

MANAGEMENT COURSE

STUDY MATERIAL NOTES

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1. MANAGEMENT

Management is a new discipline, it has drawn concept and principles from economics, sociology, psychology and anthropology, history, statistics and so on. The result is that each group of contributors has treated management differently.

So management can be taken as a process which is practitioners view.

As per TERRY – Managing is probably a more descriptive and precise term than management.

Management is self Explanatory.

MAN+AGE+MEN+T

where one man controls over men with respect to time age is related to man's attitude, behaviour, perception, experience and thought, etc. so every manager should take in to account his own and his subordinates age, so as to have control over his men, this is management.

MANAGE + MEN + T

That is to manage the men tactfully is called management.

T → + ve, Positive approach through Tactfulness, thought and technique

T → -ve, Negative approach through Tension, Terror, Threatening

A MAN should always apply +ve approach but in order to achieve certain goal ,he can go for -ve approach also only when +Ve approach fails, and come back to +ve only.

MANAGEMENT

1. It is an old art but new science.
2. It is an art of getting time bound results linked with objectives of the organization.
3. It is a process by which certain goals are achieved through the use of available resources in specific time.
4. It is a social science to understand Human behavior.
5. It is a process by which manager create, directs, maintain and operate purposive organization through systematic, co-ordinate and co-operative human efforts

FEATURES OF MANAGEMENT

Following characteristics of management process can be identified as

1. Organized activity.
2. Existence of objective
3. Relationship among resources
4. Working with an through peoples
5. Decision making at all levels

So, management is an activity like walking, reading etc and people who performed management can be designated as manager.

2. MANAGER

A person who manages the work in an organization fulfilling the organizational objectives through subordinates tactfully, in time.

QUALITIES OF GOOD MANAGER

1. Technical ability.
2. Competency and skill.
3. Honesty.
4. Integrating ability.
5. Sound Personality.
6. Commonsense.
7. Dynamic decision making ability.
8. Knowledge of rules, regulations, policies & procedures.
9. Training and Guiding ability.
10. Human approach.
11. Motivating ability.
12. Faith in subordinates.
13. Directing ability
14. Civic sense
15. Communication skill
16. Broad vision.

RESPONSIBILITIES OF MANAGER TOWARDS

1. Organisation
2. Customer
3. Shareholders
4. Employees
5. Suppliers
6. Distributors
7. Unions
8. Government/society.

TASKS OF A MANAGER

1. To provide purposeful direction to the firm
2. Managing survival and growth.
3. Maintaining firms efficiency
4. Meeting the challenge of increasing competition.
5. Managing for innovation.
6. Building HRD.
7. Retaining talent and inculcating service of loyalty.
8. Sustaining leadership effectiveness.
9. Maintaining balance between creativity and conformity.
10. Postponing managerial obsolescences.
11. Coping with growing technology.
12. Coping with increasing level of aspiration.

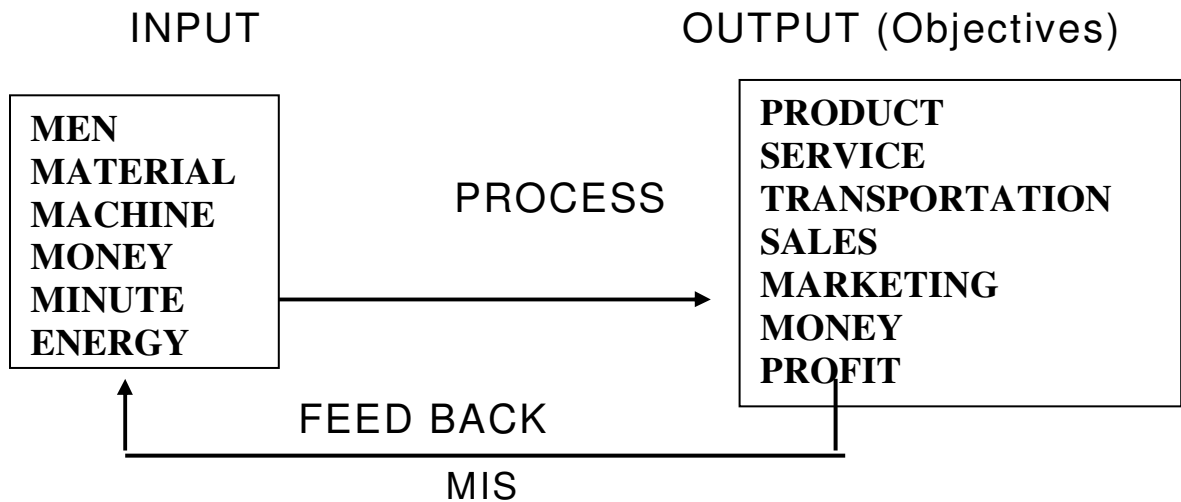
MANAGERIAL SKILLS

1. Leading skill
2. Organizing skill
3. Controlling skill
4. Decision making skill
5. Technical/human/Conceptual
6. Integrating, institution building skill.

MANAGER'S ROLE

1. Identity creating role
2. Enabling role
3. Synergising role
4. Balancing role
5. Linkage building role
6. Futuristic role.

6. MANAGEMENT PROCESS



ENVIROMENTAL FACTORS OF MANAGEMENT PROCESS (Effecting Management)

ECONOMICAL - Financial position of the people around the Organization

EDUCATIONAL -Education background and qualification of the society in general around the organization.

TECHNICAL :- Technical qualification and skill possessed by the Local population.

POLITICAL :- The political situation ,priorities of the ruling party in Local administration or state.

LEGAL :- Rules , regulations, policies, procedures, adopted by general administration of the area

GEOGRAPHICAL:- The location of the organization and the availability or resources in near by vicinity.

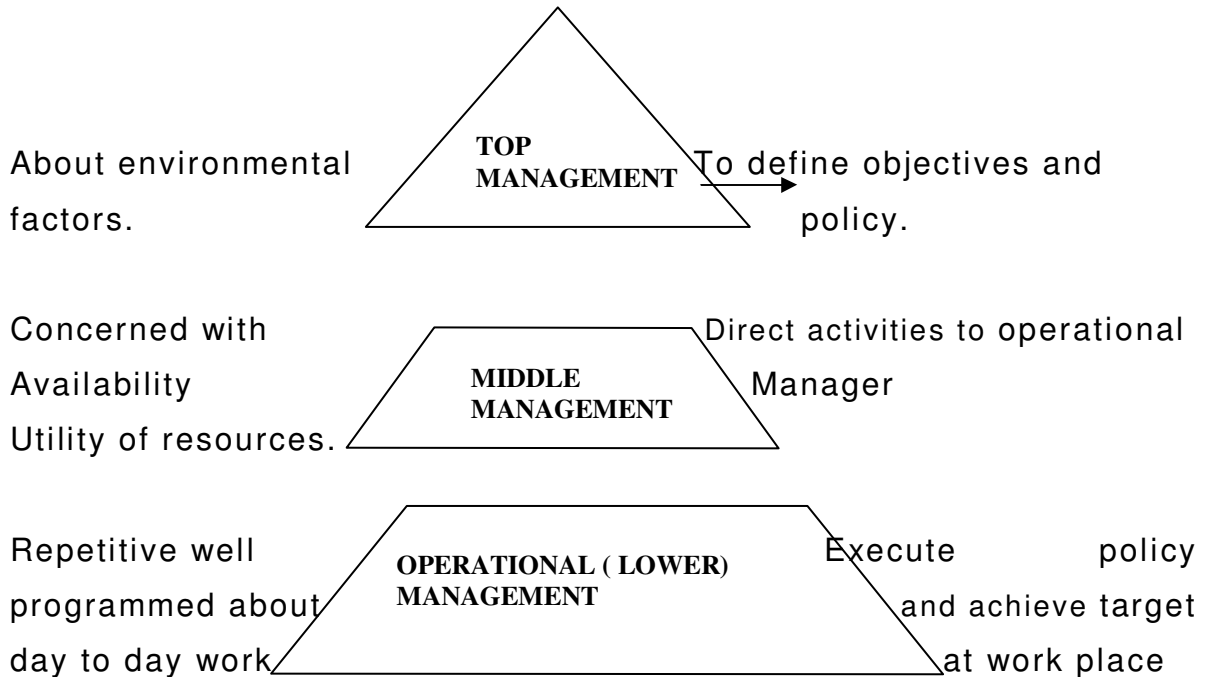
CULTURAL :- The faith , belief , religious , practice of the people of the area.

BY-Mc Farland- Management is process by which a Manager creates ,directs, maintain and operate organization through systematic and co-ordinative human efforts and with optimum use of resource in completion of objective for growth and survival of any organization.

Every Manager has to deeply study the environmental factor that effects growth and future of organization with regular Feedback.

4. LEVEL OF MANAGEMENT

It is a demarcation between various managerial portions in an organization.



TOP - MANAGEMENT :-

Concerned with the defining the objective of organization and designing the planning to achieve them. Policymaking is their main job.

M I S FOR TOP - MANAGEMENT :-

Information related to charge of environmental factors, which can affect the growth and survival and also about profit, result , turnover, budget etc. of an organization.

MIDDLE MANAGEMENT:-

Manager with number of activities and responsibilities concerned with their functions, they direct the activity to the Operational Manager as they are head of particular function with certain responsibility related with their job extraction.

M I S FOR MIDDLE - MANAGEMENT :-

Information related to collection, utilization and measurement of resources with performance of their functions.

OPERATIONAL MANAGEMENT :-

They are supervisors who are directly in contact with employee, who are responsible for production of goods or services as their out put and are responsible to complete assigned target on field.

M I S FOR OPERATIONAL MANAGEMENT:-

Repetitive, well planed, about day to day work, in terms of man hours, machine hours, unit produced per day etc.

5. SKILL OF A MANAGER

| | TECHNICAL | HUMAN | CONCEPTUAL |
|------------|-----------|-------|------------|
| TOP MGT | 5.10 % | 50 % | 40% - 45% |
| MIDDLE MGT | 25% - 30% | 50 % | 20% - 25% |
| OPT MGT | 40% - 45% | 50% | 5% - 10% |

TECHNICAL SKILL :-

Understanding the process of Job, expert in special kind of activity, involving techniques, methods and procedures of job.

HUMAN SKILL:-

Team spirit activity, to work as a member of a group to built, co-ordinate and co-operation efforts with in team. One must be aware of behavior and views of himself and others.

CONCEPTUAL SKILL: -

The ability to see the organization as a whole, recognizing interdependent of various functions integrated as an organization.

6. MANAGEMENT INFORMATION SYSTEM.

MIS (REPORTING OR FEED BACK)

For taking an effective decision, we require regular and efficient system of information collection, utilization and presentation

DEFINITION:-

MIS. is a system design to supply information required for effective management in an organization.

IMPORTANCE OF MIS: -

In the present competitive business dynamic decisions are required with well-planned strategy, which is not possible without efficient MIS.

FUNCTIONS OF MIS: -

1. DATA COLLECTION.

- A- Purpose.
- B- What kind
- C- How
- D- Who

2. DATA MANAGEMENT.

- A-Efficient system
- B- Flexibility
- C- Distribution of collection.
- D- Collection.

3. DATA PROCESSING

Presentation, printout etc.

INFORMATION SHOULD BE

- A- Accurate.
- B- From Reliable Source.
- C- Relevant
- D- Available in time.

OBEJECTIVE OF MIS:-

- 1.To make the desired information available in right firm to right person at right time.
2. Reasonable cost.
3. Efficient method.
4. Secrecy in important and confidential information.
5. Up-to-date.

DESIGNING OF MIS:-

1. Planning of MIS.
2. Defining objective of system.
3. Organizing flow of information.
4. Implementation
5. Feed back.

ROLE OF COMPUTERS IN MIS: -

Computer has increased the efficiency of MIS and provided new dimension to man and to management.

DATA BASE MANAGEMENT SYSTEM:-

This helps in creation of different data for different persons and different purpose with same kind of information.

ACTIVITY OF DBMS:-

1. Creation of data.
2. Addition of new data.
3. Editing of base record.
4. Re-arrangement.
5. Required order.
6. Creating reports as per required.
7. Making queries as and when required.

ELECTRONIC DATA PROCESSING:-

It is transformation information's after collection, in desired form through processing in computer.

IMPORTANCE OF COMPUTERS:-

- A- Mass storage.
- B- High speed of operation.
- C- Execute instructions.
- D- Accurate.
- E- Versatile.
- F- Use memory.
- G- Correct mistake
- H- Reporting as and when required in required form.

APPLICATIONS OF COMPUTER: -

- A - Pay roll accounting
- B - Project planning control
- C - Technical advise
- D - Inventory control
- E - Purchase and sales.
- F - Cash flow.

CORPORATE PLAN OF INDIAN RLY.(1985-2000)

OBJECTIVES

To built up capacity of the railway system by year 2000.

1. 370-400 Billion net ton Freight traffic.
2. 310-330 Billion passenger km non-suburban passenger traffic.
3. 105-110 Billion passenger km sub-urban passenger traffic.
4. To achieve 15% reduction in cost of transport of passenger and Freight services.
5. To reduce accidents of train.
6. To develop additional quantity with minimum capital investment.
7. To make adequate provision for depreciation and maintain reasonable surplus towards dividend liability and investment in development of infrastructure and other development activities.

STRATEGIES

1. To increase freight business.
2. To increase passenger business.
3. To rationalize and strengthen parcel business.
4. To bring down cost by reducing fuel consumption and material cost.
5. To optimize investment and improve productivity of assets.
6. To up grade technology.
7. To adopt cost-based tariff policy.
8. To rehabilitate and maintained assets.
9. To divest auxiliary activities.
10. To develop human resources.
11. To adopt an aggressive marketing approach .
12. To up grade service customers.

OBJECTIVES OF INDIAN RAILWAYS

To provide rail transport, for both passenger and goods adequate to meet demand in such area for which Railway. Operation confirms optimum benefit to the economy having due regards to govt. Policy of development of backward area and people. To provide such rail transport at lowest cost consist with:-

A- The requirement of Rly. users & safety of operation.

B- Adequate provision for replacement and some provision for development of business.

C-The least amount of pollution of the environment.

- To work in association or utilize other mode of transportation with supporting activity to serve above objectives.
- To establish corporate image of rly. As an up to date business organization with the interest of public and nation.
- To develop organizationally effective personal with pride in their work and faith in management.

10. FUNCTION OF A MANAGER

| MAIN FUNCTION | SUB FUNCTION |
|---------------|--|
| PLANNING | FORE CASTING , DECISION MAKING |
| ORGANISATION | CONTROLLING , DELEGATION OF POWER |
| STAFFING | RECRUITMENT TILL HIS ASSOCIATION WITH ORGANIZATION |
| DIRECTING | LEADER SHIP, COMMUNICATION, MOTIVATION, HUMAN RELATION SUPERVISION |
| CO-ORDINATION | TEAM SPIRIT |
| REPORTING | MIS (FEED BACK) |
| BUDGET | ANTICIPATION OF FUTURE RESOURCES |

Management is not single function but mixture of various functions performed simultaneously in order to achieve the objective.

PLANNING

Planning is thinking before doing. The first step and essential element of planning is forecasting.

Forecasting –

Estimating future on a systematic footing and judgments of future condition well in advance.

IMPORTANCE: -

1. It helps effective planning by providing scientific & reliable bases.
2. It reduces the area of uncertainty that surrounds decision.
3. It helps to search best possible decision.
4. It discloses the area where control is lacking.

DEFINITION – BY ALFORD & BEATLY

Planning is thinking progress the organized fore site based on facts and experience required for integrated action.

By MILET –

It is process of determining the objective of administrative efforts and the devising the mean calculated to achieve them.

IMPORTANCE OF PLANNING

- (1) Clearly Define Objective.
 - (2) Selection of Particular process.
 - (3) Confirmation of development
 - (4) Solve problems well in advance
 - (5) Minimize risk
 - (6) Control deviation
 - (7) In courage creativity
 - (8) Better co-ordination
- Reduce work load and tension

STEPS IN PLANNING PROCESS :-

- A- Define objectives.
- B- Fore cast
- C- Integration at all level.
- D- Choose among alternative.
- E- Counting uncertainties ahead.
- F- Economy in process.
- G- Controlling the activity.
- H- Co- ordination in operation.

TYPES OF PLANNING**(1) SHORT TERM/OPERATIONAL PLANNING**

This is one year planning to solve immediate problems and accomplish long term goal.

(2) MEDIUM PLANNING (05 YEAR PLAN)

This is project planning with covering of previous short falls.

(3) CORPORATE PLANNING (LONG TERM) 15 YEAR

In Indian Railway it is 1989-2000 here survival and growth of an organization with study of environmental factors and resources is taken in to account.

DIFFERENCE IN SHORT AND LONG TERM PLANNING

| ACTIVITY | OPERATIONAL PLANNING | CORPORATE PLANNING |
|----------------------|----------------------|----------------------|
| Focus | Immediate operation | Survival and Growth |
| Objective | Present profit | Future Gain |
| Problems | Resource | Environmental factor |
| Reward | Efficiency Stability | Future potential |
| Information | Present business | Future opportunity |
| Organizational setup | Stable | Flexible |
| Leader Ship | Conservative | Radial Change |
| Risk | Low | High |

DECISION MAKING

What ever a manager does, he do it through decision making, so no business can survive without effective decision.

MEANING

Choosing best among alternatives through rationalization and brain storming where we check all high lights and risk factors.

DEFINITION (BY TERRY)

It involves all managerial function and all types of organization and its parts, all subjects and functions with counting of uncertainty ahead.

TYPES OF DECISION

This depends upon availability of time to take decision

- A- Slow
- B- Quick
- C- Hasty

Where risk factors are not taken in to account.

CLASSIFICATION OF DECISION

- A- ROUTINE AND STRATEGIC

These are repetitive decisions taken with previous experience, objective and function of organization.

- B- SHORT AND LONG TERM DECISION:-

This depends on effective period of uncertainly.

C- ORGANISATION AND PERSONNEL DECISION :-

They are taken with personnel capacity but effect organization they are mainly inter and intra departmental (with in and with other).

D- ECONOMICAL AND NON ECONOMICAL:-

This depends on financial position of organization Social decisions are non-economical.

E- INDIVIDUAL AND GROUP DECISION :-

They are self powered or taken by the group and effect the group.

SETPS IN DECISION MAKING

- A- Diagnosis of the problem.
- B- Analysis.
- C- Clarify.
- D- Peaceful Thanking.
- E- Elaborate
- F- Compare Alternative.
- G- Filter ration.
- H- Put decision in to effect.
- I- Follow up.

TECHNIQUE OF DECISION

- A QUANTITATIVE:
1. Marginal analysis
 2. Cost benefit analysis.
 3. Operational research.
 4. Linear programming.
- B NON QUANTITATIVE: Logical and social decision.

WAYS OF MAKING DECISION

- A- Institution.
- B- Facts and figure.
- C- Experience.
- D- Through views and opinion.
- E- Consultation.

AUTHORITY IN DECISION MAKING

- 1- With out competent authority decisions are in effective.
- 2- If authority with out power to implement then decision becomes value less.
- 3- When the authority is given to subordinate by higher management four simple gains to them are as follows:
 - A- They get relief from day to day work.
 - B- They can concentrate on policy matter and important issue.
 - C- Sub- Ordinate feels valuable & Motivated.
 - D- Decisions taken on supervisory level are more practical and realistic.

ORGANISING

DEPARTMENTALISATION: -

Activity and resources for achievement so inter-relating organization goal in time.

Departmentalization consists of defining and ensuring in the individual task, grouping and classification of task and delegation of authority.

NECESSITY OF DEPARTMENTALISATION

- A- Limitation of capacity of a manager.
- B- Span of management.
- C- Specialization of job.
- D- Execution of work.
- E- De- centralization of power.

ORGANISATIONAL STRUCTURE

It is a formal established pattern of relation ship among the various parts of the organization, where position in relation to authority, responsibility & accountability is established. Structure should be flexible and durable. I.R. is the three dimensional three-tier system.

SIGNIFICANCE OF ORGANISATIONAL STRUCTURE

1. Clear-cut authority.
2. Pattern of communication & Co- Ordination.
3. Location centers
4. Proper balance
5. Encourage growth.
6. Make use of new technology.

PRINCIPLE OF ORGANIZATION

(To facilitate organizational objectives)

1. Define objective.
2. Departmentalization
3. Define individual job
4. Chain of command
5. Unity of command
6. Span of control
7. Degree of decentralization.
8. Communication network.
9. Flexibility
10. Continuity

TYPES OF ORGANISATION: -

1. *Formal* : (AS-IR) well planned, with establishment pattern of relationship having procedure and policy.
2. *In Formal*: Sudden Unplanned, established for common purpose.

INDIAN RAILWAY ORGANIZATION
MINISTRY OF RAILWAYS
RAILWAY BOARD

| Sr.No | ZONAL RAILWAY | PRODUCTION UNIT | TRAINING INSTITUTE |
|-------|--------------------------|---|--|
| 1 | CENTRAL | Chittarangan Loco works | Rail Staff College Vadodara |
| 2 | EASTERN | Diesel Loco works Varanasi. | Indian Institute of (Adv Track Civil Eng. Technology) Pune. |
| 3 | NORTHERN | Integral Coach Factory Perambur | Indian Institute of S&T Secondarabad |
| 4 | NORTH-EASTERN | Wheel & Axle Plant, Banglore. | Indian Institute of Mech.Eng.Jamalpur |
| 5 | NORTH - EAST FRONTIER | Diesel Loco Components work Patiala | Indian Institute of Electrical Eng. Nasik |
| 6 | SOUTHERN | Rail Coach Factory Kapurthala – 1986 | |
| 7 | SOUTH CENTRAL | | |
| 8 | SOUTH EASTERN | | |
| 9 | WESTERN | | |

| Sr. No | Expected Zones | Research | Public Sector Undertaking |
|--------|------------------|--|--|
| 1 | East Coast | “Research Design & Standard Organisation” | Rail India Technical & Economical Services (RITES) |
| 2 | East Central | Central Organisation for Modernization of work shop COFMOW | Indian Railway Construction Company (IRCON) |
| 3 | North Central | | Indian Railway Finance Corp. Ltd.,(IRFC) |
| 4 | South Western | | Container Corp. of India Ltd. (CONCOR) |
| 5 | North Western | | Konkan Railway Corp.(KQC) Ltd. |
| 6 | West Central | | Center for Railway Information System (CRIS) |
| 7 | Bilaspur | | |

INDIAN RAILWAY ORGANIZATION

Railway Board – Chairman Rly. Board – Ex – Offiao Principal Secretary.

Members:- Traffic, Engineering, Mechanical, Staff, Electrical-Secretary.

Secretary Railway Board – Finance Commissioner

Director General :- Health Services, Security, RDSO.

Additional Members

Dy. Sr. Directors

Executive Directors

Directors

Joint Directors

ZONAL RAILWAYS

General Manager

Add. G.M.

Sr. Dy. G.M.

Head of the departments for various disciplines.

- 1) Transportation (COM)
- 2) Commercial (CCM)
- 3) Accounts (FA & CAO)
- 4) Personnel (CPO)
- 5) Civil Eng.(CE)
- 6) Mech. Eng. (CME)
- 7) Electrical Eng. (CEE)
- 8) Signal & Tele comm. Eng. (CST)
- 9) Stores (Controller of Store)
- 10) Medical (CMD)
- 11) Security (S.C.)
- 12) Vigilance (CVO SDGM)
- 13) Planning (CPLO)
- 14) Public Relation (C.PRO)

CONTROLLING

By: EPL Branch: - It is a process of checking the standard or planning with the view to ensure satisfactory performance.

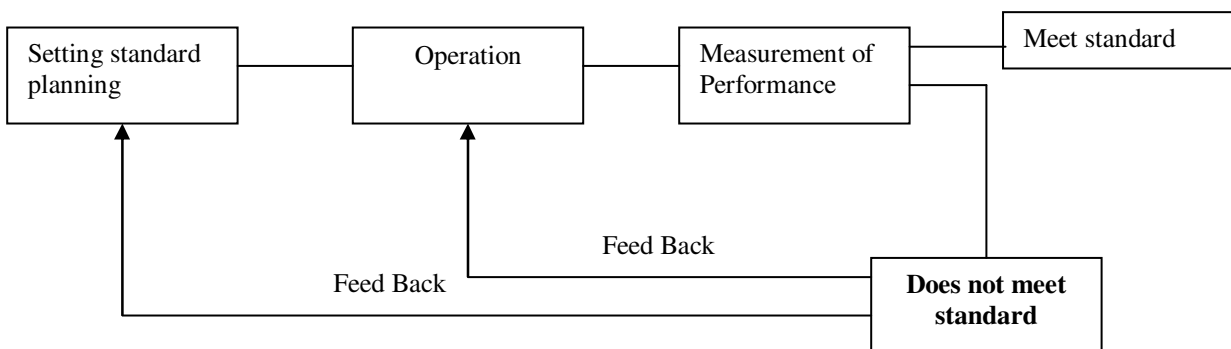
CHARACTERISTIC OF CONTROL :-

1. Regular function
2. Review of past events
3. Forward looking
4. Action oriented
5. Not to curtail the right of individual

ELEMENTS OF CONTROL :-

1. Establishment of standard
2. Measurement of performance
3. Comparing performance with standards
4. Corrective action

PROCESS OF CONTROLLING :-



SPHERES OF CONTROL

All key areas which are responsible for survival and growth of the organization as elements, structure , product , functions , time etc.

AREA OF CONTROL

Policies, Personal, Marketing, Procedure, Salaries, Methods, Services, Expenditure, Internal and External Relation etc.

CAUSES OR RESISTANCE CONTROL

1. Lack of accessibility of objectives
2. Feeling of unreasonable target
3. Lack in confidential measures.
4. Disliking unpleasant facts
5. Control by illegemate.(unauthorized)
6. Social pressure and different views of control.

PRINCIPLE OF GOOD CONTROL :

- 1.Emphasis on objective.
- 2.Efficiency of control technique
- 3.Responsibility of control.
- 4.Direct control
- 5.Suitable and acceptable system.
- 6.Self control
- 7.key point control
- 8.Corrective action
- 9.Future looking.
10. Economical procedure.
11. Object oriented.

TECHNIQUE OF CONTROL

- A- Traditional Technique
- B- Modern technique
- C- Return report.
- D- Budget
- E- Operation Ratio
- F- Cost Audit.
- G- Occasional Control.
- H- Periodical control
- I- Policy control
- J- Beaucroatic control
- K- Out put control
- L- Cultural control.

IMPORTANT ASPECTS OF CONTROL

- (I) Control should be simple and cost effective.
- (II) If you try to control every thing, you will end of by controlling nothing.
- (III) Control only vital and sensitive items.

STAFFING

It involves determination of manpower requirement with adequate and competent people at all levels.

SIGNIFICANCE

1. Functional changes.
2. Advancement of technology
3. Increase in size and function Of organization
4. Future need of manpower
5. High wage bill
6. Behavior changes.

PROCESS OF STAFFING

| Sno | Function | Objective | operation |
|-----|-----------------------|---|--|
| 1 | Recruitment | Full organizational need fill | Selection procedure RRB |
| 2 | Initial training | Make employees skillful and capable for job | Training programmer as per need, in training center. |
| 3 | Placement | To utilize capacity and knowledge of employee | Job analysis, Job Description |
| 4 | Promotion | Growth of organization | Appraisal and merit rating. |
| 5 | Refresher training | Development of employee for present and future job; | Tentative training programme facility. |
| 6 | Man power development | Organization prosperity | Development program |
| 7 | Welfare activity | Motivation, image building. | Welfare programme and scheme. |
| 8 | Grievance handling | Stability, satisfaction of employee | Union meetings |
| 9 | Pensionary benefit | Future care and good will of organization. | Pension, pension adalat. |

LEADERSHIP

It is a process by which an executive directs, guides, and influence the work of other in choosing and achieving the goal set by him.

LEADER

A leader is a person who guides and directs the people and get their willing co-operation in achievement of target.

ESSENCE OF LEADERSHIP LIES IN FOLLOWER SHIP

TYPES OF LEADER:-

1. Born Leader
2. Made Leader
3. Situational Leader

STYLES OF LEADERSHIP

1. Democratic Leader
2. Dictator Leader
3. Autocratic Leader
4. Bureaucratic Leader
5. Free leisure Leader

QUALITY OF LEADERSHIP:-

1. Common sense.
2. Physical and mental energy.
3. Clear objectivity.
4. Foresightedness.
5. Broad vision.
6. Communication ability.
7. Technical competence.
8. Integrating skill
9. Social skill.

SPECIAL QUALITY: -

1. Judge the need and expectations of followers
2. Inspire and stimulation.
3. Dynamic approach.
4. Instant decision.
5. To understand situation.

LEADERSHIP IS AFFECTED BY

1. Characteristic of leader
2. Attitude of Leader
3. Type of organization
4. Environmental factors
5. Position of power
6. Leader member relationship
7. Behavior of followers

IMPORTANCE OF LEADERSHIP

1. A too of motivation.
2. A source of inspiration and initiative.
3. A tool of integration and co-ordination.
4. A driving force.

MOTIVATION

Motivation is an effective instrument in the hands of a manager for inspiring work force and creation of confidence in it. By motivating the work force, management creates “will to work” which is essential for achievement of organizational goals.

DEFINITION

1. Inducement to act.
2. Conversion of negative attitude to positive attitude.
3. Enhance the desire in one self to work willingly according to one's will.
4. It is a process by which people are encouraged to carry out effectively and willingly the work assigned to them by providing them with the reasons for behaving in certain ways.

IMPORTANT: High moral and motivated employees are permanent assets to the organization.

FACTORS

Generally there are three factors which inspire a man to motivate:

- (i) Need (ii) Desire (iii) Drive.

IMPORTANT THEORIES

TAYLOR THEORY

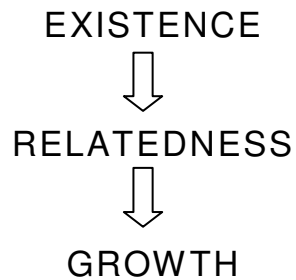
“According to him employee is a part of production unit and incentive motivate a man for action. (Production)”.

MAYO THEORY

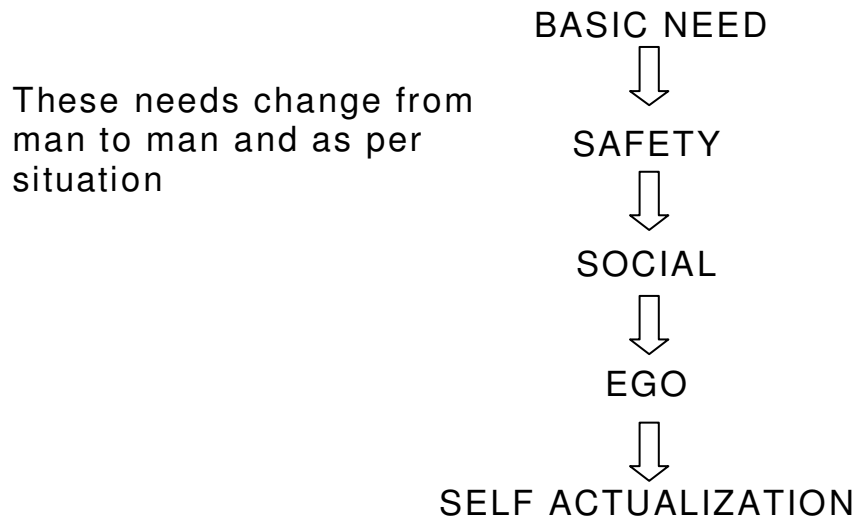
“He considered employees as family member where human factor, affection improve the productivity”.

ALDER'S ERG THEORY

"This is step wise need of man which motivate a man to action".



MASH LOW'S NEED HIERARACY THEORY



MOTIVATION FACTORS

1. Achievement.
2. Recognition.
3. Advancement.
4. Work it self.
5. Growth opportunities.
6. Responsibility with authority.

OTHER FACTORS TO MOTIVATION ARE AS

1. A-self motivation
2. Human relation
3. Long term employment policy
4. Reward on performance.
5. Objective system of appraisal
6. Fair disciplinary action.
7. Proper management and grievance handling.
8. Job enrichment and enlargement.
9. Better hygiene and sanatorium.

MORAL

DEFINITION

It is the capacity of a group of people to pull together continuously in procurement of common purpose. Moral represents the collective attitude of the employee.

BENEFITS OF HIGH MORAL

1. Willing co-ordination towards objective.
2. Loyal toward organization.
3. Voluntary accepts discipline and policy.
4. Interest in job
5. Pride and faith in organization.
6. Reduce in absenteeism.

METHODS TO ACHIEVE HIGH MORAL

1. Two-way communication.
2. Welfare measures.
3. Social activity.
4. Participation.
5. Transparency in work.

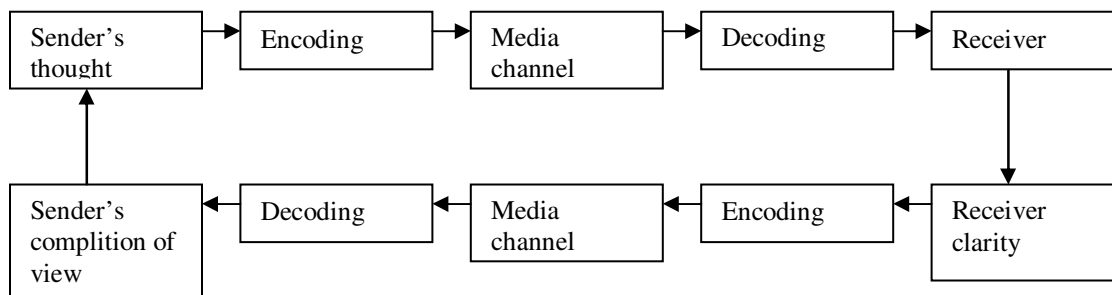
COMMUNICATION

It is prime function of manager future development lies with information, technology, public relation, courtesy and ultimately communication.

DEFINITION

Transforming the meaning, thought, exchange of ideas, facts, opinions, Information and experience with clear-cut understanding by receiver through a media.

COMMUNICATIONAL PROCESS



There are two types of disturbances, which changes the meaning of communication of thought.

- ◆ Filtration
- ◆ Noise.

OBJECTIVES: -

- ◆ To change policies as per feedback received from all concerned.
- ◆ To inform all concern about organizational progress.
- ◆ To create mutual interest between management, employees and customer etc.

- ◆ To develop sense of involvement and pride in workers.
- ◆ To provide all necessary information to all concern

WAYS OF COMMUNICATION

- ◆ ONE WAY- No response is received and no feedback
- ◆ TWO WAY- Interaction with expression or words and regular response is received

CHANNEL/ MEDIA

It is path through which messages or information's are transferred from one to another

METHODS OF COMMUNICATION (EXPRESSION)

- ◆ ORAL – They are spoken words which cannot be verified and not taken seriously
- ◆ WRITTEN- It is a formal written communication verifiable from records and taken Seriously as office orders circulars etc.
- ◆ BODY LANGUAGE – It is face expression, gestures, signs, signals, body movement etc. 50% of communication (expression) is done by body language.

TYPES OF COMMUNICATION

1. FORMAL – They are well defined, rigid with procedures and policies and under command of certain authorities, slow speed.

| | | | |
|---------------|------------------|--------------------|---------------|
| 'Y' Type | Wheel Type | Chain | Circular Type |
| Centralized | Semi Centralized | Inter Departmental | Open |
| Communication | Communication | Communication | Communication |

2. INFORMAL – Free from all formalities, no barrier, non Authentic and very fast, commonly called as Grape Vine ex. rumors . It proceed in geometrical progression.

BARRIERS TO COMMUNICATION:-

It is a blockage that cause difficulty in transmission of message so fails to carry out meaning, these are:-

- Organizational
- Status
- Language
- Psychological
- Ego
- Closed mind
- Level

COMMANDS OF GOOD COMMUNICATION

- Be a good listener.
- Clarify before communication.
- Examine purpose of communication.
- Check environment around you.
- Consultation is not insulation.
- Check the level of receiver.
- Analyze the message
- Receive feed back
- Choose proper channel.
- Match action with word

SUPERVISION

Supervision means the observing the performance of job assigned to worker and to ensure that they work as per plan and policies of the organization. Supervision primary deals with instructing, guiding and motivating workers towards more productivity.

SUPERVISOR

A person who is primarily incharge of a section and is responsible for both quality and quantity of production with achievement of maximum efforts from workers, achieving maximum performance in specific time.

POSITION OF SUPERVISOR

He is first line manger called operational manager and leader of the out put producing worker. He is known through the function. He performs as SE, OS etc.

Supervisors are the head of the workers force as well as lowest level managers so they are coupling between management and workers.

ROLE OF SUPERVISOR

- ◆ Director of working group.
- ◆ Guide and trainer.
- ◆ Leader of worker.
- ◆ Dual representative (workers and management),
- ◆ Controllers role.
- ◆ Laison role.
- ◆ Mediator between workers management.

FUNCTIONS OF SUPERVISOR

1. Planning the work.
2. Issuing orders and instructions.
3. Providing guidance.
4. Motivation.
5. Per serving records.
6. Extra action, extracting work.
7. Controlling out put.
8. Organizing work
9. Grievance handling.
10. Industrial safety.

SKILLS OF SUPERVISOR

1. Technical Skill
2. Human Skill
3. Integrating Skill
4. Helping Skill.
5. Conceptual.
6. Social.

RESPONSIBILITY OF SUPERVISOR

- A. Maintain discipline.
- B. Execution of job
- C. Feed back and completion
- D. Interest petting management policy.
- E. Satisfying workers.
- F. Mandatory to know rule and regulation.

Supervisor should have passion of job, the skin of rhino chores, the wits of fox, courage of lion, blind as bat, hawks eyes and silent as sphinx.

- BY DALE YORDER.

HUMAN RELATION

HUMAN BEHAVIOR (THEORY X-Y)

BY – DOUGLER MEC GREGOR:

According to him two contrasting human behaviors exist and two different types of assumption about human being employed by the action of autocratic manger.

TYPES OF PERSON

| X-TYPE | Y-TYPE |
|--|---|
| 1. Not ready to work willingly. | 1. Ready to work willing |
| 2. Avoid work | 2. Worked if with in capacity |
| 3. Not ready to accept new challenges due to fear of over load of work | 3. Ready to accept new challenges if mistakes are rectified. |
| 4. Not willing for training fear of enlargement of work. | 4. Accept training, in search of more information about work. . |
| 5. Always under psycho fear. | 5. Having bold ness and high activity. |
| 6. Applicable to unskilled and illiterate staff | 6. Applicable to literate and skill staff. |

THEORY OF “Z”

Modern management, concept says that no one is complete X or Y in behavior many times it is due to situation under which he is working.

CARROT AND STICK METHOD :

Subordinate should be dealt with prize or punishment according to his attitude.

IMPORTANT POINT:

1. No body knows human behavior completely.
2. Management is not set formula.
3. it is related to human psychology and situation.

TRANSACTIONAL ANALYSIS :

To analyze the behavior of a man through the treatment he gives to others.

USE OF TRANSACTIONAL ANALYSIS:

To create an open and peaceful workable environment by the change in behavior of a manager which is acceptable to the majority of the subordinates.

TYPE OF T. A. :

1. STRUCTURAL ANALYSIS : It is personal behaviors which develop as ego (Three types of ego (A) parental (B) Adult (C) Childish)
2. COMMUNICATIONAL ANALYSIS : To analyze the behavior through communication with other person.

Three types of communicational analysis (A) complementary (B) crossed (C) ulterior (Unclear response)

3. GAMES ANALYSIS : sports man spirit, no question of loss or gain.

TYPES OF PERSONALITY :

- (1) EXTRA VERT.
- (2) INTRA VERT
- (3) AMBI VERT.

PSYCHOLOGICAL VIEW OF LIFE :

| TYPE OF THOUGHTS | PSYCHOLOGICAL MEANING | TYPE OF PERSON. |
|------------------------------|--|--------------------------------|
| 1.I am ok you are ok. | My life is valuable Your life valuable | Happy person Good views. |
| 2.I am ok you are not ok | My life is valuable Your life is not valuable. | Superiority Complex |
| 3.I am not ok you are ok | My life is not valuable Your life is valuable. | Inferiority Complex. |
| 4.I am not ok you are not ok | My life is not valuable, your life is not valuable | Unhappy, Frustrated person. |

GUIDE LINE :

Manager should have adult ego, complementary communication, sports man spirit, with view, I am ok you are ok and sympathy with ambivert behavior.

HUMAN RELATION :

Organization is a social system and human factor is important element within it.

IMPORTANCE OF HUMAN RELATION :

Workers follow social norms of social system, social environment of the job reflects workers, men normally react, as a group member psychological factors are important motivators.

APPROACH TO HUMAN RELATION:

1. Important to individual need and behavior is given
2. Focus on interpersonal relation.
3. Emphasis on motivation job satisfaction and moral value of human relation development.
4. Productivity and performance depends on quality of HR

DIRECTION

DEFINATION

(By Theo HUMAN THEORY):- Direction consist of process and technique utilize in issuing instructions and making certain that operation are carried as originally planned .

DIRECTOR : The one who puts the plan into action by providing guidance and issuing the instructions in field to achieve his goal , Direction is key all the operation.

ASPECTS OF DIRECTION:

- (1) At all level of Management
- (2) Every manager directs his subordinates
- (3) It is inter linked with all managerial functions.
- (4) It is action oriented continuous and changeable process.

PARTS OF DIRECTION :

- (1) Leader ship
- (2) Communication
- (3) Motivation
- (4) Supervision
- (5) Human Relation

PRINCIPLE OF DIRECTION :

- (1) Hormone of objective
- (2) Maximum individual contribution
- (3) Unity of command

- (4) Direct supervision
- (5) Effective leadership & communication

TYPES OF DIRECTION :

- (1) Consultative
- (2) Free techniques
- (3) Auto creative

ELEMENTS OF DIRECTION :

- A. Issuing clear and complete instructions that are within the capacity of subordinate.
- B. Guiding and Training
- C. Motivating and fulfilling expectation of workers.
- D. Maintaining discipline
- E. Reward on performance

CO – ORDINATION

DEFINATION : BY –(G.R. TERRY)

“It is the adjustment of part of each other for movement and operation in time, so that each can make maximum contribution to the product as a whole”

OBJECTIVES :

- (1) Reconciliation of goal
- (2) Total accomplishment
- (3) Economy and Efficiency
- (4) Good personal relation
- (5) Retention of good people

NEED

- (1) To avoid conflict
- (2) To eliminate cross purpose working
- (3) Some total efforts of individual
- (4) Maximum individual contribution towards goal.

CO – ORDINATION AT STAGE OF :

- (1) Planning
- (2) Organizing
- (3) Staffing
- (4) Direction
- (5) Controlling

LACK OF CO-ORDINATION- RESULT:

- A- Break down of operation.
- B- Wastage and delay
- C- frustration among members
- D- Grievance development.
- E- Individual value

PRINCIPLES OF CO-ORDINATION

- (1) Direct contact
- (2) Initial stage of planning
- (3) Reciprocal relation ship
- (4) Continuous process.

BARRIERS OF CO-ORDINATION

- (1) Large size of organization
- (2) Individual importance.
- (3) Defective delegation of authority
- (4) Party politics
- (5) Ego
- (6) Lack of unity of command
- (7) Lack of co-ordination

WORKING SIGNAL OF CONFLICTS:

- (1) Confusion for long time
- (2) Dispute
- (3) Over loading of work
- (4) Red tapism
- (5) Empire Building

TECHNIQUE OF CO-ORDINATION:

- (1) Define goal clearly
- (2) Perfect organizational structure
- (3) Acceptable polices.
- (4) Effective communication & direction.

WAYS OF CO-ORDINATION:

- (1) Grouping
- (2) Direct Contact.
- (3) Committee
- (4) Inter Action net work
- (5) Grievance management

PRODUCTIVITY

It is related with resources used and objective gained.

MEANING : OUTPUT/ INPUT

DEFINITION :

- (A) It is determining factor of economical growth.
- (B) Productivity means improvement and development of every thing as well as the efficiency of a man to produce more with better quality.

OBJECTIVES :

- (1) To lighten the burden of a man and increase the burden of machine .
- (2) Improvement in quality, quantity, availability, variety of goods and services for every one.

IMPORTANCE :

- (1) Efficiency and skill of a manger is determined by the productivity he gives..
- (2) Over all growth in economy of country.
- (2) Increase standard of living and prosperity “Productivity is not growth of economy to country or only to owner but to poorest of poor also.”

FACTORS TO INCREASE PRODUCTIVITY

- (1) Technological development.
- (2) Scientific approach
- (3) Management.
- (4) Quality of work force.
- (5) Prem (participation of rly employee in
- (6) Manage men).
- (7) Motivation and moral.
- (8) Favorable environmental factors
- (9) Re cycling.
- (10) Research and development.
- (11) Time management.
- (12) Man power planning
- (13) Waste control
- (14) Quality and process .control
- (15) Discipline.
- (16) Harmonious industrial relation.

REASONS OF RESISTANCE:

- (1) Fear of work load
- (2) Reattachment.
- (3) Distortion of quality
- (4) Psycho fever

MANPOWER PLANNING (M.P.P.)

M.P.P. –May be expressed as a process by which the management ensure the right number of people and right kind of people at right place, at right time doing the right things.

M.P.P.- It is a strategy for acquisition, utilization improvement and preservation of an entire human resources.

MPP PROCESS STEPS

- 1) Job Analysis – Identification, nature, operation involved personnel attributes-qualification etc.
- 2) Skill Inventory- Recruitment, preserving & development problems
- 3) Man power forecasting –work load – work for analysis
- 4) Employment programme – recruitment selection, training etc.
- 5) Training and development of personnel

ACTIVITY OF M.P.P.

- 1) Forecasting
- 2) Inventory
- 3) Anticipating
- 4) Planning

OBJECTIVES OF M.P.P.

- 1) To ensure optimum use of human resources (employees)
- 2) To assess future skill requirement.
- 3) To provide control measures to ensure availability of human resources as and when required.
- 4) To link organizational planning & determine the purpose of recruitment, training, development at all the levels.

REASONS OF CURRENT INTEREST IN M.P.P.

- 1) Employment and unemployment situation
- 2) Technological changes
- 3) Organizational changes
- 4) Behavior changes
- 5) Skill shortage
- 6) Government influence
- 7) Legislation control
- 8) Impact of pressure groups
- 9) M.I.S. changes
- 10) Lead time (joining time)

MAN POWER PLANNING PROCESS

It is a part of corporate plan, it is continuous process with provision for control and review from time to time.

- 1 Organizational objectives & strategic plan/ market forecast/ production objective /finance /capital plan
- 2 Current M.P. Analysis – inventory, employment, productivity, organizational set up
- 3 M.P. Forecast, future situation, overall forecast, unit forecast, budget arrangement , M.P. Estimates
- 4 M.P.Objectives & Policies
- 5 Top management approval
- 6 M.P. Plan & programme (process of staffing)
- 7 Control and evaluation-

PROJECTION OF M.P. SUPPLY & DEMAND (ORGANISATIONAL LEVEL)

- 1) Fore casting techniques
- 2) Accuracy techniques
- 3) Selection of proper predictor
- 4) Projection of particular group of employees
- 5) Projection of labour cost
- 6) Projection of source of supply
- 7) Accuracy of projection

PERSONNEL POLICES AFFECTING M.P. SUPPLY –
RANGING FROM RECRUITMENT TO RETIREMENT
MAN POWER FLOW

IN- Recruitment, transfer, promotion

OUT- Retirement, discharge, dismissal, termination,
resignation, retrenchment, promotion, transfer.

STRATEGIC DECISIONS AFFECTING M.P. SUPPLY &
DEMAND

- 1) Change in environment
- 2) change in technology
- 3) Union agreement
- 4) Government polices
- 5) M.I.S. changes

PERSONNEL INFORMATION SYSTEM- It helps M.P.P. in all possible ways through adequate records, information of employees and design and creates computerized P.I.S.

IMPORTANT- An organization can be successful only when it has got adequate, capable, experienced and trained personnel.

It must be perfect in “MAN POWER PLANNING”.

STRESS MANAGEMENT (WORK STRESS)

Stress can be defined as simple wear and tear of daily living

Practically we can say – some thing that develops once things has gone out of hand or some kind of break down in the persons physical and metal stability.

Stress is instantaneous and unthinking response/reaction of body to any demand may be 1) BIOLOGICAL

2) PHYSIOLOGICAL 3)SOCIAL

Stress situations in one's life can be divided in four parts.

- 1) STRESS AT WORK- Long hours of duty, shift duty, job in security
- 2) STRESS IN FAMILY – Schooling, children's, pregnancy, and decease.
- 3) PERSONAL STRESS- Relations, sex, emotional problems, social
- 4) SPECIFIC STRESS- Health, death of near and dear, financial problem

STRESS may be caused due to low capacity and knowledge and high expectations,

It may also developed due to

- 1) Mental attitude- the way one thinks about life
- 2) Irrational behavior
- 3) Emotional problems
- 4) Environment at work place – pollution, temp, humidity, noise, food etc.
- 5) External problems – beyond our control
- 6) Physiological – frustration due to new job, beyond capacity or physical health.

JOB STRESS

Every employee spend ten to twelve hrs. on performing his job

Physiological signals of stress in job

- 1) Decision taking becomes difficult
- 2) Excessive day dreaming
- 3) Use of sleeping tablets
- 4) Excessive worrying about things
- 5) Memory loss or forgetfulness
- 6) Feeling of uneasiness or in adequate

A) Causes :

- 1) Level of noise- disturb alertness
- 2) Tiredness and working in shifts
- 3) Heat and humidity – reduced performance
- 4) Work load out of physical or intellectual capacity
- 5) Memory of individuals

- 6) Environment around working place- surroundings
- 7) Monetary – conditions, their balance between earnings and expenses,
- 8) Personal privacy
- 9) Ambiguous situations reflects decision (uncertainties)
- 10) Unclear standards of performance of judging the capacity
- 11) Unsystematic work and non organized work
- 12) Conflict between job and life.
- 13) Expectations beyond capacity

B) EFFECTS:

- 1) Affects health badly i.e. blood pressure, digestive system, temperament, stomach or heart disease
- 2) Increased in absenteeism from duty
- 3) Development of bad habits such that excessive smoking, drinking, gambling, stealing
- 4) Loses self control and becomes druggist

HOW TO REDUCE STRESS (MEASURES)

- 1) Identify your stress level
- 2) Practice yogic exercise
- 3) Do SWOT- Analysis of strength, weakness, opportunity, treat
- 4) Use your strength to enhance the opportunity, remove your weakness, and take care of treats

- 5) Go for annual health check up
- 6) Take planned breaks from your work
- 7) Reveal your worries to confidential person
- 8) Diversify – stop thinking about situation causing stress
- 9) Relax – enjoy with friends, family, children's
- 10) Plan things well in advance
- 11) Know your limitations
- 12) Leave unavoidable
- 13) Concentrate on present
- 14) Learn to change with time and situation
- 15) Take sufficient rest after work
- 16) Make day's programme
- 17) Accept your mistake
- 18) Take regular physical exercise
- 19) Learn to keep diary
- 20) Keep records systematically, quick renewal
- 21) Be polite to all, exchange views
- 22) Speak when required
- 23) Always be ready to learn new things

DON'T

- 1) Don't try to be perfect, it is impossible
- 2) Don't do many things at a time
- 3) Don't waste too much time in enquiry
- 4) Don't waste your energy in unwanted things
- 5) Never say yes if you want to say no
- 6) Don't be over ambitious

PREM

(PARTICIPATION OF RAILWAY EMPLOYEES IN MANAGEMENT)

Indian Railways main objectives are to provide rail transport service of passenger and goods.

While providing the transport services, the organization has to watch.

- 1) Safety of operation
- 2) Better and satisfied service to the passengers
- 3) Maintaining punctuality.
- 4) To develop the productivity of the Railway into a total transport organization.
- 5) Commercialization of working.
- 6) Staff welfare
- 7) Control over working expenditure etc.

DEFINATION:-

Deciding the policies with mutual understanding between management and employees and by this way, employees participation in management is called a "PREM".

Both are suggesting their views, ideas, opinion & strategy about the implementing the policies to achieve the target within the specific time.

OBJECTIVES :-

- 1) To establish a better communication system.
- 2) To improve the efficiency and viability of the management.
- 3) Appraise the investment programme in regards to housing and welfare activities.
- 4) Implementation of new technology in Railways with consent of Railway Employees opinion to make in action oriented methods for maximizing organizational effectiveness.
- 5) To facilitate effective and meaningful participation of Railway employees in the management process.
- 6) To develop a sense of involvement among employees in organizational purpose and activities.
- 7) To create a proper climate for cordial and harmonious relation between employees and management.
- 8) To improve the quality of service to the passengers and the safety in operations.

STRUCTURE OF PREM

| S N | REPRES -ATIVE | BOARD LEVEL | ZONAL LEVEL | DIVI. LEVEL |
|--------|---------------------------------|---|---|--|
| 1 | Chairman | C.R.B. | G.M. | D.R.M. |
| 2 | Conveyer | Secretary | Dy. GM (G) | Sr.DPO |
| 3 | Office Side | Members Rly. Board and Secretary Additional Members | AGM HOD'S | A.D.R.M. Sr.Officer |
| 4 | Employees Representat ive | Two Members each from FROA & IRPOF | Two Members each from FORA and IRPOF | Two Members each from FORA and IRPOF |
| | | Four Member each from NIFR and AIRF | Four Members each from CRMS/NRMU. | Four Member each from CRMS/NRMU |

The meeting of the PREM is held once in a quarter on Board Level, Zonal Railway Level and Divisional Railway Level.

The reviews of suggestions and their implementation about the minutes of previous meeting are taken and any problems which occur again.

FUNCTIONS:-

At present the functions of PREM on division are as under: -

1) Care of Customer

- 1 Behaviour of staff.
- 2 Cleanliness of Stations.
- 3 Cleanliness of Coaches.
- 4 Quality of food in catering,
- 5 Punctuality of Trains.
- 6 Booking and Reservations.
- 7 Passenger enquiry's.
- 8 Display Boards and customer help.

2) Quality

- 1) Quality of products made by Railways.
- 2) Quality of service rendered both in freight passenger.
- 3) Reduction in claims.
- 4) Improved maintenance and reduction in accidents.
- 5) Total quality management.
- 6) Quality circles and other small group activities (SGA).

3) Measures to improve revenue earnings

- 1) Marketing effort.
- 2) Strategic alliances to provide total transport.
- 3) Tourism

- 4) Leasing out parcel space in SLR's.
- 5) Lockers in SLR's to provide personalized services to passengers.
- 6) Any other new initiatives to attract high rated traffic.

4) Expenditure Control

- 1) Cost reduction.
- 2) Waste reduction.
- 3) Manpower planning.
- 4) Value engineering.
- 5) Simplification of procedures
- 6) Computerization.

5) Commercialization of working (Cost Consciousness)

- 1) Concept of inter departmental working, treating each as a cost/profit center.
- 2) Cost consciousness.

6) Human resource development

- 1) Imparting skills and knowledge and training, including multi- skilling.
- 2) Generation of value systems and creation of an environment in which people will contribute innovate and find fulfillment in a good job done.
- 3) Publicity of mission/value statements to get Railway-wise commitment, publicity of success stories.
- 4) Sharing of information with all employees.

7) Redeployment of surplus labour/staff

- 1) Timely planning for redeployment.
- 2) Timely retraining.
- 3) Nature of facilities to be extended to staff facing displacement.

8) Commercialization of production units and workshops

- 1) Using surplus capacities for making products for outsiders.
- 2) Corporation, CONCORS services etc.

9) Holistic Initiatives

- 1) Inter modal transport.
- 2) Development of railway into a total transport organization.
- 3) Privatization of off-line activities.

PENALTIES

MAJOR AND MINOR (Rule 6 OF DAR)

There are two groups of penalties laid down under the D&A 1968, viz Major and Minor penalties. The Major penalties are those where a detailed procedure as laid down in Article 311 of the Constitution of India

THE FOLLOWING ARE MINOR PENALTIES

- 1 Censure
- 2 Withholding of promotions for a specified period.
- 3 Recovery from pay of the whole or part of any pecuniary loss
- 4 Caused to the government or railway administration by negligence or breach of orders.
- 5 Withholding of privilege passes or P.T.O or both.
- 6 Reduction to a lower stage in the time scale of pay for a period not exceeding three years without cumulative effect and should not adversely affect the pension.
- 7 Withholding of increments of pay for a specified period with further directions as to whether on the expiry of such period this will or will not have the effect of postponing the future increments of pay

THE FOLLOWING ARE MAJOR PENALTIES: -

- 1 Reduction to a lower stage in the time scale of pay for a specified period with further directions as to whether on the expiry of such period this will or will not have the effect of postponing the future increments of pay.
- 2 Reduction to lower time scale of pay, grade, post or service with or without further directions regarding conditions of restoration to the grade or post or service from which the railway servant was reduced and his seniority and pay on such restoration to that grade post or service.

3 COMPULSORY RETIREMENT:

In case of compulsory retirement the employee is eligible for grant of proportionate pensionary benefits based on the number of years of service rendered by him. This also does not de-bar him from future services in the government or railway organization.

Para 64 of railway service pension rules 1993 reads as under. A railway servant compulsorily retired from service as a penalty may be granted by the authority component to impose such a penalty, pension or gratuity, or both at a rate not less than $2/3^{\text{rd}}$ and not more than full compensation or gratuity or both admissible to him on the date of retirement.

4 Removal from service

Normally no pensionary benefits are admissible.

It is not a disqualification for future employment under the Government or railway administration.

5 Dismissal from service

- i) Normally no pensionary benefits are admissible.
- ii) It is a disqualification for future employment under the government or railway administration.

Procedure for imposition of Major Penalty. (Rule 9)

1. Issue of charge sheet

The disciplinary Authority shall frame definite charges on standard form no. 5 and deliver to the Railway servant, a copy of article of charges, as statement of allegations. A statement of all relevant facts and list of documents by which and list of witness by whom the charges are proposed to be proved. While framing the charges name & designation of delinquent employee station/office, date & time of occurrence and the conduct rule for violation of which the allegation are made must be specifically mentioned in the charge sheet.

2. Submission of written statement of defence by the delinquent employee.

The delinquent employee must submit his written statement of defence within a period of 10 days from the date of receipt of SF5.

3. Permission to inspect and take note from documents

The Railway Servant shall for the purpose of preparing his defence be permitted to inspect and take note from the

documents as he may specify, but such permission may be denied by the competent Authority on the ground

Not relevant to the case.

Against the public interest.

In such cases the disciplinary Authority shall record the reason in the written and shall deliver to the delinquent employee on SF6.

Order of Inquires

On receipt of written statement of defence where no written statement of defence is submitted by the delinquent employee if it proposed to inflict any of the major penalty an inquiry has to be ordered by the disciplinary Authority for providing the charges which are not admitted.

4. Appointment of Inquiry Officer

The disciplinary Authority may itself inquire into the case or may appoint an inquiry officer or a Board of Inquiry. The appointment of Inquiry Authority is done on SF7. Inquiry Authority must be one grade higher than the delinquent employee.

5. Appointment of Presenting Officer

The disciplinary Authority may when consider necessary nominate any Railway Servant as presenting officer, to present the case in support of charges before the Inquiry Authority. The presenting officer is mainly appointed in complicated cases where the employees of different departments are involved (common

proceeding) or in serious vigilance cases. Nomination of Presenting Officer is done on SF8.

6. Nomination of Assisting Railway Servant by the delinquent employee.

The delinquent employee is also given the facility to present his case with the Assistance of another Railway Servant (known as ARE) of the same zonal Railway. ARE may be a Retired Railway employee or an Office bearer of Railway trade union, but ARE should not be a professional Lawyer,

7. Inquiry

Preliminary Inquiry .

The Inquiry officer should put up the following five questions to the charged employee which should be answered by the charged employee and not by his defence Council.

Q.1. Have you received charge sheet?

Q.2. Have you received/ inspected document mention in the charge sheet?

Q.3. Have understood the charges framed/ leveled against you?

Q.4. Do you accept the charges leveled against you?

Q.5. Are you prepared to commence with Inquiry?

i) Examination in Chief (main Inquiry)

The Inquiry officer will call witnesses for examination and cross-examination one by one.

Examination of witness is done by the Inquiry officer/ presenting officer and after the examination, cross-examination is done by the delinquent employee or ARE. When the cross-examination is over, if the Inquiry Officer/ presenting officer wants to reexamine the witness then after reexamination of the witness the delinquent employee / ARE must be given opportunity to re-cross examine the witness, when the examination and cross examination of all the witnesses is over the delinquent employee must be asked to produce his defence witnesses. Defence witnesses will be examined by the delinquent employee or his ARE and cross-examined by the Inquiry Officer/ presenting Officer. During the course of Inquiry all relied upon documents shall be exhibited. After exhibiting all the relied upon documents the delinquent employee/ ARE should be asked to produce his defence documents if he has any.

The Inquiry officer should particularly bring to the notice of the charged employee of the evidence that has gone against the charged employee during the course of Inquiry and whether he has anything to say against it. At the end of the Inquiry, the Inquiry officer should provide an opportunity to the charged employee to submit a defence, which may be oral or written. He can also be given a 10 days time for submission in case he wishes to give in writing. On receipt of delinquent employee

defence the Inquiry officer should bear in mind that he has no Authority to suggest the gravity of offence or penalty to be imposed.

8. Submission of Inquiry report and finding

The Inquiry officer will submit his Inquiry report and finding to disciplinary Authority in Two copies.

9. Forwarding of Inquiry report and finding by the disciplinary Authority to the delinquent employee for submission of his oral/ written final defence.

After going through the Inquiry report and findings of Inquiry officer, if the disciplinary authority wants to impose any Minor/Major penalty upon the delinquent employee then he should forward a copy of Inquiry report and finding to the delinquent employee with a 15 days notice to submit his oral/written final defence.

10. Order of disciplinary Authority (speaking order)

On receipt of the final defence of the delinquent employee or where no defence is submitted then the disciplinary authority should wait for 15 days and after passage of 15 days disciplinary Authority should go through the entire Inquiry report, findings written defence, if any submitted as after proper application of mind shall pass speaking order for imposition of penalty, if he wishes to impose any penalty.

Speaking order should contain in brief.

- i) The charges leveled against the delinquent employee.
- ii) The basis on which each and every charge alleged has been proved or not proved.
- iii) The reasons which make the disciplinary Authority conclude that imposition.
- iv) The particular penalty communicates date with the gravity of the offence and that meets the ends of Justices.

11. Communication of penalty to the delinquent employee.

The penalty imposed upon the delinquent employee shall be communicated to him on standard form along with a copy of the speaking order. Employee shall also be advised the period within which the appeal lies and to whom the appeal lies.

BUDGET

INTRODUCTION

Before 1924 Railway finances were merged in General finances of Government of India. In order to relieve the general finances from violent fluctuations caused by inclusion of Railways Finances and to enable the Railways. To follow continuous and independent policy regarding return to general revenue and creation of assets a committee under the chairmanship of 'ACWORTH' was nominated. Based on the recommendations of this committee a convention was adopted which is known as 'SEPERATION CONVENTION' as per which the Railways Finance was separated from general finances from 20th September 1924 subject to periodical revision.

DEFINATION

A statement of estimated annual receipts and expenditure on capital and the Railway prepares revenue account of central Government. Board which is known as 'BUDGET'. In terms of article 112 of the constitution of India the budget will be presented to the parliament.

CONSOLIDATED FUND OF INDIA.

In terms of article 266(1) of the constitution of India, a fund is created which will act as a reservoir in which all the earnings flow (credited) and from which the expenditure of government as

authorised by the parliament will be made. Central government is having consolidated fund of India where as the states are having consolidated fund of states and union territories.

EXPENDITURE

The expenditure incurred by the Indian Railways. Is divided into two classes: -

1) VOTED EXPENDITURE is such in nature that the provision of funds is subject to the vote of the parliament.

2) CHARGED EXPENDITURE is such class of expenditure for which vote of the parliament is not sought but is incurred with the Presidents Sanction. The items of expenditure that are covered under this category are as under

- I) Interest Sinking fund charges and redemption charges on loan & debts.
- II) Salary, allowances and pension payable to or in respect of Comptroller and Auditor General of India.
- III) Any sums required satisfying any judgement, decree or award of any court or arbitration tribunal.
- IV) Any other expenditure declared by the constitution of India or by parliament by law to be so charged.

DEMANDS FOR GRANT.

The proposal of Railways . In respect of amount required to meet the expenditure for the year is submitted in the form of 'DEMANDS FOR GRANTS' On presentation and vote of the parliaments the same demands are known as 'GRANTS'.

| S N | Group | Dem No. | Name of the Demand | Classif ication |
|--------|--|------------|--|--------------------|
| 1. | Policy Formation and services common to all Railway. | 1 | Railway Board | -- |
| | | 2 | Research Audit and Misc. Estab. | -- |
| 2. | General Superintendence and services on Railway | 3 | General Superintendence and services on Railway | "A" |
| 3. | Repairs & Maintenance | 4 | Repairs and Maintenance of Way & Works | "B" |
| | | 5 | Repairs & Maintenance of Motive Power. | "C" |
| | | 6 | Repairs and Maintenance of carriage and wagons. | "D" |
| | | 7 | Repairs and Maintenance of Plant and Equipment. | "E" |
| 4 | Operations | 8 | Operating Expenses Rolling stock and Equipments. | "F" |
| | | 9 | Operating Expenses Traffic | "G" |
| | | 10 | Operating Expenses Fuel | "H" |

| | | | | |
|---|---|----|--|--------------------------|
| 5 | Staff Welfare Retirement benefits and Misc. | 11 | Staff Welfare and Amenities incl. Payment to Medical staff. | “J” |
| | | 12 | Misc. Working Expenses incl. Payment to RPF Suspense. | “K” |
| | | 13 | PF Pension and other Retirement benefits. | “L” |
| 6 | Railway Funds and payment to General Revenue. | 14 | Appropriation to funds. | “M” |
| | | 15 | Dividend to General Revenue, Repayment loan taken from General Revenue, and Amortization of over Capitalisation. | — |
| 7 | Works Expenditure. | 16 | Assets – Acquisition and Replacement. (Capital Fund) | “P” “Q” “R” “S” |

APPROPRIATION BILL

In terms of article 114(1) of constitution of India after the budget is voted by the parliament and appropriations sanctioned by the president a bill is introduced in the parliament on passing of the same becomes appropriation Act. This act authorises government to withdraw money from consolidated Fund of India to the extent sanctioned for insurance of expenditure.

CONTINGENCY FUND OF INDIA.

Normally all expenses incurred by the govt. should be met out of CONSOLIDATED FUND OF INDIA with the vote of the parliament or appropriations sanctioned by the President. However to meet unforeseen contingency when the expenditure cannot be met out of available grants and vote of the parliament cannot be obtained due to the same not being in session or dissolved the expenditure is met out of fund created for the purpose under article 267(II) which is known as CONTINGENCY FUND OF INDIA. The fund is under the control of President of India. As far as the Railways . Are concerned financial commissioner Railways controls the fund?

PRESENTATION TO THE PARLIAMENT.

The consolidated budget proposals are presented before the parliament by Honourable Railway Minister in the following form.

- 1) The speech of the Railway Minister. (Yellow Book.)
- 2) The book of Demands for Grants. (Blue Book.)
- 3) The explanatory memorandum. (White Book.)
- 4) Works, Machinery and Rolling stock programme. (Pink Book.)
- 5) Budgetary Notes. (Green Book.)

BUDGET REVIEWS.

In order to ensure that the budget allotments placed at the disposal of the Railways Administration is not exceeded and to ensure that funds allotted are sufficient to cater to the requirements the budget is reviewed thrice in a year.

AUGUST REVIEW.

The first review is conducted in the month of August, hence is known as 'AUGUST REVIEW.' In this review the actual expenditure of the first three months and approximate expenditure is compared with the budget grant for the current year and actual expenditure for the previous financial year. The expenditure is also compared with budget proportion and actual expenditure of the corresponding period of the previous financial year.

The Variation in above figures are analysed and net additional requirements (if any) are asked for during this review.

REVISED ESTIMATE/BUDGET ESTIMATE STAGE.

The second review is conducted in the month of November each year, which is known as REVISED ESTIMATE for the current financial year, and BUDGET ESTIMATE for the ensuing financial year. The actual expenditure for the first six-month and approximate expenditure for the seventh month of the current financial year is compared with:-

- 1) Budget proportion.
- 2) Expenditure incurred during the last financial year.
- 3) Expenditure incurred during the corresponding period of the last financial year.
- 4) Budget grant.

Additional requirements or surrender of funds (if any) can be done at this stage.

FINAL MODIFICATION.

The third review is conducted in the month of February every year and is known as FINAL MODIFICATION. Actual expenditure during first Nine months and approximate expenditure for the Tenth month is reviewed and compared with:-

- 1) Budget grant/Revised grant (if received)
- 2) Budget proportion.
- 3) Actual expenditure during the last financial year.
- 4) Actual expenditure during corresponding period of the last financial year.

CONTROL OVER EXPENDITURE.

The expenditure on Railways . May be either REVENUE or CAPITAL chargeable to works demands. The control over expenditure exercised against these heads involves two aspects.

A) Control with reference to sanctions.

- i) Delegation of powers i.e. Railways Board to General Manager and to lower sanctioning authority.
- ii) In exercise of their financial powers the sanctioning authority must pay due regard to 'THE CANNONS/STANDERDS OF FINANCIAL PROPRIETY.'

B) Control over actual expenditure incurred/booked in the books of Railways.

- i) Control over expenditure against the budgetary allotments.
- ii) Control over expenditure against the estimated costs as shown in works, machinery and rolling stock programme.

In order to ensure that the budget grants as voted by the parliament and appropriations as sanctioned by the President are utilised for the purpose they are voted/sanctioned, the control is exercised. The requirements of Railways are more as compared to the resources available, hence it is important to exercise control over expenditure. Further Railways is also a commercial organisation in addition to Govt. organisation hence if Railways is to earn profit it is doubly necessary to ensure that control over expenditure is exercised. The control over expenditure is exercised by:-

- 1) THE EXECUTIVES. Incurrence of expenditure is subject to preparation and prior vetting of the estimates by the accounts department, sanction of the competent authority being obtained. This is ensured by the executives. He further ensures that the work progresses as per the sanctioned estimate and budget provision. The provisions of 'CANNONS/STANDARDS OF FINANCIAL PROPRIETY' are also to be kept in view while granting sanctions to the expenditure.
- 2) THE ACCOUNTS DEPARTMENT. The internal check carried out by the accounts office on bills vouchers, estimates and proposals is primarily to ensure that the same are as per codal provisions, however the end goal is to ensure control over expenditure.

On passing of the bills and adjustment of vouchers the same are entered in subsidiary register like REVENUE ALLOCATION REGISTER for revenue expenditure and WORKS REGISTER for works expenditure. At the end of the month

- these registers are closed and CONTROL STATEMENTS are prepared and submitted to the executives to enable them to know the pace of expenditure. COE is exercised by comparison of these statements with budget proportions for the month and to end of the month. Similarly the totals of works registers are compared with budget grant/proportion and estimates to exercise COE against budget grant and sanctioned estimates.
- 3) THE AUDIT DEPARTMENT. The audit department as representative of the COMPTROLLER & AUDITOR GENERAL OF INDIA. Scrutinise the appropriation accounts with a view to see that the accounts are properly maintained and the figures exhibited in the appropriation accounts are correct as per the books. They also ensure that the expenditure is regular and properly maintained. The scrutinised appropriation accounts along with remarks offered by audit are submitted to the Railways Board. Railway submits the consolidated appropriation accounts to the PARLIAMENT. Board.
 - 4) THE PARLIAMENT. As the sanctioning authority for Incurrence of expenditure the parliament exercises control over expenditure by reviewing the appropriation accounts and the audit report there on critically. The scrutiny is done by the PUBLIC ACCOUNTS COMMITTEE on behalf of the PARLIAMENT with a view to satisfy that 'the amount shown in accounts as having been spent was legally available and was spent for the purpose for which the amount was made available.

The control over expenditure is exercised by the parliament through:-

- 1) RAILWAY CONVENTION COMMITTEE.
- 2) ESTIMATES COMMITTEE.
- 3) DISCUSSION ON RAILWAY BUDGET.
- 4) NATIONAL RAILWAY USERS CONSULTATIVE COMMITTEE.
- 5) COMMITTEE ON SUBORDINATE LEGISLATIONS.
- 6) COMMITTEE ON GOVERNMENT ASSURANCES.
- 7) PUBLIC ACCOUNTS COMMITTEE.

CANNONS/ STANDERDS OF FINANCIAL PROPRIETY.

In exercise of their financial powers the sanctioning authority must pay due attention to the following principles:-

- 1) The expenditure should not prima facie be more than the occasion demands, and that every government servant should exercise the same vigilance in respect of expenditure incurred from public money as a person of ordinary prudence would exercise in respect of expenditure of his own money.
- 2) No authority should exercise its powers of sanctioning expenditure to pass an order, which will be directly or indirectly to its own advantage.
- 3) Public money should not be utilised for the benefit of a particular person or section of a community unless:-
 - i) The amount of expenditure involved is insignificant.
 - ii) A claim for the amount could be enforced in a court of law.
 - iii) The expenditure is in pursuance of a recognised policy or custom.

4) The amount of allowances, such as travelling allowance granted to meet expenditure of a particular type should be so regulated that the allowance are not on a whole a source of profit to the recipient.

ZERO BASE BUDGET.

ZERO BASE BUDGETING CAN BE DEFINED AS :-

- 1) An operating planning and budgeting process which requires each manager to justify his entire budget requests in detail, and shifts the burden of proof to each manager to justify why he should spend any amount. The procedure requires that all activities and operations be identified in decision packages, which will be evaluated and ranked in order of importance by systematic analysis.
- 2) In most literal sense, zero-based budgeting implies constructing a budget without any reference to what has gone before based on a fundamental re-appraisal of purposes, methods and resources.
- 3) Zero base budgeting involves the following
 - i) Identification of organizations structure, management, decision units and objectives.
 - ii) Formulation and development of decision packages.
 - iii) Review and prioritization of decision package.
 - iv) Allocation of resources for the chosen decision package such that preparation of budget.

PAYMENT OF WAGES ACT 1936

EFFECTIVE FROM 28th MARCH 1937

INTRODUCTION

Prior to Independence there was neither, regularity in making the payment, nor there was any system of ensuring that correct payment without any unauthorised deductions, is arranged. A "Royal Commission" to go in to the aspects of payments to the labourers. The recommendation of the Royal Commissions were accepted by the 'British Government' and that gave birth to the payment of wages Act. The salient features of this act can be summarised as follows.

Aims/Objects:- (1) To fix up the wage period.

(2) To ensure prompt and regular payment.

(3) To ensure that no unauthorised deduction is made from the wages of an employee.

APPLICABILITY:-

(1) This act applies to all establishments which engage 20 or more persons.

(2) This act also applies to all workers whose emoluments are less than Rs.1600/- p.m. (R.S.) (Emoluments include basic pay + all allowances except travelling allowance.)

MAIN PROVISIONS :- (1) The wage period is fixed to the extent of one month. In railways the following wage periods are prescribed/fixed.

- (i) For Administrative office staff :- calender month, which starts on the 1st of the month and ends on the last of the month.
 - (ii) For running staff :- 11th of the month to 10th of the following month.
 - (iii) For S&T/Eng. Gang staff :- 19th of the month to 18th of the following month.
- (2) In practice, the pay sheets are prepared on the basis of actual attendance, assumed attendance. Assumed attendance can be maximum for 15 days. The second object of this act is ensuring prompt and regular payment, the following provisions are made :-
- (i) If the number of workers in an establishment is less than 1000, their wages should be paid within 7 days from the expiry of wage period and if the number of workers is 1000 or more, within ten days from the expiry of wage period.
 - (ii) In case of casual labour discharged from j
 - (iii) Railway service his wages should be paid before expiry of two working days.
- (3) Payment will be arranged only on working days.
- (4) Payment will be arranged only in prevailing legal currency notes and coins. However Bank payments facility can be availed by the employee.
- (5) No fines in terms of money will be leviable for pecuniary loss etc.

AUTHORISED DEDUCTIONS: There are three types of deductions which are authorised to be made from the wages of the employee. These are as follows:

| COMPULSORY | VOLUNTARY | OBLIGATORY |
|---------------------------|-----------------------------------|------------------------|
| Provident Fund | Voluntary Provident Fund | House Quarter Rent |
| Income Tax | M.D. R.D. of E.C.C. Banks | Electric Charges. |
| N.G.I.S. | L.I.C. | Conservancy charges. |
| Profession Tax. | Contribution to P.M. Relief Fund. | Diet Charges. |
| Court Attachment. | P.R.S.S. | Institute fees. |
| Overdrawn wages | | Repayments of loans |
| Accounts and Audit Debits | | Repayments of advances |
| Stores Debits | | |

Normally all deductions put together should not exceed 50% of emoluments of an employee, however it may go up to 75% in case of recovery of Credit purchases made from co-operative credit society.

MACHINERY FOR REDRESSAL OF GRIEVANCES

The following Machinery is available for this purpose:

- (1) Head quarter staff will approach to Sr. Personnel Officer.
- (2) Divisional staff – Divisional personnel officer.
- (3) Workshop staff – Works manager .

If there is no response from the above Authorities. Employee may approach to Labour Enforcement Officer. If however there is no response from L.E.O. he may file a case in the labour court, in which case all court expenses will be borne by L.E.O. Office. The following Information should be notified for the information of all workers by the employer:-

- (1) Wage period
- (2) Date and time of payment.
- (3) Name and residential address of L.E.O.
- (4) Main extracts of this act to be displayed at such a place where from all employees can see, read and understand them. For understanding these should be in English, Hindi and State language.

PENALTIES:- (1) In case of infringement of any of the above provisions, the employer may be fined a sum of RS 200/- to Rs.1000/- for the first time.

(2) For second and subsequent time, the sum of fine may be between Rs.500/- to Rs.3000/- or one to six months simple imprisonment or both.

(3) For unauthorised deductions with the intention to harass the employee financially, the employer may be fined a sum equal to 10 times of the amount of unauthorised deductions.

(4) The employee may get by way of compensation a sum up to RS. 100/- for the above reason. However, if the complaint of the employee is proved to be false, he may also be fined a sum up to RS. 100/-.

WORKMEN'S COMPENSATION ACT – 1923
REVISED W.E.F. 1ST JULY 1984 AND AMMENDED IN 1998.

INTRODUCTION

The workers who were exposed to risks of injury, disablement and fatal injuries like death in the performance of their duties. And to provide security by way of compensation to the affected worker, this act come into existence. This is one of the labour laws to safeguard the employee from monetary loss in the above circumstances. Under this act a definite amount of compensation is now payable to an employee by the employer.

AIMS AND OBJECTS:- To ensure payment of amount of compensation by certain classes of employers to their workmen who sustain injuries, disablement or death as a result of an accident arising out of and during the course of employment depending upon loss of earning capacity and severity of injury. However the following employees are not coming under the provisions of this act.

- (i)** A railway servant employed in any clerical capacity in Head Quarter's office or Divisional offices.
- (ii)** Persons in workshops governed by Factories Act.
- (iii)** Apprentices not governed by Apprentice Act 1961
- (iv)** Persons employed in the Armed forces.
- (v)** As far as railway is concerned this act applies to all such workers who are connected with the operation and maintenance of vehicular traffic, or movement of vehicular traffic. For details schedule No. II may be referred.

In the following circumstances, the employer will not be responsible to pay the amount of compensation to the worker if the accident is attributable to

- (i) Worker's being in drunken state or under the influence of any intoxicating drugs.
- (ii) Wilful disobedience of the safety rules provided for the purpose.
- (iii) Wilful removal or disregard or non use of safety devices provided for the purpose of securing the safety of workmen

If workman contracts any disease which is treated as occupational disease, the contracting of disease shall be treated as an injury by an accident. In death cases the compensation is payable irrespective of the fact that the workman violated the orders of the authority.

Waiting period: The amount of compensation is payable only if the injury manifests beyond the period of three days following the date of accident.

Amount of compensation : - For total disablement 60% of average monthly wages subject to maximum of RS. 2000/- multiplied by relevant factor/age factor or RS. 60000/- which ever is greater in amount.

For death cases 50% of average monthly wages subject to maximum of /RS. 2000/- multiplied by relevant factor/age factor or RS. 50000/- whichever is greater in amount.

If the worker is alive, the amount of compensation will be payable to him. In the event of his death, the amount shall be payable to his dependent either wholly or partially dependent on him on the date of accident. Dependents will include following:-

- (i) A widow.
- (ii) A minor legitimate son,
- (iii) An unmarried legitimate daughter,
- (iv) Widow mother.
- (v) Physically handicapped child.
- (vi) A widower.
- (vii) A parent other than the widow mother.
- (viii) A minor brother.
- (ix) Unmarried sister.

The amount of compensation payable in death cases will be payable only by 'The commissioner for Workmen's compensation Act.' In other cases it will be payable by the employer to the employee.

Arrangements for payment- Half monthly payments shall be payable on every 16th day provided the injury will last for a minimum period of 28 days or more as per medical authorities certificates and on 19th day if less than 28 days.

Half-monthly payment will be equal to 25% of monthly wages of workmen and no deduction is permissible from the half-monthly wages. Half-monthly payment would be advance in nature and the total amount so paid, will be recoverable from the total amount of leave salary payable. Hospital leave which is a special kind of leave is sanctioned in this case this leave is not

debitable to the leave account of the employee concerned. The entire period will be treated as IOD and one paysheet for the entire period will be prepared. All deductions due from the employee would be made from this paysheet.

Half-monthly payment will be made for a maximum period of 5 years. The amount of leave salary will be full pay or half pay as per desecration of the sanctioning authority.

TOTAL DISEBLEMENT (T.D.) :- This is a situation in which workman is incapacitated for future work in respect of all the employments which he was capable of working at the time of accident resulting in such disablement. In such cases the loss of earning capacity is forever and comes to 100 %.

PERMANENT PARTIAL DISABLEMENT (PPD) :- This is situation in which the earning capacity of a workman is lost forever but in certain percentage which will be loss less than 100% .

TEMPORARY PARTIAL DISABLEMENTM (TPD) :- This is a situation in which the earning capacity of a workman is reduced in respect of the employment on which he was working at the time of accident resulting in such disablement for some period.

LIST OF DOCUMENTS TO BE SUBMITTED TO ACCOUNTS
ALONGWITH THE COMPENSATION CASE:-

- 1) All concerned message (A.C Message)
- 2) Accident Report.
- 3) Eye witness statement.
- 4) Emoluments statement for past 12 months.
- 5) Medical Certificate.
- 6) Corroborative statements.
- 7) Sketch of site of an accident.
- 8) Death certificate in case of death.
- 9) Post mortem Report.
- 10) Police Panchanama.
- 11) Particulars of family members.
- 12) Subordinate Departmental Officers enquiry report.(SOD) report.

PENALTIES :-

- (1) For non-submission of the papers of the case to the commissioners office within one month or for violation of any of the provisions, employer may be fined a sum up to Rs 500/-
- (2) For not depositing the total amount of compensation payable with the commissioners office within the period of 30 days, the employer will be liable for payment of interest @ 12% p.a. (simple interest) for delayed period on the total amount payable.
- (3) The employer will have to give reasons for delay in depositing the amount of compensation and if the reasons given are not found to be acceptable to the commissioner he may impose further fine equal to 50% of total amount of compensation payable.

COMMUNICATION FROM AUDIT

Railways are part of the Government of India. There is no statutory audit of the type under Indian Companies Act.

The Comptroller and Auditor General of India is the final audit authority in India as per provisions laid down in Article No. 149 to 151 of the constitution of India and he is responsible for the audit of the accounts of the Indian Railway but has no responsibility for the compilation of such accounts. The form in which accounts classification affecting the recording of the expenditure in the Finance and Revenue Accounts are, however, subject to his approval.

The statutory audit has three fold purpose viz.

- i) it is an accountancy audit to check the accuracy and to see that all payment are supported by receipted vouchers,
- ii) it is an appropriate audit to check to ensure that expenditure and receipts have been properly classified and voted appropriations have not been exceeded.
- iii) it is also an administrative audit to check that expenditure has been incurred according to prescribed rules and regulations.

The main object of audit is to ensure:

- a) that the system of accounts used by the internal check authority is correct,
- b) that the method of check applied at every stage of the accounts is sufficient.

- c) that the accounts are maintained and the checks applied with due accuracy and,
- d) that the arrangements exist in the accounts office to ensure attention to the financial interest of the railways on the part of all concerned.

Audit is always conducted ex-post factor i.e. after the event. Audit cannot prevent and overpayment through negligence or non observance of rules and regulations. It is the duty of Audit to report results to the proper authority so that appropriate action is taken to rectify the irregularity wherever possible and at least to prevent its recurrence.

Ordinarily the results of statutory audit are communicated through:-

- a) Specific reports of the more important and serious irregularities discovered in the course of audit of Accounts and departmental offices and station records etc.
- b) Audit notes detailing minor irregularities discovered in the course of audit of accounts office records.
- c) Inspection reports showing the results of audit of the initial records of executive offices.

An inspection report will consist of two parts, namely Part I dealing with the more important matters and Part II dealing with the rest, containing minor routing matters. Audit notes will also similarly consist of two parts. The final disposal of part II of audit notes and inspection reports rests with the Accounts Officers and

no formal reply to the Director of Audit is necessary. Replies to Part I of inspection reports and audit notes and specific reports should be sent by the executive offices concerned to the accounts office. In scrutinizing them, the Accounts officer should call for further information, if necessary and consult the head of the division of department concerned where desirable before giving a reply to the Director of audit. All audit objections and notes should be promptly attended to by the accounts officer.

All important cases coming to the notice of audit during inspection or regular audit which in the opinion of the Director of Audit merits inclusion in the Audit Report are brought to the notice of the Railway Administration through special letters, notes of objections etc. Since these special letters and factual statements forms the basis of the material for the audit report the railway administration should deal with them at a sufficient high level and promptly, if it is not done the director of audit will proceed to prepare a draft paragraph for incorporation in the audit report.

If it is decided by the Director of Audit that the matter is required to be converted in to Draft para for the Audit Report, the draft para prepared will be sent by the Director of Audit to the Personal Address of the G.M. simultaneously sending advance copies of the draft para with connected correspondence to the F. A. & C. A. O., H. O. D. concerned, the additional Deputy, C & A. G. (Rlys) and the Director (Finance) Railway Board to facilitate prompt action and detailed examination. The Director of Audit, after consultations with the Railway Board, within a period of

eight weeks from the receipt of the draft para. To allow some time for further enquiries and examination by the Railway Board, it will be necessary for the railway to forward the draft para along with a report from the Railway Board, as quickly as possible but not later than five weeks of the receipt of the draft para. The reply will be sent over the personal signature of the G. M. duly vetted by the F. A. & C. A. O.

Any modification which the railway administration may desire to suggest or any comments which they wish Director of Audit to consider before giving their final reply should as far as possible, be settled by personal discussions so that the final reply of the administration is sent within the overall time limit of eight weeks.

After the railway administration has replied finally, any further enquiries by the Board of Director of Audit will have to be dealt with on the basis of highest priority.

If the Audit is convinced of Railway administration replies that there are no irregularities, the draft paras will be dropped. If the audit considers the cases as irregular, the draft paras will be included in the report of the

CAG and the report is presented to the Parliament where it is taken up for consideration by the Public Accounts Committee. The committee obtains personal evidence of senior officers of the Railway Board. The recommendations made by the committee are considered by the Railway Board and notes on action taken by the Board are submitted to the committee.

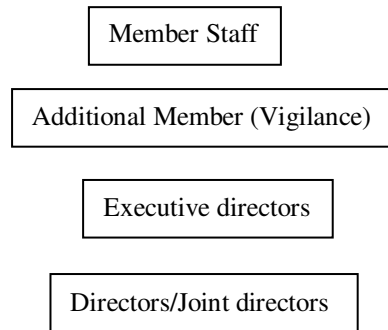
VIGILANCE MANAGEMENT

MEANING - Vigilance means “ALERTNESS or WATCHFULNESS”.

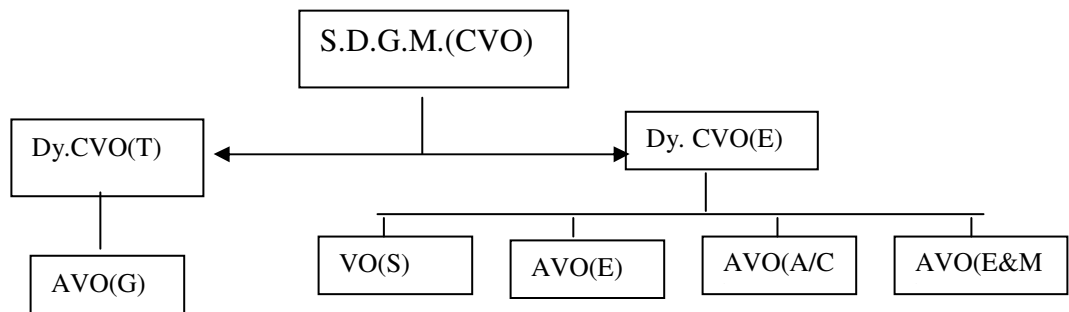
DEFINATION: - In specialised sense, Vigilance is continuous fight one in uprooting the corruption and other malpractice, which are harmful to the organisation.

ORGANISATIONAL SET UP OF VIGILANCE IN IR

BOARD LEVEL



ZONAL LEVEL



All VIGILANCE OFFICERS have Chief/Senior Vigilance inspectors under them.

FACTORS RESPONSIBLE FOR CORRUPTION.

- (1) Ever increasing demand for materialistic pleasure/ position.
- (2) Scope of politicking by politicians and their failures in democratic set-up.
- (3) Ever increasing price rise.
- (4) High rates of income tax.
- (5) Low pay scales of Govt. employees than their counterparts in private sector.
- (6) Money holding the most powerful and controlling positions in the society.
- (7) Misuse of official position in serving the vested interest by the political leaders.
- (8) Due to political fiddling the Govt. servants are not in a position to perform their duties with principle and firmness.
- (9) The peoples representatives enacting self serving legislation's.
- (10) Ever increasing pressure and demand tactics adopted by the senior officers .
- (11) Easy opportunities.
- (12) Uncontrolled power .

Lack of knowledge about functioning of the department eventually leads to wrong things being got done and cleared by the concerned staff.

CAUSES OF RISE IN CORRUPTION

- (1) Legacy of the past.
- (2) Post independence expansion.
- (3) Black money, parallel economy, white-collar crimes.
- (4) Over protection to public servants.

- (5) Clumsy procedures.
- (6) Ineffective supervision..
- (7) Misplaced sympathy with criminals.

OBJECTIVES OF VIGILANCE ORGANISATION

- (1) Ensuring adherence to rules and procedures in letter and spirit.
- (2) Safeguarding the organisation against unnecessary or deliberate financial loss.
- (3) Safeguarding against discriminatory practices by government servants.
- (4) Ensuring that officers and staff function with absolute integrity.
- (5) Streamlining procedures to have a clean administration.
- (6) Catalytic agent for raising storm signal, diagnosing devising, correction, eliminating corrupt.

FUNCTIONS OF VIGILANCE BRANCH

- (1) Function as a service organisation to management.
- (2) Develop intelligence against corruption.
- (3) Identify black spots, make fair investigations.
- (4) Encourage managers for in-house vigilance.
- (5) Suggest ways of qualitative improvement by plugging loopholes , improving procedures.
- (6) Protect & encourage honest employees.
- (7) Conduct regular & surprise checks/raids.
- (8) Correct gently & constructively those doing mistakes without malafide motives.
- (9) Liases with CBI , CVC etc.

PREVENTIVE CHECK RESULTS

- (1) Mark possible source for future.
- (2) Review your performance.
- (3) Could you have done better?
- (4) Find sensitive areas?
- (5) Is CBI assistance required ?
- (6) Find doubtful persons.
- (7) Do you recommend any transfers?
- (8) Follow up.

PREVENTIVE MEASURES TO CREATE HEALTHY CLIMATE.

- (1) Time to time review of procedures.
- (2) Periodic inspections to check adherence to rules and procedure.
- (3) Determine sensitive areas.
- (4) Prepare list of bad contactmen - circulate to all.
- (5) Prepare list of Railwaymen of doubtful integrity and watch them.
- (6) Ensure compliance with conduct rules.
- (7) Give priority to internal sanitation.

VIGILANCE ORGANISATION HAS TO ENSURE THAT RAILWAY EMPLOYEES STRICTLY FOLLOWS CONDUCT RULES IN LETTER AND SPIRIT, IT HAS TO ADVISE THE CONCERNED RAILWAY ADMINISTRATION ABOUT VIOLATION OF CONDUCT RULE BY ANY OF ITS RAILWAY EMPLOYEE.

PERSONNEL MANAGEMENT

DEFINITION - MANAGING MEN TACTFULLY

BY EDWIN B. FLIPPO – Personnel management deals with the planning, organizing, directing and controlling the functions of procuring, developing, maintaining and utilizing the work force in the organization to help in achievement of its objectives.

Personnel management is concerned with human resources of the organization in indian railways personnel management is very important due to highest no. of employees in rly. organization

Basic facts of personnel management (characteristic)

- 1) It is concerned with all the employees of organization
- 2) It covers all the level of personnel
- 3) It concern with all the employees to help them / to look after the welfare of all family members of employee
- 4) It is inherent in the organisation /departments
- 5) It is continuous in nature
- 6) It attempts in getting the willing cooperation of the people for the attainment of the desired goals

OBJECTIVES OF PERSONNEL MANAGEMENT

- 1) To attain maximum individual development
- 2) To established working relationship among all employees
- 3) To mould effective the human resources

- 4) To fulfill needs and ensure satisfaction of employees
- 5) To provide fair wages ,good working conditions and service benefits to employees
- 6) To ensure about each employees contribution in success of organisation
- 7) To maintain high morale and better human relation

FUNCTIONS OF PERSONNEL MANAGEMENT (POSDCORB OF HUMAN RESOURCE)

- 1) Employment of best possible talent suitable to organisation
- 2) Training and development
- 3) Compensation-(equitable remuneration as per job)
- 4) Integration - harmony in organisation
- 5) Working conditions
- 6) Welfare services
- 7) Personnel record
- 8) Industrial relation - bargaining various labour laws

Pre requisites condition to be fulfilled by top man to enable p.m. To achieve objectives.

- 1) Existence of capable people picked on merit bases
- 2) Plan for effective utilisation employees giving opportunities and training
- 3) Considering employees as a coworker rather than subordinate
- 4) Clearly define the comprehensive objective
- 5) Formulation of objective with consultations of sr. Persons.
- 6) Proper division of task as per plan, function and position.

ROLE OF P.M. (IN ACCORDANCE WITH SITUATION)

- 1) Conscience role
- 2) Counselor role
- 3) Mediator role
- 4) Spokes man role
- 5) Problem solver
- 6) Change agent role

P.M. IS RELATED TO -

- 1) Personnel administration
- 2) Industrial relation
- 3) Labour welfare management
- 4) Employees relation
- 5) Staffing
- 6) Manpower management

PERSONNEL DEPT HAS “STAFF” RELATION SHIP WITH OTHER DEPT, IT ACTS AS AN ADVISORY CAPACITY TO LINE DEPTT.

SAFETY IN THE RAILWAYS.

One of the basic problems of the Indian railways is that of ensuring the safety of its trains, railway men and passengers. The railways have a keen desire to make the rail travel as safe as humanly possible.

To achieve this safety objective a safety organisation is set up which functions right from the railway board to the divisional level.

The safety department is a part of the traffic department and has a three-tier organisation as follows.

- 1) Railway Board Level
- 2) Zonal H.Q. Level and
- 3) Divisional H.Q. Level.

RAILWAY BOARD LEVEL

Safety directorate is the head of the safety organisation. The management can be structured as under: -

C.R.S.

MEMBER TRAFFIC

EXECUTIVE DIRECTOR (SAFETY)

DIRECTORS OF VARIOUS DISCIPLINES
(SUCH AS LOCO, TRAFFIC. ETC.)

INSPECTORS & SUPERVISORS.

ZONAL LEVEL -

GENERAL MANAGER.

C.S.O.

Dy.CSTE(S) Dy.CME(S) Dy.COM (S) 'P'ZTC Dy.CE(S)
ASSISTANT OFFICERS (RULES.)

DIVISIONAL LEVEL -

D.R.M.

SR.D.S.O. / D.S.O.

A.D.S.O.

Safety counselors /TNI safety /BTC of various disciplines.

FUNCTIONS OF THE SAFETY ORGANISATION.

1) Functions of the safety directorate

- i) Co-ordinate activities of the zonal railways. (safety organisation.)
- ii) Undertake periodical analysis of the various types of accidents and draw conclusions from it to initiate remedial measures.
- iii) Exercise random checks on the quality of supervision, conditions of working of assets and equipment's and adequacy of personal.
- iv) Monitor the implementation of the recommendations made by the various committees
- v) Frame the safety rules i.e. The g r's and to issue amendments etc.
- vi) Co-ordinate with the commission of railway safety and other matters of safety aspects.

- vii) Advice in the planning of safety, introduce new innovations to ensure more safety and watch its implementation.

FUNCTIONS OF THE SAFETY ORGANISATION AT THE ZONAL RAILWAY LEVEL

1. Through an examination of accident inquiry proceedings made by various divisions.
2. To take action to eliminate similar types of accidents.
3. To frame subsidiary rules keeping in mind local conditions.
4. To scrutinise the swr's.
5. To carry out inspections and random checks of the divisions.
6. To undertake propaganda, by issuing posters, safety films, literature etc.
7. To supervise the working at the ztc, the attendance of staff at various courses and the quality of training imparted will also be monitored.
8. Arrange safety seminars, safety camps to make the staff aware of the various kinds of mistakes, which cause accidents.
9. To co-ordinate with the crs.

FUNCTIONS OF THE SAFETY ORGANISATION AT THE DIVISIONAL LEVEL.

The functions of the safety organisation of a division are very vital. It is actually the implementing authority and the watchdog of the macro structure of the safety organisation. The functions are as follows: -

1. Finalisation of the enquiry into railway accidents and arranger follow up action.
2. Frame swr's and undertake revisions & amendments.
3. Supervise the training of group 'c ' staff of all categories conducted by the ztc and other training institutions.
4. Monitor the training of the operating staff in area training, schools and safety camps in the division.
5. Ensure the supply of rulebooks, safety equipment etc.
6. Conduct inspections of stations cabins level crossing gates .c & w depots loco sheds etc.
7. Assist the drm, in monitoring safety inspections.
8. Attend and assist the crs when conducting accident inquires.
9. Co-ordinate with the execution of aptitude tests during services.
10. Watch the up keep of running rooms. ART'S, ARME'S etc.

VARIOUS INNOVATIONS IN OPERATION.

Keeping to its commitment as an undertaking for the transport of passengers and goods to the farthest corners of the country and at the same time keeping in tune with modern innovations and progress, the Indian railways is constantly on the move to upgrade its operational movement to get the maximum output from the resources it has on hand. These innovations are being applied not only to a particular sector of traffic handling but is being applied in such a manner that it incorporates its utility to cover all sectors and factors of train operational movement.

Some of the innovations, which have already been implemented or are in the process of being implemented, are as follows: -

1. Traffic survey
2. Heavy haul train operation..
3. The 'merry go round.' system
4. The 'jumbo rake' system etc.

HEAVY HAUL 'TRAIN OPERATION.

In India, the major hurdle being faced in transportation of bulk commodities is the infrastructural restriction like shortage of funds and existing line capacities etc.

During the implementation of the second five-year plan, saw the introduction of diesel & electric traction along with roller bearing stock air braked stock, which could now be moved, as heavier loads on the existing line capacity available. This eventually led to the introduction of running trains with a

carrying capacity to suit indian conditions and so 4500 tones trains were introduced especially for bulk commodities.

ESSENTIAL FEATURES OF HEAVY HAUL TRAINS.

- 1) Multiple loco operation: is mainly and pertains to the running of trains with a number of locomotives working in a synchronised manner .in the case of grade sections, these locomotives are put in the middle or for banking purposes at the end of the load. Now days new locomotives are being designed so as to reduce the number of locomotives working a train.
- 2) Permanent ways with heavier permissible axle loads. Besides phased conversions of the mg & ng tracks to b.g.,the existing p.way is also being upgraded in phases depending on the sectors and to the type of traffic being catered to in the form of the replacement of wooden & cst-9 sleepers with psc sleepers and at the same time the rails are also being upgraded to withstand heavier axle loads.
- 3) Dedicated stock with higher capacity wagons. Most of the wagons now being utilised and as well as those being developed are high capacity air braked wagons which permit heavier loading per linear meter . These wagons are being fabricated buy utilising a lighter and stronger building material so that its eventual tare weight is reduced so that more & heavier goods can be loaded and unloaded by the means of mechanised handling.
- 4) Mechanised operation at originating and terminating stations. This system, has wagons provided with bottom or side discharge facilities and loading from the top which

- enables the loading of a rake in the least possible time .the designs also caters to the loading & unloading while the rake is in a moving condition..
- 5) Improved communications: the movement of heavy hauled trains has to be monitored and controlled constantly.

MERRY GO ROUND.

The 'merry go round ' system as the name itself suggests employs a permanently coupled train or trains moving continuously over a closed railway track, which connects a linked coal mine to a thermal power station .the track can be in a circular fashion so that even the engine may not be detached from the load. This train comprises of a special type of hopper wagon and it is run at a predetermined speed. The loading is done from the top & the unloading is done from the bottom of the wagons. This system ensures the optimum usage of the rolling stock.

JUMBO RAKES.

This rake consists of a combination of bcx & crt type wagons. It is used mainly on bg sections for the movement of food grains, fertilisers, cement etc. The wagons are equipped with roller bearing wheels and centre buffer couplings so that a larger number of wagons coupled together can be moved. Not being moved with conventional stock, these rakes do not require

Handling in the yards and have provide a speedier & heavier through put.

DISASTER MANAGEMENT

Disaster means great and sudden misfortune, an accident, crisis, time of difficulty or distress. It cannot all together be aborted but can be reduced. A decision taken at a particular time, on a particular aspect in a particular manner may not hold good at all times and at a particular point of time it may create complications, since such decision may not suit for the occasion.

Complications means an intricate blending or entanglement. Complications do not arise by themselves but are created ones. An unattended complication or improperly attended complications become crisis or disaster. Crisis or disaster which may be due to time factor or decision effect. It is the time of distress or difficulty. Crisis is not an incidence but an accident. Every major organisation has their contingency plan to deal with it in emergency. Prompt decision taken in right way and action taken at the time of accident is called disaster management. Brake down trains, medical relief vans and lifting cranes of various capacities are stationed at important stations, the list of which is mentioned in accident manual of the railway concern.

THE MAIN OBJECTIVE OF ACCIDENT MANAGEMENT IS TO -

- 1) Save life and alleviate suffering.
- 2) Protect property including mails.
- 3) Provide succor and help to other passengers at the site of accident.
- 4) Ascertain the cause of accident and
- 5) Restore through communication.

The duty of protection and sending information devolves on guard of the affected train/s but prompt action should be taken by every railway servant if guard of the train fails to do so or otherwise. He can use public telephones std facility or any other media to convey the information. Every railway servant whether on duty or otherwise should evolve himself in rescue operation irrespective of whether he is on duty, leave or travelling by train in vicinity of accident site should proceed immediately and report to the guard of affected train/s and obtain arm band supplied to guard. Senior most employee will assume leadership in rescue operation till arrival of officers from divisional office.

ALL THE EMPLOYEES SHOULD HAVE (CO-ORDINATE ACTION)

1. Spontaneity offering.
2. Spontaneous service.
3. Bold identification.
4. Motivate others for help.
5. Quick transmission of information.
6. Evolve himself in rescue operations.
7. Speed up in rushing medical aid.
8. Care for injured.
9. Care for those under influence of fear psychosis since this situation is apparent at the time of accident.
10. Active human approach.
11. Proper and clearly defined responsibilities avoid confusion.
12. Swift and proper arrangement of food, drinks, water, snacks, tea etc. To all the stranded passengers.
13. Have a quality of patient listener and active participant with cool imbibes.
14. Ability to face indifferent attitude developed amongst passengers due to psychological pressures developed at the time of accident.

15. Proper attention to requests of passengers even if they seem to be unimportant since they may keep value to them.
16. Proper planning.
17. Preservation of dead.
18. Preservation of clues.
19. Quick decision making.
20. Proper liaison with civil authorities.
21. Co-ordinate action at critical juncture.

Officers concerned must rush to the spot of the accident by most expeditious means. They need not wait for break down or any other railway means. Road vehicles may be used. Latest road maps must be readily available in road vehicles. The officer so reached first will be accident manager and organise relief work.

VARIOUS TEAMS FUNCTION AT THE SITE OF ACCIDENT :-
TRAFFIC TEAM:

1) DRIVERS/ASSISTANT DRIVERS.

- a) Switch-on the flasher light of the engine and arrange to protect the adjacent line and then the same line in accordance with the rules in force. Information should be exchange with guard on the walkie-talkie set.
- b) Arrange to advise control/adjacent stations about the accident.
- c) Take such technical precautions as may be necessary to render the loco/train safe.
- d) Render all possible assistance to the guard in rendering first aid to the injured passenger and be available for any other assistance required.

2) GUARD :

- a) Arrange to protect the same line and depute railway personnel to stay in rear.
- b) Make a quick survey of the situation and convey information through the quickest possible means to the controller/stations on either side.
- c) Call the doctors/volunteers and other railway men travelling on the train to attend to the injured. Take action to save lives and render first-aid, and make relevant entries in the guard's journal.
- d) Arrange to shift the seriously injured passengers through road transport with local help to nearest hospitals wherever possible.
- e) Preserve and safe guard all clues of probable cause of accident.
- f) Arrange protection of belongings of passengers and railway property through rpf/grp and other volunteers.
- g) Post a railway employee to man the field telephone to ensure regular flow of information to the control till the arrival of art.
- h) Guard shall be the in-charge of the site till the arrival of senior officials.

3) STATION MASTER OF ADJACENT STATION:

The SM of adjacent station on getting information of accident of passenger carrying train shall immediately. Ensure that no other train enters the effected section and take other necessary measures for protecting the site.

PUNCTUALITY ON RAILWAYS

Punctuality means being punctual i.e. being neither early nor late. Punctuality is concerned with time and in out system, time is kept with Time-Table. It is the index of efficiency of passenger service. The control system has been adopted to ensure the punctual scanning of Mail/Exp. Passenger trains. Now a days the punctuality is not only the concerned of traffic deptt. But also the other deptts., directly or indirectly.

The fundamental documents through which punctuality is ascertained are

- (1) Combined trains journal
- (2) Control Charts.

Formulae for calculating Punctuality

$$P\% = \frac{\text{No of train arrived RT} + \text{No. of Trains with NLT}}{\text{Total Nos. of trains}} \times 100$$

Railway Board has fixed target for achieving punctuality as under.

1. Mail Exp. – 98%
2. Passenger – 100%
3. Sub-Urban – 95%
4. Others – 95%

FACTORS AFFECTING PUNCTUALITY: -

1. Factors pertaining to operating deptts.
 - a. Proper time tabling
 - b. Efficiency of Station staff.
 - c. Efficiency of Guards
 - d. Efficiency of controllers.

2. Factors pertaining to Commercial. Deptt.
 - a. Reservation Charts/Clips
 - b. Meal management
 - c. Loading/Unloading of parcels/Luggage.
 - d. Alarm Chain Pulling.

MECHANICAL DEPTT.

POWER

- a. Proper maintenance of Loco
- b. Timely turning out of Loco from shed.
- c. Efficiency of Driver
- d. Crew-management

C&W

- a. Maintenance of Coach
- b. Intermediate Exam of trains
- c. Carriage watering/
Cleaning

OHE Deptt – Assured supply of electricity.

ETL Deptt – Train lighting maintenance.

S&T Deptt – Signals/ Points/RPI maintenance.

Block instruments maintenance.

Civil Engg. Deptt –

1. Maintenance of Permanent way
2. Less L/O.
3. B/F and Burslip of blocks.

ACTION TO BE TAKEN FOR ENSURING PUNCTUALITY OF PASSENGER CARRYING TRAINS:-

1. Punctuality Register in Control Office.
2. Telephonic advice to Officers concerned in bad cases.
3. Daily punctuality meeting by the DRM.
4. Control chart analysis.
5. Guard journal analysis.
6. Watch at Zonal HQ level and Rly Board's level.
7. Own you train scheme.
8. Punctuality awards.
9. Foot plate inspections.
10. Punctuality of Drivers.

Control Railway has been advised 92.1% punctuality in March-2000 with almost 80% of the trains having run to schedules notified in the Time-Table.

In order to focus attention on the performance of the M/Exp. trains as actually obtaining at the field level, a rigid yardstick of reckoning of the punctuality on the basis of a maximum allowance of 15 minutes given in respect of destination arrivals and at interchange points WEF Sep-1999.

MATERIAL MANAGEMENT

Material Management is an integral function involved in the field of production, processing, purchasing, inspection, preservation, distribution and sale of scrap. The main object of store department to make available the material as and required the consumers, for this purpose higher and lower administrative officers and employees are making efforts.

Depot officers who are located near the workshops, loco sheds, C and W workshops, EMU workshops, and S & T depots. Material disposal depots are responsible for disposal of all types of scrap and earn the money for railway. Writing materials, books form tickets and computer stationaries are supplied by printing press.

ABC ANALYSIS

In the Indian railways near about three lakhs items are stocked in various store depot, and it is not possible to control over the all items. Therefore they are classified in to three categories of ABC which is based on the total annual consumption value of each individual item.

| Items | Annual consumption value | Stocking limit |
|---------------------|--------------------------|----------------|
| * A * Category item | 70% | 5% |
| * B * Category item | 20% | 15% |
| * C * Category item | 10% | 80% |

ABC analysis helps in planning, proper estimating, vetting, and procuring right quantity at right time, This helps to the management to keep close watch at every stage.

INVENTORY CONTROL

WHAT IS INVENTORY = Inventory means the various items of stores held in stock in a various stores depots including the raw material required for production, finished goods as well as pending sales which are lying in the sense of unproductive money and locked up capital.

WHAT IS INVENTORY CONTROL = Inventory control is a modern method of planning, forecasting and storing without hindering the production and distribution schedules, Efficient inventory controls requires lowest stock level with highest service level;

OBJECTS OF INVENTORY CONTROL

- 1) To avoid the blocking up capital.
- 2) To avoid the interest to central revenue .
- 3) To utilised the saved capital on other activity.
- 4) To minimize the ordering cost
- 5) To minimize the carrying cost
- 6) To minimize the handling cost

HOW TO CONTROL THE INVENTORY

- 1) If the better control exercise on A and B category items while keep close watch at every stage i.e. while determine the AAC based on the last three years consumption, preparing the estimate sheets, vetting, purchasing the right quantity at right time, supply of material, inspection and while issuing the material, most of the inventory can be controlled.
- 2) Other analysis like VED, FSN are also effective the control the inventory.
- 3) The raw material not to procure too large to the blocking of large inventory, but the raw material should be procure at the shortest time.
- 4) The finished material should be moved quickly.
- 5) Care should be taken while introducing the new stock item.
- 6) Identification, scrutiny of surplus item and their disposal.
- 7) Disposal of over stock;
- 8) Clearance of suspense accounts.
- 9) Disposal of stock sheet.
- 10) Speedy scarp disposal.

STOCK VARIFICATION

Stock verification is an important back check on the correct receipt and issue of stores by wards (custody). It is necessary the have departmental and accounts stock verification to see ground balance agree with the ledger balance as per description and specification.

There are two types of stock verification.

- 1) Accounts stock verification
- 2) Departmental stock verification

Accounts stock verification is done as per chalk out programme and departmental stock verification done by an officer or nominated person by officer other than the custodian.

DEPARTMENTAL STOCK VERIFICATION

For departmental stock verification a list of selected items about 25% should be drawn up and get it approved by competent authority.

- 1) The items those have already verified before three months or will be verified in next two months by accounts should not be selected for dept. Stock verification.
- 2) The items have heavy nature and required much labour , machinery, and handling charges should not be involved in deptl. Stock verification.

OBJECT OF STOCK VERIFICATION

- 1) The material in stock should accord with the description and specification shown in ledger.
- 2) Actual balance and ledger balance should be agreed.
- 3) Excess or deficiency if any noticed during such verification should be investigated properly and stock sheet should be prepared.

- 4) As per store code para 3001 FA&CAO has to submit a certificate of accountal and verification of rly stores to Rly Board before 1st Nov, of each year.

FREQUENCY OF ACCOUNTS STOCK VERIFICATION

| | | |
|----|-------------------------------------|--------------------|
| 01 | * A * Category items | Once in six month |
| 02 | * B * Category items | Once in one year |
| 03 | * C * Category items | Once in two year |
| 04 | Charged off stores | Once in one year |
| 05 | Material at site | Once in one year |
| 06 | Custody stores | Once in one year |
| 07 | Imprest stores | Once in two year |
| 08 | Dead stock | Once in two year |
| 09 | Tools and Plants | Once in three year |
| 10 | Printing Press , forms and booklets | Once in three year |

PUBLIC RELATION

Indian railway are the largest national undertaking run as a commercial enterprise in India. They are dealing with millions of people daily and it is therefore necessary for every railway men to deal with the customer in a business like manner.

The term public relation means deliberate, sustained and planned effort to establish and maintain mutual understanding between an organization and its public.

DEFINITION- One of the most confused, diffused and tool of management coordinated, systematic activity which enables its organisation to achieve its commercial objective on a continuous basis-to enable growth.

MAIN PURPOSE OF PUBLIC RELATION

- 1) To establish and maintain relation with public
- 2) To attract public attention
- 3) To impart understanding
- 4) To win belief and improve RLY image.
- 5) The role of public relation has attained a new dimension in formulating the railway policy by associating the people and the press and regularly for better results. All the facilities demanded by the public normally exists, the only question is how sympathetic are railway staff to wards their demand.

In order to remove the various causes of public dissatisfaction the railway men will have to change their approach and rethink on problem by following the principles of P.R. To attract more public towards railways.

MEANING- P= Performance of an organisation.

R= Recognition of this Performance

POINTS FOR IMPROVING PUBLIC RELATION

1. Polite behaviour with good manners, helpful attitude.
2. Quickness, promptness and speed.
3. Quick adjustment in service provided.
4. Cleanliness in trains, stations and waiting rooms, etc.
5. Providing correct information and guidance.
6. Better catering facilities.
7. Reduction in over crowding.
8. Safe and quick transit of passenger and goods traffic.
9. Quick settlement of claims and compensation,
10. Knowledge of rules and working.

PUBLIC RELATION –

- 1) INTERNAL -related with managers / workers
- 2) EXTERNAL -related with employees and public
- 3) DIRECT-Face to face, telephone, seminars, forum, exhibition
- 4) INDIRECT-Press / paper, visual aid, audio doordarshan, air.

FUNCTION

- 1) To give wide publicity to the measure taken by railway admn. For improving the facilities and services provided to public through the indirect and direct means
- 2) To convey public suggestions and grievance to concerned departments.
- 3) To deny or clarify the various misstatement in news papers
- 4) To educated the public and the railway staff about safety , courtesy , health etc
- 5) To seek public co-operations in implementing railway rules ,to eradicate the nuisance of ticket less travels and prevent misuse of railway property
- 6) To collect advertisement from other commercial organsiation for displaying banners /hoarding on station and trains
- 7) Consultative committee have been for made at various levels for maintaining relations with the public

Public relation is 90% doing and 10% talking about it.

THE CONSUMER PROTECTION ACT 1986

An act is to provide better protection of the interests of the consumer and for that purpose to make provision for the establishment of consumer councils and other authorities for the settlement of consumers disputes (wef 26/12/86)

- a) The center/state consumer protection councils are made with objectives as below –

To promote and protect rights of consumer.

- 1) Against the marketing of goods which are hazardous to life and property.
- 2) To inform about the quality, quantity, potency, purity, standard and price of goods.
- 3) To be assured, access to a variety of goods at competitive prices.
- 4) To be heard and considered at appropriate forum.
- 5) To seek redressal against unfair trade practice.
- 6) To consumers education.

b) CONSUMER DISPUTE REDRESSAL AGENCIES

- 1) DISTRICT FORUM – President a person who is or has been district judge with two members who are eminent persons in the field of education, trade or commerce with at least one lady social worker.

TERM – Max. 5 years or upto age of 65 years.

JURISDICTION – Entertain complain upto the value of Rs.5,00,000/-, within local limits of business.

COMPLAINANTS – Common consumer/ recognized consumer association/ Central or State Government.

POWER – Of all civil courts under CPC 1908.

2) STATE COMMISSION – President a person who is or may be judge of high court with one lady member who may be sitting judge of HC and one person of ability, integrity and standing with knowledge of economics, Law, commerce, industries, public affairs etc.

JURISDICTION – Value of item more than 5 lakhs and less than 20 lakhs, appeal against order of any DF or if DF has acted beyond its jurisdiction.

3) NATIONAL COMMISSION – President a person who is or may be judge of supreme court with four members out of which one will be women(Qualification as stated above)

JURISDICTION – Value of item more than 20 lakhs, appeal against order of any SF or if SF has acted beyond its jurisdiction.

APPEAL CAN BE MADE AT EACH LEVEL TO HIGHER FORUM WITHIN 30 DAYS FROM DATE OF ORDER.

PENALTIES – Failure to comply –

1. Imprisonment not less than 1 month but may extend to three years or fine minimum of Rs.3000/- upto 10,000/-.

The DF, SC, NC may reduce fine and imprisonment if satisfied with circumstances of any case.

COURTESY AND CONSUMER SATISFACTION

COURTESY

Courtesy means politeness of manner accompanied by kindness, dignity, consideration and act of patient hearing and prompt dealing. It springs from strength of character and it has its origin right from our childhood – A person who is courteous is well bred and a gentleman at all the times.

Railway being a commercial organization, the customer good will is our greatest asset particularly for staff who are in direct contact with public. The effect of their behaviour reflect through the image and business of railways.

Courtesy is human nature and the behaviour of human being should be courteous towards other.

The customer entering and using the railways are mentally dissatisfied and the mental satisfaction can be given by good behaviour. The railway administration has framed conduct rules for all their staff so every employee should be prompt, civil and obligation to all railway customers and should provide every possible assistance with courtesy. The failure to observe the same shall not be tolerated by railway administration as courtesy is the foundation of public good will and business.

REMEMBER – **COURTESY**

- 1) Courtesy costs nothing, be generous with it.
- 2) Older member of staff set an example to their younger colleagues.
- 3) Unkind behaviour towards passengers must be avoided.
- 4) Remember a soft word turneth away wrath.
- 5) Travelers using railway trains are entitled to every assistance and considerations from railway staff.

- 6) Earn the CR a good name by your behaviour.
- 7) Satisfaction of passengers/users of Railways alone will promote public good will and confidence.
- 8) You may face irksome situation but keep CALM always.

Courtesy and politeness are fundamentals of public good will.

CONSUMER SATISFACTION –

There are two types of consumers satisfaction –

- a) Physical Satisfaction
- b) Mental Satisfaction

Business is done in two ways –

- A) Only for purpose of profit
- B) Only for the service

Indian Railways being a commercial organization, a part from earning subsequent profit, providing good services to the passengers is also the main aspect of IR.

Organization is known by the quality of services, it renders to public. Better the qualities of services more is the customers satisfaction, higher is the chances of development with better rehabilitation of any business. Merely rendering services is not in all at the same time customer psychology and his ego is to be satisfied by providing better services as per customers need to make him mentally and physically happy.

There is no rigid limit for good service, better the service strong the relation building, this will certainly form a good impact on the image on Railways. Services will be treated of high quality only when customer is satisfied in all the ways.

The customer can be more satisfied if we follow the rules prescribed by the public relation committees for example quick and safe transportation of passengers, goods and freight traffic

from one place to another by increasing the speed of the passenger's trains with safety of operation.

Steps taken by Railway administration in keeping the customer satisfied.

- 1) Introduction of super fast trains.
- 2) Quick settlements of claims.
- 3) More flexibility and quickness in the rules of reservation.
- 4) Uniformity in the rules of refund of claims.
- 5) Better catering other facilities.
- 6) Imparting training to front line staff on customer satisfaction, courtesy, public relation etc.
- 7) Important consultative committees are setup at different level to ensure customer satisfaction.

These steps will bring customer closer to railway and improve customer services by receiving their regular feed back.

REMEMBER THAT PUBLIC IS ALWAYS IN HURRY.