UNIT 6: ORGANISATIONAL STRUCTURE

UNIT STRUCTURE

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6.1 Learning Objectives

After going through this unit you should be able to:

- Describe the organizational set-up of a radio station
- Explain the news room set-up in a radio station

6.2 Introduction

In the last five units, we have discussed in detail several aspects of radio, ranging from technical to behavioural to historical. Now let us delve into another aspect -the managerial aspect.

Considering the fact that a radio station is usually a large organization, involving a huge number of people in different sections and at different

levels, anyone who wants to make a career in radio needs to know the role and function of each of these sections and the personnel therein. For ease of management and to ensure smooth functioning of the station, every radio station has a fixed hierarchical organizational structure. Therefore let us study the organizational structure of a radio station in this unit. Here, we will also make a special study of the newsroom in a radio station.

We hope the knowledge of the organizational structure will make you better equipped for a career in broadcast journalism. So let us start off with the structure of All India Radio – the country's largest radio broadcasting network.

6.3 Organisational set-up of a radio station with special reference to AIR

Radio broadcasting in India can be divided into basic segments – the All India Radio, which is under government control and the private radio stations like Radio Mirchi, which are owned and run by private players. While the organisational structure of private radio stations depend on the size and capacity of the station, All India Radio is controlled by the Prasar Bharati Corporation. At the apex of the organisation is the Director General of AIR.

Three-tier Broadcasting System

AIR has a three-tier system of broadcasting. They are **national**, **regional** and **local**.

National channel of All India Radio started its function from May 18, 1988. It is mainly concerned with the information, education and entertainment needs of the people, through its transmitters at Nagpur, Mogra and Delhi beaming from dusk to dawn. Centrally originated

news bulletins in Hindi and English are transmitted. It also transmits plays, sports, music, newsreel, spoken word and other topical programmes, to nearly 76% of the country's population fully reflecting the broad spectrum of national life.

The **Regional** Stations in different States form the middle tier of the broadcasting. For example the North Eastern Service at Shillong disseminates the vibrant cultural practices and heritage of the North-Eastern people .

Local Radio is a new concept of broadcasting in India. Each of the station serves a small area. It provides utility service and touches the heart of the community. What distinguishes Local Radio from the regional network is its down to earth, intimate and uninhibited approach. The programmes of the local radio are area specific. They are flexible and spontaneous enough to enable the station to function as the mouth piece of the local community.

Programme activities at AIR stations are organised as Units or sections dealing with specific areas of programming. They are headed by one or more Producers depending upon the monthly hours of output. Each unit prepares its own programme schedules usually on a quarterly basis The quarterly schedules dealing with spoken word particularly in the field of education and extension, are usually prepared in consultation with experts, academicians and other professional people outside the organisation followed by internal discussion presided over by the Station Director or his deputy. After a programme schedule or proposal is approved, the Producer is free to go ahead with it; he does not have to seek approval at each step unless there is substantial change in the scope or cost of the programme. A competent producer who knows his job and is conscious of his social responsibility enjoys considerable freedom in his day to day work. Autonomy in an organisation has however to be matched with a system of internal control, which is exercised at an AIR station, at the level of Station Director (SDs) and Assistant Station Directors (ASDs).

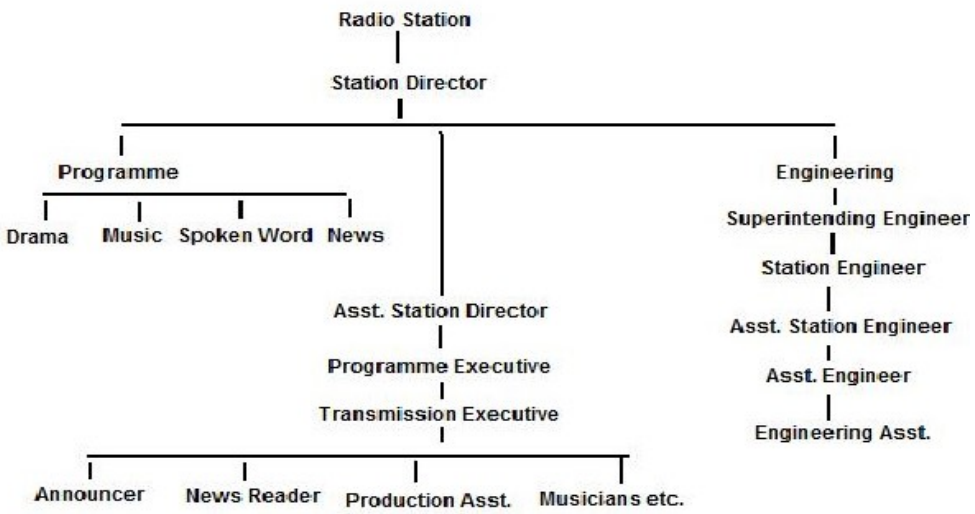
A regional station of Akashvani is usually headed by a Station Director, who is responsible for what goes on the air. He or she is assisted by one or more ASDs, who coordinate the work of Programme Units for smooth running of broadcast transmission and control the output including facilities of programme production, in addition to helping and guiding the junior staff.

All India Radio has three distinct kinds of activities, viz. programme, engineering, and general administration which includes house-keeping and book-keeping. Detailed instructions have been issued clearly bifurcating functions so as to ensure functional autonomy of the programme and engineering wings. While programme and engineering activities are clearly distinct, and it is not necessary for engineering staff to work under a Programme Officer or vice versa, house-keeping and book-keeping functions impinge on both.

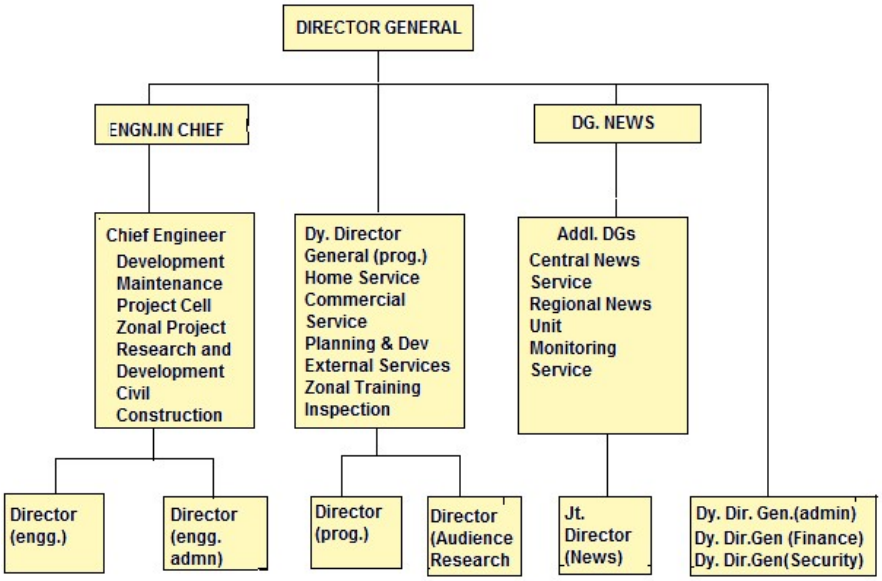
The engineering wing of an AIR station is headed by a Station Director or Engineer-in-charge depending upon the power of the transmitter. Stations with transmitter power of 50 kilowatt or more are headed by an Engineer-in-charge who is a senior engineer. He is assisted by one or more Assistant Station Engineers (ASEs) dealing with transmitter and studio operations. Another engineering officer is the Assistant Engineer who usually takes shift at high-power transmitters. The other engineering staff consists of Senior Engineering Assistants, Engineering Assistants and Technicians. They operate and maintain transmitter and studio equipment in shifts. Some stations also generate some amount of power to run transmitters and other stand-by equipment at the time of failure of power supply from the grid. In some places like Mogra (Calcutta), Rajkot, Aligarh and Khampur (Delhi) AIR has independent transmitter complexes headed by Deputy Chief Engineers.

AIR stations have to operate within the budget voted by the Parliament. Their accounts are to be submitted to the Director General AIR, every month. They are submitted to audit by the Controller of Accounts of the Ministry of I & B. The stations have to work within the financial and administrative powers delegated by the Director General, and conform to all the general financial rules and procedures of the government. Certain scales of fees have been laid down by the DG for artistes and free-lance broadcasters. Payments to them beyond a certain limit require his sanction. Subject to these and the general and specific directives issued by the DG from time to time, AIR stations are fully autonomous to decide as to who should broadcast and what. All subjects of talks, discussions, plays or documentaries, names of speakers or writers are decided at the level of the stations and generally reflected in the quarterly programme schedules. These are finally approved by the Station Directors and sent to Director General for information. It is not often that the Director of Programmes (DPs) at the headquarters comments on the shortcomings of the schedules or can monitor programmes at regional stations.

The country has been divided into different zones. Each zone is headed by a Deputy Director General with all the powers the DG. Such officers with small staff have been posted in the West at Mumbai, in the East at Kolkata and in the North-East at Guwahati. This provides for adequate decentralized control.



Structure of a Radio Station



ORGANISATIONAL STRUCTURE OF ALL INDIA RADIO

CHECK YOUR PROGRESS A

1. AIR has a three-tier system of broadcasting. What is meant by that statement? Explain.

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2. Who are the various personnel working in the newsroom of a radio station?

ACTIVITY C

Multiskilling and multitasking of personnel has become an essential requirement in any media organisation. Comment in the light of how one person has to perform many roles in a radio station.

6.4 News room set-up in a radio station

This section will give you an overview of what goes on inside a radio station news room. You will get an idea about who are the people working there and their responsibilities.

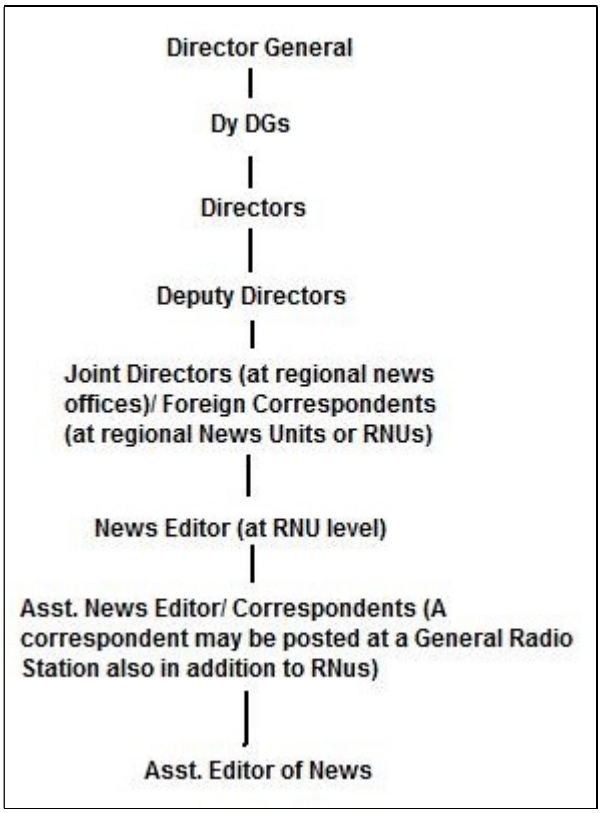
News analysts, reporters, and correspondents gather information, prepare stories, and make broadcasts that inform us about local, state, national, and international events. They present points of view on current issues and report on the actions of public officials,

corporate executives, interest groups, and others who exercise power.

In All India Radio the News Services Division is headed by a Director General (News) who is one of the senior most officers of the Indian Information Service. He is assisted by a team of additional DGs called Deputy Directors Generals (News). Next in hierarchy are the Directors (News) and then Joint Directors (News).

The different operational wings of NSD at headquarters in Delhi include: General News Room, Hindi News Room, Reporting Unit, Talks Units (English and Hindi), Newsreel Unit, New Format Cell, Indian Language Units, Monitoring Unit, Reference Unit and Administrative Wing.

The Regional News Units in various States are headed by a Joint Director or a News Editor or an Assistant News Editor assisted by Correspondents, Reporters and Newsreaders-cum-Translators.



Structure of News Section

CHECK YOUR PROGRESS B

1. Who heads the news service division of All India Radio?

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2. Name the different operational wings of the NSD at Delhi.

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3. The _____

is responsible for production and broadcast of news in

6.5 LET US SUM UP

1. While the organisational structure of private radio stations depend on the size and capacity of the station, All India Radio functions as a part of the Prasar Bharati Corporation.
2. AIR has a three-tier system of broadcasting, namely, **national**, **regional** and **local**.
3. All India Radio has three distinct kinds of activities, viz. programme, engineering, and general administration which includes house-keeping and book-keeping.
4. The country has been divided into different zones. Each zone is headed by a Deputy Director General with all the powers the DG. At the apex of the organisation is the Director General of AIR.

5. The News Services Division is headed by a Director General (News) He is assisted by a team of additional DGs called Deputy Directors Generals (News). Next in hierarchy are the Directors (News) and then Joint Directors (News).

6.6 FURTHER READINGS

1. Mehra Masani, Broadcasting and the People, National Book Trust, New Delhi, 1976.

2. Radio and Television-Committee on Broadcasting and Information Media: Ministry of Information and Broadcasting

3. Broadcasting in India: P. C. Chatterji, Sage New Delhi, 1991

4. This is All India Radio, U. L. Barua, Publication Division

6.7 ANSWERS TO CHECK YOUR PROGRESS

A.1. AIR has a three-tier system of broadcasting. This means that the broadcasting of AIR takes place at three levels: namely, national, regional and local.

National channel caters to the information, education and entertainment needs of the people, through its transmitters at Nagpur, Mogra and Delhi beaming from dusk to dawn. It transmits centrally originated news bulletins in Hindi and English, plays, sports, music, newsreel, spoken word and other topical programmes, to nearly 76% of the country's population fully reflecting the broad spectrum of national life.

The Regional Stations in different States form the middle tier of the broadcasting. Including North-Eastern Service at Shillong disseminates the vibrant and radiant cultural heritage of the North-Eastern region of the country.

Local Radio is comparatively a new concept of broadcasting in India. Each of the station serving a small area provides utility services and

reaches right into the heart of the community, which uses the microphone to reflect and enrich its life.

A. 2. The News Services Division is headed by a Director General (News) (PB) who is one of the senior most officers of the Indian Information Service. He is assisted by a team of additional DGs called Deputy Directors Generals (News). Next in hierarchy are the Directors (News) and then Joint Directors (News).

The different operational wings of NSD at headquarters in Delhi include: General News Room, Hindi News Room, Reporting Unit, Talks Units (English and Hindi), Newsreel Unit, New Format Cell, Indian Language Units, Monitoring Unit, Reference Unit and Administrative Wing.

The Regional News Units in various States are headed by a Joint Director or a News Editor or an Assistant News Editor assisted by Correspondents, Reporters and Newsreaders-cum-Translators.

B 1. The News Services Division is headed by a Director General (News).

B 2. The different operational wings of NSD at headquarters in Delhi are General News Room, Hindi News Room, Reporting Unit, Talks Units (English and Hindi), Newsreel Unit, New Format Cell, Indian Language Units, Monitoring Unit, Reference Unit and Administrative Wing.

B3. Regional News Unit

6.8 POSSIBLE QUESTIONS

1. Explain the organizational structure of All India Radio.
2. Give a brief description of the organizational structure of the news room of All India Radio.
3. Explain the role of the various sections of a radio station?