

## CHAPTER VI

### CONCLUSIONS

Never before in the history of India, the Government and the people were more impatient for rapid progress. This progress is being brought about through planned economic and industrial development as well as through social change. Since 1951 a process of development through successive Five Year Plans has been initiated.

Science and technology have proved to be the most indispensable tools for progress of humanity since the inventions of the lever and the wheel which increased the physical power of man and the discovery of zero which added to his mental power. But all these inventions and discoveries have been surpassed by the progress made during the industrial revolution and to a large extent by the rapid strides made in the field of science and technology in the past few decades.

Development in telecommunications is amongst the foremost requirements for political, economic and industrial developments. In developing countries like India they assume importance as they are a part of the infrastructure for development in these fields. The functioning of the telecom. department is, therefore, to be viewed in the light of this broad objective.

The management process in any organisation is responsible for the optimum utilisation of the resources

for attaining the organisational objectives. To ensure effective and efficient management it is necessary that the organisational objectives are translated into specific goals and targets allocated to managers. One of the most critical requirements in this context is an optimum organisational structure which sets up, develops and maintains a pattern of relationships between different units. The purposes served by the organisational structure are many and varied. It determines the authority and responsibility at various levels to ensure that the total organisational task is carried out effectively and efficiently.

The objectives of telecommunication department in a developing country like India have to be understood in the light of many constraints. The resources are scarce and have to be judiciously distributed keeping in view the various social needs. It, therefore, becomes imperative that the telecom. services are operated at minimal cost but at the same time ensuring that they are qualitatively superior. Costs are to be kept at lowest level to generate surpluses to provide financial cushion for taking risks and engaging in research, developmental and innovation activities so vital for a service based on modern technology.

The organisation structure of telecom. services of the P&T Department can be divided in three management levels. The P&T Directorate constitutes the top manage-

ment level where policies and long-term objectives are decided. Executive management level corresponds to telecom. circles which are responsible for development and operation of telecom. services in States. Divisional units form the lowest or operative management level which is given the task of efficient and effective implementation of policies and objectives set by higher levels of management.

The present structural organisation of the telecom. circles suffers from a number of defects. Divisional units are basically operative units. The functions of planning and development which are of great importance for a country like India are done by higher levels. The responsibility centre at the circle level is not conducive to quick responses required for effective management. The present structure also results in over-centralisation of authority thus overloading the heads of circles and giving rise to delays in control process.

The existing inadequacies can be removed by properly designing the organisational structure of the telecom. circles. It should incorporate the idea of responsibility centre in the form of Area Managers who will be responsible for development and operation of telecom. services in an area. The Area Managers should be given adequate administrative and financial power together with responsibility and accountability for the

development and operation of telecom. services in these areas. This will ensure authority with responsibility. The introduction of the concept of Area Manager will necessitate other changes in the structure and distribution of work in the telecom. circles.

Optimum organisational structure helps in converting available inputs to desired outputs. This is possible only when organisational structure is such that information needs for the appraisal of performance are properly met. While designing information structure of a telecom. circle it is necessary to ensure that the information must relate to the critical operations controlled by the circle. The information system must give importance not only to the engineering aspect but also to financial and performance indicators. This calls for proper design of information format, development of appropriate budget system and fixing of standards of performance.

Before we end let us not forget that we have considered only the mechanics of organisation structure. We have not considered the subject of people in organisations. This 'human side of enterprise' is as important as the mechanics of enterprise; but then it will form the subject of a study by itself.

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