNL has been held by the Government of India. BSNL was established on 19th September 2000 vide Registration Number 55-107739 by the Government of India. The BSNL took over the business of providing telecom services and network management throughout the country except the metro cities. The company has been providing a wide range of telecom services in India. It has telecom training institutes which have been accredited with ISO 9000 quality certification. The company has also received National Energy Conservation Award in 2008-09 for the 2nd time in a row from Bureau of Energy Efficiency. BSNL has been one of the first service providers in India to launch 3G services to the common man. BSNL is providing three tablets which are manufactured by Pantel fourth tablet (T-IS701C) which is also available.

Table 2.1: Total Number of working employees as on 31.Deberember.2011

<table>
<thead>
<tr>
<th>Group</th>
<th>Number of employees</th>
<th>Scheduled Caste</th>
<th>Scheduled Tribes</th>
<th>Ex-Servicemen</th>
<th>Women employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>7284</td>
<td>1208</td>
<td>462</td>
<td>7</td>
<td>520</td>
</tr>
<tr>
<td>B</td>
<td>46544</td>
<td>7312</td>
<td>2081</td>
<td>134</td>
<td>7621</td>
</tr>
<tr>
<td>C</td>
<td>177894</td>
<td>32067</td>
<td>9112</td>
<td>599</td>
<td>23144</td>
</tr>
<tr>
<td>D</td>
<td>37748</td>
<td>8717</td>
<td>2107</td>
<td>19</td>
<td>7216</td>
</tr>
<tr>
<td>Industrial Worker</td>
<td>2227</td>
<td>426</td>
<td>215</td>
<td>1</td>
<td>114</td>
</tr>
<tr>
<td>Total</td>
<td>271697</td>
<td>49730</td>
<td>13977</td>
<td>760</td>
<td>38615</td>
</tr>
</tbody>
</table>

Source: BSNL Report 2011-12
BSNL has been providing a wide range of services including landline, cellular (GSM and CDMA), Managed Services Network, MPLS VPN, VSAT, VoIP, VAS, audio, video and web conferencing, internet and broadband services among others. The company has been providing Internet services, under the brand name Sancharnet, through various modes that include Wi-Fi, Broadband, Direct Internet Access (DIAS), ISDN and PSTN dial-up services. The company has been carrying on activities of planning, installing, network integration and maintenance of switching and transmission networks.

The company operates through 26 circles all over India except Mumbai and Delhi. With services in around 0.55 million villages, 7330 cities/towns and 602 districts, BSNL has been providing major presence in rural areas. The company has in-house production units in Mumbai, Jabalpur, Richhai, Bhilai, Kolkata, Gopalpur and Kharagpur engaged in the production of GSM tower, SIM cards, Pay Phones, Mini Pillar, MPJ box, CT boxes, Line Jack units, Drop-wire units etc. The National Internet Backbone (NIB) of the company had 432 points of presence and has been providing Internet service to approximately 1 million dial-up customers including about 3.5 million customers on CLI (caller line identity) basis.

In today’s information age, the telecommunication industry has a vital role to play. Considered as the backbone of industrial and economic development, the industry has been aiding delivery of voice and data services at rapidly increasing speeds, and thus, has been revolutionising human communication.

- Number of employees in IDA (Industrial Dearness Allowance) pre revised Pay Scale = 27090
- Number of employees in IDA revised Pay Scale = 259316
- Number of employees in CDA (Customer Dearness Allowance) pre revised Pay Scale = 345
- Number of employees in CDA revised Pay Scale = 1690
- Total Number of employees as on August 2011 = 276306
- Total revenue till financial year (2011-12) Rupees 27,933 crores
- Total net income Rupees (till 2011) 8,851 crores
- Total assets Rupees 1, 17,632 (crores)
BSNL Mobile is a mobile phone service provider provided by the BSNL. It provides both pre-paid and post-paid mobile services as well as many value added services. BSNL Mobile provides all of India with roaming access, including Delhi and Mumbai, and International roaming access to more than 300 networks across the world. Cell One started their GPRS/EDGE service on 2005 and has coverage major cities and towns and more places are being covered. BSNL has now introduced 3G services: BSNL has started its 3G services before the allocation of spectrum to private operators in India. Other private players are expected to roll out their 3G services when they are allocated the spectrum for respective circles in 2nd half of 2010. Cell One was christened BSNL Mobile in 2007.

Chart 2.1 (a) Organisational chart of Bharat Sanchar Nigam Limited (BSNL)

Prime Minister Office (PMO) ➔
Ministry of Communications and Information and Technology ➔
Department of Telecommunication ➔
Telecom Regulatory Authority of India ➔
Bharat Sanchar Nigam Limited (BSNL)

(Sources: Office of the Punjab Telecom Circle BSNL, Chandigarh)

All the Ministries remain under the control of Prime Minister Office and the Ministry of Communications and Information Technology has been no different. The Ministry of Communication and Information Technology is an Indian government ministry. It contains three departments:

- Department of Telecommunications
- Department of Electronics and Information Technology
- Department of Posts

The following cadre controlling authority of the Civil Services (including Indian Telecommunication Service, Indian Postal Service, Telegraph Traffic Service and Indian Posts and Telegraphs Accounts and Finance Service) are under the administration and supervision of the Ministry of Communications and Information Technology. The BSNL has been placed under the Department of Telecommunications. Mr. R.K. Upadhyay is...
(Chairman & Managing Director) of BSNL. Presently the Ministry of Telecommunications has been headed by Mr. Kapil Sibal.

Objectives of BSNL

❖ To upgrade the quality of telecom service to international level.
❖ To build a high degree of customer confidence by sustaining quality and reliability in service.
❖ To expand the telecom network so as to make new telephone connections freely available.
❖ To increase accessibility of services, by providing a large number of Local and NSD/ISD Public Call Offices (PCOs) so as to reach out to the masses.
❖ To provide new telecom services like Facsimile, Cellular, Voice-mail, Video Conferencing, Electronic Mail, Internet, Packet Switched Data Network and Leased Lines.
❖ To raise necessary financial resources for its developmental needs.
BSNL at National Level comprises of:

<table>
<thead>
<tr>
<th>Table 2.2: List of BSNL Telecom Circles and other Offices</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Training Institutions</strong></td>
</tr>
<tr>
<td>Andaman &amp; Nicobar Telecom Circle</td>
</tr>
<tr>
<td>Andhra Pradesh Telecom Circle</td>
</tr>
<tr>
<td>Assam Telecom Circle</td>
</tr>
<tr>
<td>Bihar Telecom Circle</td>
</tr>
<tr>
<td>Chhattisgarh Telecom Circle</td>
</tr>
<tr>
<td>Gujarat Telecom Circle</td>
</tr>
<tr>
<td>Haryana Telecom Circle</td>
</tr>
<tr>
<td>Himachal Pradesh Telecom Circle</td>
</tr>
<tr>
<td>Jammu &amp; Kashmir Telecom Circle</td>
</tr>
<tr>
<td>Jharkhand Telecom Circle</td>
</tr>
<tr>
<td>Karnataka Telecom Circle</td>
</tr>
<tr>
<td>Kerala Telecom Circle</td>
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<tr>
<td>Madhya Pradesh Telecom Circle</td>
</tr>
<tr>
<td>Maharashtra Telecom Circle</td>
</tr>
<tr>
<td>North East-I Telecom Circle</td>
</tr>
<tr>
<td>North East-II Telecom Circle</td>
</tr>
<tr>
<td>Orissa Telecom Circle</td>
</tr>
<tr>
<td>Punjab Telecom Circle</td>
</tr>
<tr>
<td>Rajasthan Telecom Circle</td>
</tr>
<tr>
<td>Tamil Nadu Telecom Circle</td>
</tr>
<tr>
<td>UP(E) Telecom Circle</td>
</tr>
<tr>
<td>UP (W) Telecom Circle</td>
</tr>
<tr>
<td>Uttarakhand Telecom Circle</td>
</tr>
<tr>
<td>West Bengal Telecom Circle</td>
</tr>
<tr>
<td><strong>Metro Districts</strong></td>
</tr>
<tr>
<td>Kolkata</td>
</tr>
<tr>
<td>Chennai</td>
</tr>
<tr>
<td><strong>Other Units</strong></td>
</tr>
<tr>
<td>Telecom Stores</td>
</tr>
<tr>
<td>Railway Electrification Project</td>
</tr>
<tr>
<td>Telecom Electrical Wing</td>
</tr>
<tr>
<td>Telecom Civil Wing</td>
</tr>
</tbody>
</table>

Source: www.bsnl.com

The Table 2.2 explains that BSNL at National level comprised of 24 Telecom circles which comprised of Andaman and Nicobar Telecom Circle, Andhra Pradesh

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There has been four Specialized Telecom Units which consisted of: National Centre for Electronic Switching, Technical and Development Circle, Quality Assurance and Data Networks. Four Production Units comprised of Telecom Factory at Mumbai, Telecom Factory at Jabalpur, Telecom Factory at Kolkata, Telecom Factory at Richhai. Five Project Circles which included Eastern Telecom Project Circle, Western Telecom Project Circle, Northern Telecom Project Circle, Southern Telecom Project Circle, IT Project Circle, Pune. However, Telecom Stores, Railway Electrification Project, Telecom Electrical Wing, Telecom Civil Wing.

Structure of a Circle office: The general structure of a Circle office has been depicted in Chart 2.1 (b) and the functions and responsibilities have been discussed in the following pages.
Circle Head- Chief General Manager (CGM)

The CGM is the Circle Head of BSNL. His job objective is to achieve profitable and sustainable growth of revenues in the Circle across businesses through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT enabled processes. To create a work environment that encourages commitment and performance by ensuring employee growth and development. His key responsibility areas comprises of:

- Creation of annual business plan for Circle by liaisoning.
- Target setting for all Regions within the Circle by liaisoning with Region Heads.
- Development of comprehensive action agenda for each business trait.
- Operationalisation of action agenda through multiple levers.
- Interaction with Head Office and Region Offices for smooth day to day operations.
- Monitoring performance against business plan at Circle level.
❖ Ensuring timely billing, collections and revenue assurance for products/services.
❖ Ensuring technical and administrative inspection of all assets and field units.
❖ Liaisoning with HR section for adequate staffing and training within the Circle.
❖ Development of employees to ensure continuous improvement in individual and company performance.
❖ Encouraging a performance oriented culture with emphasis on team building and mentorship.

1. **Head of Consumer Fixed Access at Circle – General Manager (GM)**

GM’s job objective is to achieve profitable and sustainable growth of Consumer Fixed Access (CFA) business in the Circle through innovative and affordable products, excellence in sales, marketing and customer services, and superior network operations backed by efficient IT enabled processes.

His key responsibility areas comprises of:
❖ To create annual business plan for CFA business unit at Circle.
❖ Target setting for all Regions within the Circle for CFA business unit by liaising with Region Heads.
❖ To develop of comprehensive action agenda for CFA business unit.
❖ To operationalise action agenda through multiple levers.
❖ To interact with Head Office and Region Offices for smooth day to day operations.
❖ To monitor performance against business plan at Circle level.
❖ To develop employees to ensure continuous improvement in individual and company performance.
❖ To encourage a performance oriented culture with emphasis on team building and mentorship.

1.1 **Head of Product Management and Marketing for Consumer Fixed Access at Circle- DGM (Deputy General Manager)**

DGM is the head of Product Management and Marketing for Consumer Fixed Access at Circle. His job objective comprises of design, pricing and bundling of CFA products and promotion of CFA business through marketing activities in the Circle.
His key responsibility areas comprises of:

❖ To design products for CFA business unit for Landline, Broadband, IPTV and PCO products.
❖ To drive customer research and competitor intelligence initiatives for CFA business unit and providing recommendation in terms of products and services, reach and promotions.
❖ To develop comprehensive marketing action agenda for CFA business unit.
❖ To design short term promotional schemes targeted at specific product or customer.
❖ To implement company’s Public Relation strategy at Circle level.
❖ To formulate annual marketing budget for CFA business unit.
❖ To interact with Head Office and Region Offices for smooth day to day operations.
❖ To monitor and spend against budget at Circle level.
❖ To develop employees and to ensure continuous improvement in individual and company performance.
❖ To encourage a performance oriented culture with emphasis on team building and mentorship.

1.2 Head of Sales and Distribution for Consumer Fixed Access at Circle - DGM

DGM’s job objective is management of all Consumer Fixed Access, sales channels in the Circle.

His key responsibility areas comprises of:

❖ To manage CFA sales channels to drive growth of Landline, Broadband, IPTV and related VAS revenues in the Circle.
❖ To interact with Head Office and Region Office for smooth day to day operations.
❖ To monitor performance against business plan at Circle level.
❖ To develop employees and to ensure continuous improvement in individual and company performance.
❖ To encourage a performance oriented culture and emphasis on team building and mentorship.
1.2 Head of Customer Service for Consumer Fixed Access at Circle- DGM

DGM’s job objective is to manage customer Fixed Access (CFA) business unit including Call centres.

His key responsibility areas comprises of:
❖ To develop comprehensive action agenda.
❖ To operationalize action agenda through multiple levers.
❖ To interact with Head Office and Region Office for smooth day to day operations.
❖ To monitor performance against business plan at Circle level.
❖ To develop employees and to ensure continuous improvement in individual and company performance.
❖ To encourage a performance oriented culture with emphasis on team building and mentorship.

1.3 Head of Network Planning for Consumer Fixed Access at Circle- DGM

DGM’s job objective comprises of planning, roll-out and Upgradation of all CFA network assets within the Circle.

His key responsibility areas comprises of:
❖ To plan and roll out of all CFA network assets within the Circle.
❖ To create plan for expansion and Upgradation of above mentioned network assets within the Circle.
❖ To procure, collect and distribute equipment and materials.
❖ To ensure timely installation of Copper cable component of leased circuits for enterprise customers.
❖ To formulate budget for roll-out and Upgradation of CFA network assets within the Circle.
❖ To engage and monitor centralised vendors.
❖ To monitor utilisation of deployed network switches at Circle level.
❖ To interact with Head Office and Region Office for smooth day to day operations.
❖ To develop employees and to ensure continuous improvement in individual and company performance.
❖ To encourage a performance oriented culture with emphasis on team-building and mentorship.

1.4.1 Assistant General Manager (AGM) Network Planning- CFA

AGM's job objective is planning, roll-out and Upgradation of all CFA network assets within the Circle.

His key responsibility areas comprises of:
❖ To plan and roll out of all CFA network assets within the Circle.
❖ To procure, collect and distribute equipment and materials required for development of all network assets within the Circle.
❖ To ensure timely installation of Copper cable component of leased circuits for enterprise customers.
❖ To formulate budget for roll-out and Upgradation of CFA.
❖ To monitor and utilise deployed network switches at Circle level.
❖ To interact with Head Office and Region Office for smooth day to day operations.
❖ To develop employees and to ensure continuous improvement in individual and company performance.
❖ To encourage performance oriented culture with emphasis on team building and mentorship.

1.5 Head of Network Operations for Consumer Fixed Access at Circle- DGM

DGM's job objective is to maintain all CFA network assets with the Circle.

His key responsibility areas comprises of:
❖ To maintain all CFA network assets within the Circle.
❖ To co-ordinate with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance.
❖ To implement policy and instructions issued by Head Office.
To provide inputs to Head Office on fixing of Quality of Service parameters.
To ensure timely provisioning of terminal equipment as well as maintenance of copper cable component.
To ensure technical and fire inspection of network assets within the circle on a periodic basis.
To establish and maintain Points of Interconnect with other operators.
To co-ordinate with Head of Regulation at Circle for matters pertaining to Lawful Interception.
To maintain and modernize Telegraph Services within the Circle.
To undertake and accept testing of CFA network assets.
Nodal unit at Circle Office for all Public Grievances.
To formulate budget for maintenance of network assets within the Circle by liaising with Head of Business Planning.

1.5.1 AGM (Network Operations) - CFA

AGM's job objective is to maintain all CFA network assets within the Circle.

His key responsibility areas comprises of:
- To coordinate with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance.
- To implement policy and instructions issued by Head Office for maintenance.
- To provide inputs to Head office on fixing of quality of service parameters.
- To ensure timely provisioning of terminal equipment as well as maintenance of Copper cable component of leased circuits for enterprise customers.
- To maintain and modernise Telegraph Services within the Circle.
- Nodal Unit at Circle Office for all Public Grievances.
- To ensure continuous improvement in individual and company.
- To encourage performance-oriented culture with emphasis on team-building and mentorship.
1.6 **Head of Transmission Network at Circle - DGM**

DGM's job objective is to plan roll-out, Upgradation and maintenance.

His key responsibility areas comprises of:

- To plan, roll-out, maintenance and Upgradation
- To coordinate with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network roll-out and maintenance.
- To provide inputs to Head Office on fixing of Quality of Service.
- To monitor utilisation of deployed media at Circle level.
- To interact with Head Office and Region Office for smooth day to day operations.
- To ensure continuous improvement in individual and company performance.
- To encourage a performance oriented culture with emphasis on team-building and mentorship.

1.6.1 **AGM (Transmission) – CFA**

The AGM's job objective is to plan, roll out, upgrade.

His key responsibility areas comprises of:

- To plan, roll-out, maintain and upgrade.
- To coordinate with Head of Network Planning for CFA.
- To coordinate with Head of Network Planning for CFA at circle for procurement, collection and distribution of network roll-out and equipment and materials required for network roll-out and maintenance.
- To ensure timely installation and maintenance of leased circuits for enterprise customers.
- To provide inputs to Head Office on fixing of Quality of Service parameters.
- To monitor utilisation of deployed media at Circle level.
- To interact with Head Office and Region Office for smooth day to day operations.
2. **Head of Regulation at Circle – DGM**

DGM’s job objective is to ensure compliance with regulations across business units at Circle level for smooth day to day operations.

His key responsibility areas comprises of:

- To ensure compliance with regulations across all business units at Circle level.
- To manage points of Interconnect with other operators
- To coordinate with Head of Regulation at head Office for matters pertaining to Lawful Interception Methods and interfacing with Law Enforcement Agencies.
- To advice business units on regulatory matters expected to affect business.
- To attend public events and hearings organised by regulator.
- To encourage a performance oriented culture with emphasis.

3. **DGM (Customer Service Centres)**

DGM’s job objective is to management of all Customer Service Centres in the Circle from a sales and customer service perspective for Consumer Fixed Access and Consumer Mobility business units.

His key responsibility areas comprises of:

- To develop comprehensive action agenda for CSC’s by liaisoning with Head of Sales and Distribution and Heads of Customer Service for CFA and CM business units at Circle.
- To set target for Regions by liasoning with Heads of Sales and Distribution and Heads of Customer Service for CFA.
- To interact with Head Office and Region Office for smooth day to day operations.
- To monitor performance of CSCs against business plan at Circle level.
- To develop employees and to ensure continuous improvement in individual and company performance.
- To encourage a performance oriented culture with emphasis on team building and mentorship.
4. **Head of Consumer Mobility at Circle - PGM (Prime General Manager)**

The PGM's job objective is to achieve profitable and sustainable growth of Consumer Mobility (CM) business in the Circle through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT enabled processes.

His key responsibility areas comprises of:

- To create annual business plan for CM business unit at Circle by liaising with GM (Business Planning).
- To set target for all Regions within the Circle for CM business unit by liaising with Region Heads.
- To develop comprehensive action agenda for CM business unit.
- To operationalise action agenda through multiple levers.
- To interact with Head Office and Region Offices for smooth day to day operations.
- To monitor performance against business plan at Circle level (by Region) and taking corrective action as and when required.
- To develop employees and ensure continuous improvement in individual and company performance.

4.1 **Head of Product Management and Marketing for Consumer Mobility at Circle - DGM**

The DGM's job objective is to design, price and bundle Customer Mobility (CM) products and promotion of CM business through marketing activities in the Circle.

His key responsibility areas comprises of:

- To design short term promotional schemes targeted at specific products.
- To implement company Public Relations strategy at Circle level from a CM perspective.
- To formulate annual marketing budget CM budget unit at Circle by liaising with Head of Business Planning.
- To monitor spend against budget at Circle level.
- To develop employees and ensure continuous improvement in individual and company performance.
4.2 Head of Sales and Distribution for Consumer Mobility at Circle- DGM

DGM is responsible for management of all Consumer Mobility (CM) sales channels in the Circle including franchisees and alliance to drive growth of GSM (2 G, 3 G) and related Value Added Services (VAS) revenues.

His key responsibility areas comprises of:
❖ To interact with Head Office and Region Office for smooth day to day operations.
❖ To monitor performance against business plan at Circle level.
❖ To develop employees to ensure continuous improvement in individual and company performance.
❖ To encourage a performance oriented culture with emphasis on team building and mentorship.

4.3 Head of Customer Mobility for Consumer Mobility at Circle- DGM

DGM’s job objective is to manage customer service for Consumer Mobility (CM) business unit including Call centres.

His key responsibility areas comprises of:
❖ To develop comprehensive action agenda for CM business unit for delivering best in class service at all stages of customer lifecycle.
❖ To Operationalise of action agenda through multiple levers.
❖ To interact with Head Office and Region Office for smooth day to day operations.
❖ To monitor performance against business plan at Circle level.
❖ To develop employees to ensure continuous improvement in individual and company performance.

4.4 Head of Network Planning for Consumer Mobility at Circle- GM

GM’s job objective is to plan, roll-out and Upgradation of all Consumer Mobility network assets within the Circle.

His key responsibility areas comprises of:
❖ To plan and roll-out of all CM network assets within the Circle.
❖ To coordinate with Head of Network Planning for CFA and Head Transmission at Circle for planning expansion of media within the Circle.
❖ To ensure timely roll-out and Upgradation of CM network assets within the Circle, in line with the overall network plan.
❖ To undertake all activities required for hiring of towers from other operators.
❖ To encourage a performance oriented culture with emphasis on team building and mentorship.

4.4.1 DGM (Network Planning) - CM

DGM's job objective is to plan, roll-out and upgradate of all Consumer Mobility (CM) network assets within the Circle.

His key responsibility areas comprises of:
❖ To plan and roll-out of all CM network assets within the Circle.
❖ To coordinate with Head of Network Planning for CFA and Head of Transmission at Circle for planning expansion of media within the Circle.
❖ To coordinate with Head of Network Planning for CFA at Circle for procure, collection and distribution of equipment and materials required for network maintenance.
❖ To ensure timely roll-out and Upgradation of CM network assets within the Circle, in line with the overall network plan.
❖ To monitor utilisation of deployed network assets at Circle level (by Region).

4.5 Head of Network Operations for Consumer Mobility at Circle for Area I- GM

GM's job objective is to maintain all Consumer Mobility network assets within Area I of the Circle.

His key responsibility areas comprises of:
❖ To maintain all CM network assets within Area I of the Circle by liaisoning with GM (Network Operations- GSM) and CM and GM (Network Operations- CDMA/ WiMax) - CM at Head Office.
❖ To coordinate with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance.
❖ To provide inputs to Head Office on fixing of Quality of Service parameters.
❖ To ensure technical and fire inspection of above mentioned network assets within Area I of the Circle on a periodic basis; coordinating with Inspections Circle for fire inspection.
❖ To coordinate with Head of Regulation at Circle for matters pertaining to Lawful Interception Methods (LIS) and interfacing with Law Enforcement Agencies.
❖ To undertake Acceptance Testing for all CM network assets.

4.5.1 DGM (Network Operations – Area I) - CM

DGM's job objective is to maintain all Consumer Mobility (CM) network assets within Area I of the Circle.

His key responsibility areas comprises of:
❖ To maintain all CM network assets within Area I of the Circle by liaising with GM (Network Operations – CDMA/ WiMax) - CM at Head Office.
❖ To coordinate with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance.
❖ To implement policy and instructions issued by Head Office.
❖ To establish and maintain Points of Interconnect (Pol) with other operators.
❖ To undertake Acceptance Testing for all CM network assets within Area I of the Circle by liaising with Head of Business Planning.

5. GM (Enterprise Business) – ENT

GM’s job objective consists of generation of enterprise business from gold and silver enterprise customers across industry verticals within the circle and to ensure proper service delivery and service assurance for all enterprise customers (platinum, gold, silver).

His key responsibility areas comprises of:
❖ To create annual business plan for enterprise business from gold and silver customers at Circle by liaisoning with GM (Enterprise Business II).
❖ To set target for Circle liaising with Head of Business Planning at Circle.
❖ To build new relationship across industry verticals to grow enterprise business from gold and silver customers in that circle.
❖ To develop product bundles to match requirements of various gold and silver customers.
❖ To prepare pre-sales presentation to clients on products and solutions.
❖ To interact with Head Office and Regions Offices for smooth day to day operations.
❖ To monitor performance against business plan at Circle level (by customer segment) and taking corrective action as and when required.

5.1 DGM (Enterprise Business) – ENT

DGM’s job objective is to generate enterprise business from gold enterprise customers across industry verticals through end to end customer relationship management.

His key responsibility areas comprises of:
❖ To create annual business plan for enterprise business from gold customers at Circle by liaisoning with DGM (Enterprise Business II)- ENT and DGM (Business Planning)- ENT at Head Office and Head of Business Planning at Circle.
❖ To set target for Circle by liaising with Head of Business Planning at Circle.
❖ To develop comprehensive action agenda for enterprise business.
❖ To interact with Head Office and Region Offices for smooth day to day operations.
❖ To monitor performance against business plan at Circle level.
❖ To encourage a performance oriented culture with emphasis on team building and mentorship.

5.2 DGM (Channel Partners)- ENT

DGM’s job objective is to generate business from silver enterprise customers across industry verticals through channel partners.
His key responsibility areas comprises of:

❖ To create annual business plan for enterprise business from gold and silver customers at Circle by liaising with DGM (Business Planning).
❖ To set target for Circle by liaising with Head of Business Planning at Circle.
❖ To develop comprehensive action agenda for enterprise business.
❖ To interact with Head Office and Region Offices for smooth day to day operations.
❖ To monitor performance against business plan at Circle level and taking corrective action as and when required.
❖ To develop employees and to ensure continuous improvement in individual and company performance.
❖ To encourage a performance oriented culture with emphasis on team building and mentorship.

5.3 DGM (SD/SA- Enterprise) – ENT

GM's job objective is to interface with all enterprise customers (especially platinum customers) following up with network teams in different business units to ensure high quality of service for all enterprise customers (platinum, gold, silver).

His key responsibility areas comprises of:

❖ To ensure prioritized service for all enterprise customers (platinum, gold, silver) at Circle by liaising with Heads of Network for Consumer Fixed Access and Heads of Network for Consumer Mobility at Circle.
❖ To monitor and track fault resolution status for all enterprise customers through IT systems and tools.
❖ To liaising with DGM/AGM in other circles to follow up on fault resolution issues of enterprise customers.
❖ To escalate critical delays in SD and SA for all enterprise customers.
❖ To interact with Head Office and Region Office for smooth day to day operations.
❖ To monitor performance against business plan at Circle level.
❖ To develop employees and to ensure continuous improvement in individual and company performance.
❖ To encourage a performance oriented culture with emphasis on team building and mentorship.

6. DGM (Passive Infra)- NB
DGM’s job objective is to ensure timely leasing of towers to tenants as well as adequate service levels on their operations by coordinating with different teams at Circle.

His key responsibility areas comprises of:
❖ To ensure timely availability of slots and making towers Ready for sharing for leasing to other operators based on the directions given by Infra Sharing team at Head Office.
❖ To ensure proper maintenance of all non-USO towers within the Circle.
❖ To coordinate with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for tower maintenance.
❖ To coordinate with different teams at Circle for maintenance of all non-tower passive infra within the circle.
❖ To ensure technical fire inspection of all non-USO towers within the Circle on a periodic basis.
❖ To liaisoning with GM (Infra Ops - I) NB and GM (Infra Ops I) NB at Head Office for key processes.
❖ To encourage a performance oriented culture with emphasis on team building and mentorship.

7. GM (HR/ Administration) - Human Resource
GM’s job objective is to manage and resolve all HR and administration matters at Circle level.

His key responsibility areas comprises of:
❖ To execute HR processes for all groups of employees, in line with policies and guidelines formulated at Head Office.
❖ To ensure timely implementation of manpower planning, recruitment, promotions, transfers and posting, performance appraisal, training and induction, employee welfare and grievance redressal and hiring of contract employees and outsourcing.
❖ To manage administrative activities at Circle Office.
❖ To manage relations with employee unions and associations.
❖ To ensure compliance with labour laws and other statutory requirements.
❖ To manage, monitor and resolve all legal matters at Circle office.
❖ To ensure administrative inspection of all field units within the Circle on periodic basis.
❖ To implement regular updation of HRMS packages.
❖ To undertake all activities related to restructuring cell within the Circle office.
❖ To handle affairs related to SC/ST employees and inspection of reservation roster maintained by ROs and Circle Office.
❖ Nodal unit at Circle office for dissemination and collection of information regarding Right to Information (RTI) queries.
❖ Nodal unit at Circle office for all Parliamentary questions.
❖ To undertake activities related to Official Language Policy of the government.
❖ To implement systems and processes to enhance employee engagement and welfare at Circle level.
❖ To formulate budget for HR section by liaising with Head of Business Planning at Circle.
❖ To interact with Head Office and Region Office for smooth day to day operations.
❖ To develop employees and to ensure continuous improvement in individual and company performance.
❖ To encourage a performance oriented culture with emphasis on team building and mentorship.

7.1 AGM (HR) - HR

AGM's job objective is to manage and resolve all HR matters at Circle level.
His key responsibility areas comprises of:

❖ To execute key HR processes for all groups of employees, in line with policies and guidelines formulated at Head Office.
❖ To ensure timely implementation and regular updates of HRMS package.
❖ To undertake all activities related to Restructuring Cell within the Circle.
❖ To handle all affairs related to SC/ST employees.
❖ To implement systems and processes to enhance employee engagement at Circle level.
❖ To formulate budget for HR section by liaising with Head of Business Planning.
❖ To interact with Head Office and Region Office for smooth day to day operations.
❖ To develop employees and to ensure continuous improvement in individual and company performance.

7.2 AGM (Administration) HR
AGM's job objective is to manage and resolve all administrative matters at Circle level.

His key responsibility areas comprises of:
❖ To manage administrative activities at Circle Office.
❖ To manage relations with employee unions and associations.
❖ To ensure compliance with labour laws and other statutory requirements.
❖ To ensure administrative inspection of all field units within the Circle on a periodic basis.
❖ To execute policy hiring of contract employees and outsourcing.
❖ Nodal unit at Circle Office for dissemination and collection of information regarding Right to Information (RTI) queries.
❖ To undertake activities related to Official Language Policy of the government.
❖ To conduct affairs of welfare, sports and culture boards at Circle level.
❖ To formulate budget for administrative expenses by liaising with Head of Business Planning at Circle.
8. **GM (Finance)**

GM's job objective is to manage and resolve all financial matters at Circle level. His key responsibility areas comprises of:

- To perform role of Independent Financial Advisor for CGM.
- To create annual financial plan for Circle by liaising with Head of Business Planning to translate strategies targets into its financial equivalents.
- To undertake project planning and financing activities at Circle.
- To conduct periodic reviews on project execution and expenditure across business units.
- To update and manage accounts and general ledger for circle.
- To maintain overall asset register for the Circle.
- To execute billing, collections and revenue assurance policy and processes across business units devised at Head Office.
- To make payments to external agencies
- To ensure timely disbursement of salary, perks, reimbursements to employees within the Circle.
- To manage all activities related to staff establishment and accounts section for finance cadre at Circle level.
- To liaising with Head of IT at Circle for implementation of billing, collections and revenue assurance systems.
- To ensure timely completion of audit inspections of all Circle statement of accounts, offices and administrative units.
- To implement policies regarding planning, computation, filing and payment of taxes devised at Head Office.

8.1 **DGM (Corporate Accounts) Finance**

DGM's job objective is to manage and resolve all accounting, audit and taxation matters at Circle level.

His key responsibility areas comprises of:

- To create annual financial plan for Circle by liaising with Head of Business Planning to translate strategies targets into its financial equivalents.
❖ To conduct periodic reviews on project execution and expenditure across business units.
❖ To update and manage accounts and general ledger for Circle.
❖ To maintain overall asset register for the Circle.
❖ To make payments to external agencies.
❖ To liaising with banks for smooth day to day operations.
❖ To ensure timely completion of audit inspections of all Circle statement of accounts, offices and administrative units.
❖ To implement policies regarding planning, computation, filing and payment of taxes devised at Head Office.

8.2 Chief Accounts Officer (CAO) Telecom Revenue – Finance
CAO’s job objective is to ensure timely and accurate billing and collections for all services at Circle level.

His key responsibility areas comprises of:
❖ To execute billing, collections and revenue assurance policy and processes across business units devised at Head Office.
❖ To undertake billing for Points of Interconnect with other operators.
❖ To engage and monitor centralised vendors for billing, collections and revenue assurance.
❖ To liaisoning with Head of IT at Circle for implementation of billing, collections and revenue assurance systems.
❖ To encourage a performance oriented culture with emphasis on team building and mentorship.

8.3 CAO (Project and Establishment Finance)
CAO’s job objective is to undertake project planning and financing activities as well as to establish finance related activities at Circle level.

His key responsibility areas comprises of:
❖ To undertake project planning and financing activities at Circle.
❖ To manage all activities related to staff establishment and accounts section for finance cadre at Circle level.

❖ To ensure timely disbursement of salary, perks, reimbursements to employees within the Circle.

❖ To interact with Head Office and Region Offices for smooth day to day operations.

9. Head of Business Planning/ Information Technology (IT) at Circle – DGM

DGM's job objective is to create annual business plan for Circle across business units, to monitor performance against the same and execution of key IT projects at Circle.

His key responsibility areas comprises of:

❖ To create annual business plan for Circle by liaisoning.

❖ To set target for all Regions within the Circle for all business units by liaisoning with Region Heads.

❖ To interact with Head Office and Region Offices for smooth day to day operations.

❖ To monitor performance against business plan at Circle level.

❖ To ensure timely execution of IT projects conceptualised at Head Office.

❖ To provide day to day technical support to business units and other shared support functions of IT issues.

9.1 Head of IT at Circle – AGM

AGM's job objective is to manage all IT requirements for Circle including execution of projects, collection and distribution of hardware and day to day technical support.

His key responsibility areas comprises of:

❖ To implement IT projects conceptualised at the Head Office.

❖ To collect and distribute hardware and software to all Regions and other field units within the Circle.

❖ To provide day to day technical support to field offices.

❖ To formulate annual IT budget for Circle by liaisoning with Head of Business Planning.
❖ To interact with Head office and Region Offices for smooth day to day operations.
❖ To monitor IT performance against prescribed targets.

9.2 **Head of Business Planning at Circle- AGM**
AGM’s job objective is to create annual business plan for Circle across business units.

His key responsibility areas comprises of:
❖ To create annual business plan for Circle.
❖ To set target for all Regions within the Circle for all business units by liaising with Region Heads.
❖ To interact with Head Office and Region Offices for smooth day to day operations.
❖ To develop employees to ensure continuous improvement in individual and company performance.

9.3 **Head of MIS at Circle- AGM**
AGM’s job objective is to monitor circle performance across business units based on targets set in the business plan.

His key responsibility areas comprises of:
❖ To monitor performance against business plan at Circle level.
❖ To publish quarterly reports on Circle performance.
❖ To share best practices across Regions.
❖ To outline corrective actions that can be taken.
❖ To develop employees and to ensure continuous improvement in individual and company performance.
❖ To encourage performance oriented culture with emphasis on team building and mentorship.

10 **Head of Civil Wing at Circle**
His job objective is to manage all affairs related to Civil and Building Works at Circle level.
His key responsibility areas comprises of:

❖ To implement policy and guidelines issued at Head Office for land, buildings, civil structures and real estate management.

❖ To manage all affairs related to lands, buildings, rents and taxes on lands.

❖ To initiate all staff and establishment matters related to HR policies and processes for all personnel at Circle level in coordination with GM (HR).

❖ To manage all affairs of Building Technical (BT) and Building General (BG) cells.

❖ To implement policy pertaining to rents and taxes on building, lands and civil infrastructures.

❖ To manage all matters related to quality assurance, enlistment of contractors, complaints, work procedures, processing of tenders and all related matters.

❖ To conduct all affairs of quality assurance for civil wing at Circle level.

❖ To ensure technical inspection of all Civil assets within the Circle on a periodic basis

❖ To manage all affairs related to the Works Section.

❖ To manage all affairs related to Accounts and Contractors section.

11 **Head of Electrical Wing at Circle**

His job objective is to manage all affairs related to Electrical Wing at Circle level. His key responsibility areas comprises of:

❖ To implement policy and guidelines issued at Head Office for all electrical installations, air conditioning, fire fighting equipment, passive infrastructure operations and maintenance.

❖ To execute policies and processes related to Energy Audit within BSNL.

❖ To initiate all staff and establishment matters related to HR policies and processes for all Electrical personnel at Circle level.

❖ To provide advice to all sections on all electrical and electro mechanical products and services and all other technical matters related to electrical installations.

❖ To ensure technical inspection of all Electrical assets within the Circle on periodic basis.
Head of Architecture Wing at Circle

His job objective is to manage all affairs related to Architecture Wing at Circle level.

His key responsibility areas comprises of:
❖ To implement policy and guidelines issued at Head Office for all architecture related matters including monitoring of Architectural works of all the field units.
❖ To initiate all staff and establishment matters related to HR policies and processes for all Architecture personnel at Circle level in coordination with GM (HR).
❖ To provide advice to all BSNL sections on architecture related matters.
❖ To develop and ensure employees continuous improvement in individual and company performance.
❖ To encourage a performance oriented culture with emphasis on team building and mentorship.

Organisation structure of BSNL, Punjab Telecom Circle, Chandigarh

The organisation structure of BSNL consisted of:

Chief General Manager Telecom Circle has been the overall incharge responsible for:

The Chief General Manager of a Telecom Circle has been responsible for maintaining the operation of all telecom installations within his jurisdiction and rendering a service to the public comparable to that of international standards. His responsibilities included:
❖ Efficient operation and maintenance of all telecom systems in his jurisdiction.
❖ Public relations and interface with public.
❖ Forecasting telecommunication demands and planning for expansion/ provision of new services.
❖ Preparing of annual plans for expansion/ new installations along with financial implications.
❖ Preparing of annual budget.
❖ Management of all personnel in the Circle including Training Centre’s in his jurisdiction. Placing of orders and purchasing of materials according to rates fixed by Telecom Headquarters.
❖ Traffic measurements and monitoring as well as engineering efficiency of systems under his control.
❖ Developing Management Information System (MIS).
❖ Coordination with State Government on behalf of Telecom Commission.

General Manager (Operations)
1. Managing operation and maintenance of all telecom systems at a high level of efficiency.
2. Monitoring of traffic and augmentation of equipment.
3. Coordination with dedicated network users and leased circuit users.

General Manager (Planning and Installation)
1. Preparation of annual plans for telecom expansion/new services.
2. Sanction of projects and estimates.
3. Forecast of material requirements.
4. Indenting for materials and purchases.
5. Installations in field.

Director Finance and Accounts
1. Internal Finance Advice to Chief General Manager and General Managers and Deputy General Managers.
2. Preparation of annual budget.
3. Revenues.
4. Expenditure
5. Account

Deputy General Manager (Administration)
1. Sanction for staff.
2. Estimating staff requirements and training needs.
3. Training Activities.
4. Labour Relations.
5. Welfare and Cultural Activities.

As regards to the functioning of Telecom Circles, the officers in the Department of Telecom who have been in the services have been drawn from Indian Telecom Service their recruitment has been made through Union Public Service Commission. These officers belonged to the engineering service and hence couldn’t deal with administrative/staff matters efficiently and effectively. Twenty-five percent of these officers should be trained exclusively in administrative work. To deal with the officers holding administrative posts were sent to foreign countries for advanced level training in technical fields but they continued to look after the administrative matters and their services and experience were not utilized properly.

Chart 2.1 (c): Organisational Structure of Bharat Sanchar Nigam Limited, Chandigarh

Sources: Office of the Punjab Telecom Circle BSNL, Chandigarh

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The communication channel of Bharat Sanchar Nigam Limited (BSNL) has been depicted in the above in Chart 2.1 (c) which revealed that BSNL has been headed by Secretary of Department of Telecommunication, under Ministry of Telecommunications there has been one Chief Managing Director followed by four Directors and thirty two Chief General Managers Telecom and Prime General Manager Telecom they all have been placed under Higher Administrative Grade (HAG). These officers have been subordinated by Senior General Manager Telecom followed by General Manager Telecom which comes under Senior Administrative Group (SAG), Additional General Manager subordinated by Deputy General Manager (DGM) (Administration) who were placed under Junior Administrative Grade (JAG) who have been further subordinated by Senior Divisional Engineers, Divisional Engineer Telecom (DET) and Junior Telecom Officers (JTO’s) were placed under Grade ‘B’ and Junior Time Scale (JTS) followed by Junior Telecom Officers. They all were subordinated by Group ‘C’ Clerical Staff, Telecom Technical Assistant and phone mechanics. Then by Grade ‘D’ employees who were known as Rozana Mazdoors (Daily workers) Mali’s, lorry riders, drivers, sweepers and other who were placed under this category.

Junior Telecom Officers have been responsible for:

- Operation of assets placed under them and provided stores, spares who arranged by Sub-Divisional Officer.

- Supervision of lower staff placed under their control and has limited administrative and disciplinary powers over them.

- Efficient maintenance of various records and submitting periodic reports on performance.

- Harmony within group and with subscribers.

- Construction works on order of their superior Sub-Divisional Officer (Telecom) and report them immediately if any major incidents/ breakdown took place.
There has been Board of Directors as the highest decision making body in the Company. As per the provisions of the Companies Act, 1956 certain crucial matters required the approval of the shareholders of the Company. The official management of the Company has been entrusted with the Chairman cum Managing Director and the Functional Directors and Executives of the Company.

Punjab Telecom Circle, Chandigarh

Before the partition of India, Lahore was the main telephone and telegraph centre for the North-Western region. Main lines were connected to Lahore and the branch lines even to other places radiated from there. At the time of partition there were nearly 3500 telephone connections in the whole North-Western region including Delhi. A separate circle with its head office at Ambala started functioning with Post Master General Punjab Circle after Lahore became part of Pakistan. There were only two Engineering Divisions which were placed at Ambala and Jalandhar.

After independence the telecom circle was reorganized, and it was called North-Western Region which consisted of present states of Punjab, Haryana, Himachal Pradesh, Jammu and Kashmir and UT of Delhi and Chandigarh. The circle had distinction of having Simla as one of its important telephone system in India. Simla was declared the summer capital in place of Ootacamund during the British rule. The first automatic exchange of country was set up at the cost of Rupees 80,500 only which had capacity of 400 working connections which were installed at Simla in March 1914.
The Punjab and Telecom circle was further reduced to its size when Postal and Telecom Departments were further divided at circle level and a separate Punjab Telecom Circle was formed on 1st June 1974. The name of the circle was also changed from Punjab to North West Telecom Circle from 1st April 1875 and comprised of the Punjab, Haryana, and Himachal Pradesh. The Telecom Districts were created at:

- Amritsar in 1975
- Chandigarh and Ludhiana in 1977-78
- Jalandhar in 1979-80
- Patiala and Ferozpur in 1989
- Pathankot in 1993

Later on Himachal Telecom Circle started its independent in October 1986 functioning at Ambala. The Haryana Telecom Circle came into existence on 9th January 1987. The resultant Punjab Telecom Circle started functioning from May 1987 from Ambala and now has been shifted to Chandigarh.

So, the current Punjab Circle has now fulfilling the needs of the States of Punjab, Chandigarh and Panchkula area of Haryana with headquarters at Chandigarh. There is one Regional Telecom Training Centre which is located at Rajpura in Patiala District. It provides training to various categories of staff in various trades and specialisations. It functions under the control of the Chief General Manager Telecom Punjab Circle, Chandigarh but has been attached with the Telecom District Manager, Patiala.

Circle Headquarters

The circle headquarters located at Sector 34, Chandigarh Office of the Chief General Manager Telecom have different grouping, one group looks after General Administration related to posting, transfers, recruitment, timely training of the employees. There has been another group which looks after customer services, supervises service quality, and looks after commercial matters relating to internet facilities, BSNL SIM cards, providing telephones, STD-PCO-ISD and deals with public complaints relating to commercial activities. This group has been looking after staff/establishment and planning matters relating to Telegraph Traffic regarding their transfers, posting, recruitment, training and planning. There has been one more group which has been looking after the work related to switching planning i.e. planning relating to installation of new exchanges,
expansion programmes for existing exchanges and material management activities with regard to procurement and supply of stores and equipment. Another group looks after matters related to Trunk Planning i.e., planning of Trunk Circuits and routes, land and buildings regarding procurement of land and construction of building for Accounts Officer who has been looking after accounts, budget, revenue expenditure and internal check of the field units and then comes Vigilance Officer Telecom, looking after complaints investigations regarding officers/staff of Telecom Circle.

Chief General Manager Telecommunication has been primarily responsible for effective supervision over the functioning of the field units. Their offices have to be inspected; various installations in the field have to be checked to ensure that these are maintained efficiently. Many of the functions entrusted to the General Managers relating to inspections and operations have been delegated to Director Telecom. They have also been delegated certain administrative and commercial powers.

Table 2.3: Pay Scale and Allowances of BSNL employees.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Pre-revised Scales</th>
<th>Revised Scales</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1A (Junior Telecom Officer)</td>
<td>9850-250-14600*</td>
<td>##</td>
</tr>
<tr>
<td>E2A (Sub-Divisional Engineer)</td>
<td>11875-300-17275*</td>
<td>##</td>
</tr>
<tr>
<td>E3 (Senior Sub-Divisional Engineer)</td>
<td>13000-350-18250</td>
<td>24900-50500</td>
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<tr>
<td>E4 (Assistant General Manager)</td>
<td>14500-350-18700</td>
<td>29100-54500</td>
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<td>E5 (Deputy General Manager)</td>
<td>16000-400-20800</td>
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<td>17500-400-22300</td>
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<td>Director</td>
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<tr>
<td>Chief Managing Director</td>
<td>27750-750-31500</td>
<td>80000-125000</td>
</tr>
</tbody>
</table>

Sources: Office of the Punjab Telecom Circle BSNL, Chandigarh

(*) In respect of Executives in E1A and E2A scales, their pay may be fixed in the revised E-1 and E-2 IDA scales of Rupees 16400-40500 and Rupees 20600-46500 respectively and these revised scales might be also be used wherever specifying the pay scales has been un-avoidable (e.g. for pension contribution, fresh appointment etc.), till the time new scales got notified.

(#) In respect of Executives in E9A scale, their pay may be fixed in the revised E9 pay scale of Rupees 62000-80000 subject to provision of revision as and when appropriate replacement scale got notified.
BSNL provides almost every telecom service in India. The BSNL has been providing following services to the society:

❖ **Universal Telecom Services:** Fixed wireline services and landline in local loop (WLL) using CDMA Technology called *bfone* and *Tarang* respectively.

❖ **Cellular Mobile Telephone Services:** BSNL is major provider of Cellular Mobile Telephone services using GSM platform under the brand name *Cellone & Excel* (BSNL Mobile).

❖ **WLL-CDMA Telephone Services:** BSNL's WLL (Wireless in Local Loop) service is a service giving both fixed line telephony & Mobile telephony.

❖ **Internet:** BSNL provides Internet access services through dial-up connection as Prepaid, NetOne as Postpaid and ADSL broadband as BSNL Broadband.

❖ **Intelligent Network (IN):** BSNL offers value-added services, such as Free Phone Service (FPH), India Telephone Card (Prepaid card), Account Card Calling (ACC), Virtual Private Network (VPN), Tele-voting, Premium Rae Service (PRM), Universal Access Number (UAN).

❖ **3G:** BSNL offers the 3G or the 3rd Generation' services which includes facilities like video calling, mobile broadband, live TV, 3G Video portal, streaming services like online full length movies and video on demand etc.

❖ **IPTV:** BSNL also offers the 'Internet Protocol Television' facility which enables watch television through internet.

❖ **FTTH:** Fibre To The Home facility that offers a higher bandwidth for data transfer.

❖ **Helpdesk:** BSNL's Helpdesk (Helpdesk) provide help desk support to their customers for their services.

❖ **VVoIP:** BSNL, along with Sai Infosystem - an Information and Communication Technologies (ICTs) provider - has launched Voice and Video Over Internet Protocol (VVoIP). This will allow making audio as well as video calls to any landline, mobile, or IP phone anywhere in the world, provided that the requisite video phone equipment is available at both ends.
WiMax: BSNL has introduced India’s first 4th Generation High-Speed Wireless Broadband Access Technology with the minimum speed of 256kbit/s. The focus of this service is mainly rural customer where the wired broadband facility is not available.

BSNL Punjab Telecom Circle is working to achieve its laid down objectives. The BSNL has following mentioned objectives which have been adopted by the circles as well and Punjab Telecom Circle, Chandigarh has been no exception to that.

Objectives of BSNL of Punjab Telecom Circle, Chandigarh
1. To upgrade the quality of telecom service to international level.
2. To build a high degree of customer confidence by sustaining quality and reliability in service.
3. To expand the telecom network so as to make new telephone connections freely available.
4. To increase accessibility of services, by providing a large number of Local and NSD/ISD Public Call Offices (PCOs) so as to reach out to the masses.
5. To provide new telecom services like Facsimile, Cellular, Voice-mail, Video Conferencing, Electronic Mail, Internet, Packet Switched Data Network and Leased Lines.
6. To raise necessary financial resources for its developmental needs.

Objective 1: To upgrade the quality of telecom service to International level.
The BSNL has so far not reached the International Standards in the provision of telecom services. The fact has been supported by looking at the future plans of BSNL as have been given below:

- Launched Tablet Services with a tie up with Pantel, Teracom etc at affordable rates with attractive lowest 2G/3G Data Plans.
- Launched Hosted and Cloud services.
- Launched India’s first Video Call Offices (VCOs).
Thus, it has been quite evident from the future plans of BSNL that so far BSNL has been making efforts to upgrade the quality of telecom services.

**Objective 2:** To build a high degree of customer confidence by sustaining quality and reliability in service.

This objective has been tested on the basis of the findings of objectives 4 and 5. The factors of sustaining quality and reliability hasn’t been tested by the researchers through the Primary data yet on the basis of observations and the opinion sought from both users and the officials that BSNL services were preferred by the users:

i. Low tariffs and

ii. Reach out in difficult and remote areas.

**Objectives 3:** To expand the telecom network so as to make new telephone connections freely available and to build a high degree of customer confidence by sustaining quality and reliability in services.

The connections were freely available, but the base of BSNL in the areas of Landlines has shrunk whereas in the cellular services the base has broadened.

**Objective 4:** To increase accessibility of services, by providing a large number of Local and National Subscriber Dialing (NSD)/ International Subscriber Dialing (ISD), Public Call Offices (PCOs) as to reach out to the masses.

<table>
<thead>
<tr>
<th>Table 2.4: Working connections of BSNL Public Call Office (PCO’s) from March 2010 till January 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>PCO’s</td>
</tr>
<tr>
<td>Sources: Office of the Punjab Telecom Circle BSNL, Chandigarh</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 2.5: Working connections of BSNL Public Coin Collection Box (CCB), Intelligent Network Public Call Office (INPCO), Village Public Telephone, (VPT), Free Phone from March 2010 till January 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCB</td>
</tr>
<tr>
<td>INPCO</td>
</tr>
<tr>
<td>VPT</td>
</tr>
<tr>
<td>Free Phone</td>
</tr>
<tr>
<td>Sources: Office of the Punjab Telecom Circle BSNL, Chandigarh</td>
</tr>
</tbody>
</table>
As can be seen from the Table 2.5 that number of P.C.O’s connections have gone down from 580 (year 2010) to 337 (Jan 2013). Similarly, Table 2.4 that in all the areas like CCB, INPCO, VPT, the number of connections have gone down except free phone connections which have increased from 46 (year 2010) to 65 (Jan 2013).

Similarly, the number of Landlines connections has decrease substantially from 121591 (year 2010) to 10, 7685 (year 2013). Though on other hand the number of Broadband connection have dramaturgically increased from 34,461 (year 2010) to 47594 (Jan 2013).

**Objective 5:** To provide new telecom services like Facsimile, Cellular, Voice-mail, Video Conferencing, Electronic Mail, Internet, Packet Switched Data Network and Leased Lines.

Table 2.6: Working connections of BSNL Landlines and Broadband from March 2010 till January 2013

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Landlines</td>
<td>12,1591</td>
<td>118600</td>
<td>11,0602</td>
<td>10,7685</td>
</tr>
<tr>
<td>Broadband</td>
<td>34,461</td>
<td>41,770</td>
<td>47,544</td>
<td>47,594</td>
</tr>
</tbody>
</table>

Sources: Office of the Punjab Telecom Circle BSNL, Chandigarh

Table 2.7: Working connections of BSNL Virtual Private Networks (VPN) from March 2011 till January 2013

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>VPN</td>
<td>343</td>
<td>411</td>
<td>469</td>
</tr>
</tbody>
</table>

Sources: Office of the Punjab Telecom Circle BSNL, Chandigarh

Table 2.8: Working connections of BSNL Leased Lines from March 2010 till January 2013

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Leased Lines</td>
<td>2424</td>
<td>2365</td>
<td>2042</td>
<td>2091</td>
</tr>
</tbody>
</table>

Sources: Office of the Punjab Telecom Circle BSNL, Chandigarh

There have been improvement Fax connections for the reasons that BSNL internet connections have increased over the years see Table 2.9. Similarly there has been increase in Video Conferencing Connections (VPN) from 343 (year 2010) to 469 (Jan 2013) in the Punjab Telecom Circle as can been in the Table 2.6.
In the Table 2.8, the trends were no different in the case of BSNL Leased Lines as these have been reduced from 2424 (year 2010) to 2091 (Jan 2013). Overall assessment of the BSNL indicated that it has not been able to achieve all its objectives.

Thus, these objectives have been partially achieved. There have been many grey areas in BSNL where the growth and expansion has shown down the hill trends.

**Future Plans of BSNL comprises of the following goals:**

- Connect villages having 1,000 and above population
- BSNL plans to provide large number of phone connections and Broadband connections on ADSL (Asymmetric Digital Subscriber Line) as well as Wireless technology. It also plans to increase its existing Optical Fibre Cable network and TAX capacity.
- Aggressive marketing to tap the demand for the 3G technology to enable high speed data transfer applications.
- Extending the coverage of 3G and WiMAX (Wireless Interoperability for Microwave Access).
- Introduce new value added services such as Mobile TV, E-Banking, Mobile Broadband, MMS etc using new technology such as WiMAX.
- Introduction of new services like FTTH (Fibre To Home), VOIP (Voice Over Internet Protocol) etc.
- Upgradation of existing network to NGN (Next Generation Network)
- Providing end to end total telecom solutions.
- Infrastructure sharing.
- Extensive Enterprise Solution Expansion Plan.

**Challenges to overcome by BSNL**

The following are the challenges which BSNL has to overcome:

- HR Revitalization.
- Retaining the Landline customers.
- Improving the services of Landline and Broadband.
- Improving the signalling network of Mobile.
- Penetrating of 3G Services.
❖ Penetrating of WiMAX network services (especially BSNL Landline is declining in rural areas and unable to provide much needed internet services).
❖ Future Telecom services will be the Data (Internet) Services. BSNL should concentrate in uncovered areas (Rural/Urban) by utilizing WiMax /FTTH services.

BSNL RUNNING UNDER LOSSES
State-run Bharat Sanchar Nigam Ltd’s (BSNL) losses have more than tripled to about Rs 6,000 crores during 2010-11 mainly due to hefty outgo for employees' salary and expenses borne by the PSU for procuring 3G and BWA spectrum.

Table 2.9: From Profit to losses story of BSNL

<table>
<thead>
<tr>
<th>Profit</th>
<th>Rupees 10,000 crores (2005-06)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss</td>
<td>Rupees 1823 crores (2009-10)</td>
</tr>
<tr>
<td></td>
<td>Rupees 5,997 crores (2010-11)</td>
</tr>
</tbody>
</table>

Source: www.BSNL_running_under_losses.com

The company had registered a net loss of Rs 1,823 crores during 2009-10. Though the reason behind such a huge loss is pointed at employee wage revisions (additional 2900 crores), the company isn’t anywhere near the recovery path. Had wage revisions not happened, BSNL would have reported Rs. 700 crores profit. Even otherwise, BSNL has enough reasons to go red sooner or later.7 According to the unaudited results of the company, the loss for 2010-11 has been Rs 5,997 crores.

“The reason for widening of the losses is mainly on account of payment made to the government to procure 3G and BWA licenses. The company has paid a total of Rs 18,500 crores for both,”

BSNL to make split payments for GSM lines
This resulted in loss of other income of close to Rs 4,000 crores. BSNL had demanded refund of this money but denied by the finance ministry. The total revenues of the company also declined to Rs 28,876 crores during the year, down nearly 10 per cent from Rs 32,072 crores in the previous financial year.8

“More than 47 per cent of the total income of the company goes for the payment made to the BSNL’s employees,” the official said indicating the PSU may resort to
voluntary retirement scheme to trip its workforce in line with recommendations made expert committee.

BSNL had reported the highest net profit of over Rs 10,000 crores in 2005-06 but since then its profits have been falling and in 2009-10 it reported net losses of 1823 crores and in 2010-11 the losses further increased to Rupees 6000 crores.

**Voluntary Retirement Scheme (VRS): BSNL’s last hope**

In the light of above mentioned losses the company is preparing a voluntary retirement plan for its employees as a part of its efforts to revive the loss-making of the company.

The company has set an internal target of giving VRS to 99,700 employees - comprising Group A (1,483), Group B (6,262), Group C (76,655) and Group D (15,214) staffers.

The VRS has been under discussion since 2009 when a panel headed by Sam Pitroda, advisor to the Prime Minister on Public Information Infrastructure and Innovations, advocated that BSNL take the VRS route to prune its nearly 2.77 Lakh strong workforce by a third. BSNL’s liability for the proposed VRS is pegged at a modest Rs 2,700 crores, while the telecom department will shoulder nearly Rs 18,000 crores in case of their retention.

The Department of Telecom has been already examining the feasibility of merging government telecom companies ITI and MTNL with state-run BSNL, in line with the recommendations of the Board for Reconstruction of Public Sector Enterprises (BRPSE). Ever since it got spun off from DoT in the year 2000, BSNL has been one of the profits making Public Sector Units (PSU) in the country. It has been the largest wireline telecom operator and third largest wireless telecom operator (only next to Bharti, Airtel and Reliance Comm.) in the country.

But now, it’s NO more a profit making PSU. For the first time ever, BSNL reported a net loss of over Rs. 1820 crores for financial year 2009 – 2010. Therefore, no longer BSNL can claim itself as profit making PSU. Even otherwise there have enough reasons for BSNL to introspect performances and, if not checked in time, may become a liability sooner or later.
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