CHAPTER - I

INTRODUCTION
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INTRODUCTION

Transport – the very bases of modern civilization – has become largely synonymous in India with the railways. Indian railways are the lifeline of the country and are the principal mode of transport. There is no walk of life or sector of economy which does not depend heavily for its existence of the Indian railways. It extends opportunities of employment of labour, capital investment and encourages human enterprise, besides generating healthy competition towards progress. It also cuts across all barriers of caste, religion and narrow provincialism and parochialism. Its very composition and operational system contributes vitally to building up a secular and social culture and political institutions enriching the life in general. The very size of this huge industry by its operation is a tremendous task. In other words, its health, in a way, is an indicator of the economy of the whole country.

Indian railways, Asia’s largest and the world’s fourth largest rail system plays crucial role in India’s socio-economic transformation process by providing vital infrastructure. Infact, the introduction of railways has been historically the most powerful single indicator of take offs in many countries. Indian railways with their national network help to bring unity among the people of different regions with different languages, skills and knowledge by transporting people. They have also placed India among the first ten industrially developed countries in the world.
In the light of the new act passed by Indian parliament, in 1989, the objectives of Indian railways in general and south central railway in particular are as follows:-

**THE OBJECTIVES OF THE INDIAN RAILWAYS ARE**

The objectives of Indian railways are

1. To provide rail transport for both passenger and goods, adequate to meet demand in such areas for which railway operation confers optimum benefit to the economy, having due regard to Government’s policy of development of backward areas:

2. To provide such rail transport at the lowest cost consistent with –
   (a) The requirements of the railway users and safety of operation.
   (b) adequate position for replacement and some provision for development of business, and
   (c) The least amount of pollution of the environment.

3. To work in association with or utilize other modes of transportation, such as pipe lines and road transport corporations, and to engage the ancillary activities necessary to sub serve the above two objectives.

4. To establish a corporate image of the railways as being an up-to-date business organization with the interest of the public and of the nation as its prime objective; and

5. To develop organizationally effective personnel with pride in their work and faith in the management.

In order fulfill the said objectives of providing rail transport to public as well goods and commodities the Indian railways has designed a
nationwide administrative and organizational structure comprising of national level railway ministry railway board and other advisors, at zonal level general manager, at divisional level divisional railway manager.

**Administration and Management**

The management and overall administration of the Indian railways rests with the railway board under the overall guidance of the minister for railways who is assisted by two ministers of state for railways. The railway board exercises all powers of the central government in respect of regulation, construction, maintenance and operations. The railway board consists of the chairman, the financial commissioner for railways, and live functional members. The chairman, railway board, ex-officio principal secretary to the Government of India, and responsible to the minister for railways for arriving at decisions on technical and non-technical issues and advising the government of India on matters of railway policy. All policy and other important matters are put up to the minister through him.

The financial commissioner for railways has full powers of the government of India to sanction railway expenditure and is ex-officio secretary to the government of India in the ministry of railways in financial matters. No proposal involving expenditure affecting railway finances can be sanctioned without his prior concurrence. The five functional members of the railway board are separately in charge of matters relating to staff, civil engineering, traffic, mechanical engineering and electrical engineering. They function as ex-officio secretaries to the government of India in their respective spheres. Enormous powers are vested in the board to effectively supervise and control the zonal railways, metro railway, Kolkata, the production units, construction
organizations and other railway establishment. These are generally headed by General Managers. In order to give relief to the members of the board from the enormous amount of work involved in managing the railway system, the board is assisted by advisers and executive Directors.

**Production Units**

Indian railways have always laid emphasis on self-sufficiency in the manufacture of railway equipment. Today, Indian railways have six production units, viz, the Chittaranjan locomotive works, Varanasi, producing diesel locomotives, integral coach factory, Perambur (Chennai), and rail coach factory at Kapurthala manufacturing coaching stock; wheel and axle plant, Bangalore, producing wheels and axles; and diesel component works at Patiala for manufacture of components of diesel locos and its sub – assemblies.

**Origin and Progress of Indian Railways – From A Historical Perspective**

The growth and progress of the present huge network of Indian railways had a modest beginning. The beginning of railways stands out as one of the most fascinating events in the history of India. The vast organisation of Indian railways, as the study of annals of Indian railways reveals that they were built not at the demand of Indians but on the initiative of the British government to use India as an effective investment outlet and source of raw materials for British industry.

The idea of railways in India was first conceived in 1843 by George Clark, the chief engineer of him then Mumbai Government, during his visit to Bhandup. Since then events had moved at a fast pace. The first ceremony of laying a railway line from Bombay to Kalyan was performed in October, 1850. But many Britishers as well as some
distinguished Indians were in doubt about the successful construction and operation of railways in India, as it was a premature, expensive and dangerous venture in their opinion.

The construction of first railway line between Boribunder (Mumbai) and Thana covering 34 Kilometers was successfully completed in the year 1852. Itsself Green signal was formally given to the first train in India to leave Bombay for Thana on the 16th day of April, 1853 (barely 28 years after the world’s first train made its initial successful run between Stockton and Darlington in England in 1825.4

Lard Dalhousie, the then Governor – General of India, in 1853 insisted upon speedy and wide introduction of rail transport throughout the length and breadth of India. He advocated the construction of a system of trunk lines connecting the interior parts of each presidency with its chief port, and several presidencies with one another.

The first venture was followed by the opening of the first section of the East Indian Railway from Howrah to Hooghly, a distance of about 37 kilometers, on 15th August 1854 heralding rail transport in the eastern region of the country. The railway lines between Calcutta and Delhi and between Calcutta and Bombay were completed by 1867. The southern region did not lag behind in this respect. The Madras Railway company inaugurated its first section in 1856 covering 101 kilometers from Veyasarpaudy to Arcot. A total of 7,636 route kilometers had been opened for traffic in India by 1870.5

The first railways built in India were constructed and worked by private sterling companies, who were guaranteed a fixed rate of exchange and specified rate of return on capital invested by them. During 1854 to
1860, contracts for the construction of railways in India were made by the east India company or by the secretary of state with the east Indian railway company, the great Indian peninsular railway company, the Madras railway company, the Bombay baroda and central India railway company, the great railway company, the eastern India railway company, the great southern Indian railway company and the Calcutta and south eastern railway company. Under these conditions the railway companies undertook to construct and manage specified routes. While the east India company (latter the secretary of state, Kolkata) agreed to provide land free of cost and guaranteed a specified rate of interest on capital.

But the public opinion both in India and in England was highly critical of the above terms and was characterized as unduly generous for the British investors at the cost of the Indian tax payers. This policy gave rise to discontent among the Indian public, forcing the government of the day to revise its policy. In consequence, the capital expenditure on railways was mainly incurred directly by the Government and no fresh contract was made with guaranteed companies from 1870.

However, due to severe famine in 1878 and the necessity of rapid expansion of the railway system, the government of the day decided to use private enterprise to the extent possible with the guarantees as would secure investment of capital without involving themselves in financial or other liabilities of an objectionable nature. On this basis, a number of companies were formed between 1881 and 1892 and the guarantees given to these companies formed prior to 1869. Thus both the Government and aided companies constructed and operated the Railways, side by side between 1880 and 1907. During this stage, productive lines were left to
the private enterprise, while unproductive lines were initiated by the state either directly or indirectly.6

The administrative control of railways in India was originally in the hands of a separate branch of the public works department. The committee headed by Sir Thomas Robertson (1903) criticized the adoption of the departmental type of organization for the railways and recommended for the establishment of Railway Board for efficient administration and working of Indian railways. As a sequel to this recommendation, the railway branch of the public works Department was abolished and the railway board at the apex level was established in 1905, under the department of commerce and industry of the Government of India.

Railways had developed rapidly, during 1900-1914, as a result of the new and vigorous policy of national development affecting almost every branch of economic life. Railway route kilometers increased from 39.603 in 1900, to 55,450 in 1914 and capital outlay increased from Rs. 3,295.30 million to Rs. 4,950.90 million during this period.7 The main reasons which contributed for the rapid expansion of railways during this period were (i) famine prevention, (ii) development of internal and external trade, (iii) growth of more remunerative intact reached by railways (iv) opening up of coal fields and (v) improvement in the economic conditions of the people.8

The period of cyclically fluctuations in the fortunes of Indian railways began from World War I (1914-1918). This was partly due to war-time pressure on railways and partly due to the drastic production of the annual programme of capital expenditure. Railways had miserably deteriorated during the war period and loud complaints were made by the
traveling public and trading community about the inconvenience to passengers and freight traffic. In consequence, the East India railway committee under the chairmanship of Sir William M. Acworth was appointed in November 1920, to go into the whole question of railway policy finances and administration.\footnote{9}

The Indian legislative assembly in 1923 adopted a resolution advocating state management of railways in India following the recommendations of Acworth committee. Accordingly, the East Indian Railway and the Great Indian peninsular Railway were taken over under direct state management in January 1925, and in June 1925 respectively.\footnote{10}

The Acworth Committee also recommended for the separation of railway finance from the general of the Government. The Indian Legislative Assembly adopted this recommendation in 1924 and the first railway budget was presented to the assembly in March 1925.\footnote{11}

During World War- I

The total route kilometers of Indian railways stood at 61,232 in 1924-25. But it was far short of the figures which had been recommended by a series of committees in the previous two decades.\footnote{12} Hence a five – year plan was placed before the legislative Assembly in 1924 for the construction of a minimum of 1,600 kilometers of new lines every year besides the rehabilitation and improvement of the railways which has been affected severely by World War I. The proposals were accepted and the network was taken up energetically. Thus during the period 1924-25 to 1929-30, a total of 5,526 route kilometers were added to the Indian railways.
The great economic depression of 1929-33 bought a very trying period for Indian railways. The railways were in a bad financial plight and new construction and investment were practically negligible during 19030-31 to 1935-36. During this period, substantial sums had to be borrowed from the balances in the Reserve Fund and in the deprecation Fund to meet interest charge on the capital. Without making any contribution to the general revenues and reserve expenditure drastically. The Indian railway enquiry committee under the chairmanship of Sir E. Wedgewood was appointed to examine the position of Indian state-owned railways and to suggest ways and means to strengthen the financial position of railways. This committee recommended for the development of commercial development and to the setting up of proper machinery for publicity and public relations. The conditions are recommended of the assessment of depreciation fund on most rational basis. These recommendations were accepted and implemented.

**During World War –II**

As the railways were endeavoring to tune the corner and attempts were being made to catch up with the arrears of maintenance and replacement, World War II (1939-45) broke out during the war period, a considerable number of locomotives, coaches and wagons were sent to the theatres of war in West Asia. Almost every railway workshop was turned over to the manufacturer of war equipment. At the end of the war, the arrears of renewals and replacements were horrifying and the war placed a further strain on railway’s resources. Leaving the equipment in a state of battered disrepair. The main problems of railways during this period were: (i) rehabilitation of rolling stock, (ii) elimination of superfluous staff and (iii) improvement in workshop efficiency.
Meanwhile, all the important company-owned or company-managed lines were nationalized. The Burma Railway (in January 1929), the Bombay-Baroda and Central Indian Railway and the Assam-Bengal Railway (in January 1942), the Rohilkund and Kumaon and the Bengal and North-western railways (in January 1943), the madras and Southern Maratta and the south Indian railways (in April 1944) and the Bengal–Nagpur railway (in October 1944) were brought under state management. Thus the nationalization of Indian railways stood at 64,814 at the end of 1944-45 which increased to 64,838 by the end of 1946-47.15

Post Independence

The painful partition of the country in August 1947, created new problems and placed a great strain on railway system already suffering seriously from the after-effects of World War II. With the partition of the country. Portions of the North-Western railway in the west and of the Bengal–Assam Railway in the east went to Pakistan in addition to the Sindh section of the Jodhpur railway. A total route kilometer of 11,333 was handed over to Pakistan and India owned 54,736 route kilometers in 1947-48. Exchange of railway staff between one dominion and the other seriously dislocated normal work. The vast number of workers migrated from Pakistan, who were mainly not-technical personnel, had to be quickly absorbed in Indian railways. Further, partition necessitated the construction of new lines and resulted in far-reaching changes in the traffic pattern.

Thus the ravages of two world wars, economic depression and partition of the country had altogether shaken the railway system and left it in a crippled position.
Integration of Indian Railways

With the nationalization of all the arterial Indian railway systems in 1944 and the integration of the old Indian states with the rest of Indian which followed the wake of independence the stage was set for integration of the different railways into a small number of zones with a view to securing large scale economies and improving and standardizing performance. The revision of the financial convention with effect from April 1, 1950, regulating the relationship between the general and the railway finances also necessitated the large scale administrative reorganization. With these objectives in view, different Indian railway systems were re-grouped and formed into six zonal administrative units viz, southern railway (April 14, 1951), Central railway (November 5, 1951), western railway (November 5, 1951), eastern railway (April 14, 1952), northern railway (April 14, 1952) and north–eastern railway (April 14, 1952).

Due to increase in work load on the eastern railway, it was bifurcated into two zones, viz eastern railway and south eastern railway, with effect from August 1, 1955. Further, with a view to provide the eastern most part of India with a suitable administrative machinery to solve all railway problems competently, the northeastern railway and was bifurcated into two zones, viz north eastern railway and northeast frontier railway (with effect from January 15, 1958). A further reorganization of the railways took place when the south central railway was carved out on October 2, 1966, with certain portions of southern and central zones due to heavy work load on southern and central railways.
History of Indian Railways

History of Indian Railway began on 22 Dec 1851 when a goods train started. First passenger train started on 16 Apr 1953 between Mumbai and Thane. Thus for more than 150 years Indian Railway is serving us nicely. Since then Indian Railway had grown slowly and steadily. In 1952 Zonal system had been introduced in Railway with total Six Zones. With the development, it has reached to total 17 zones.

Evolution

The first railway on Indian sub-continent ran over a stretch of 21 miles from Bombay to Thane. The idea of a railway to connect Bombay with Thane, Kalyan and with the Thal and Bshore Ghats inclines first occurred to Mr. George Clark, the Chief Engineer of the Bombay Government, during a visit to Bhandup in 1843.

The formal inauguration ceremony was performed on 16th April 1853, when 14 railway carriages carrying about 400 guests left Bori Bunder at 3.30 pm "amidst the loud applause of a vast multitude and to the salute of 21 guns." The first passenger train steamed out of Howrah station destined for Hooghly, a Distance of 24 miles, on 15th August, 1854. Thus the first section of the East Indian Railway was opened to public traffic, inaugurating the beginning of railway transport on the Eastern side of the sub-continent. In south the first line was opened on 1st July, 1856 by the Madras Railway Company. It ran between Vyasarpadi Jeeva Nilayam (Veyasarpandy) and Walajah Road (Arcot), a distance of 63 miles. In the North a length of 119 miles of line was laid from Allahabad to Kanpur on 3rd March 1859. The first section from
Hathras Road to Mathura Cantonment was opened to traffic on 19th October, 1875.

These were the small beginnings which is due course developed into a network of railway lines all over the country. By 1880 the Indian Railway system had a route mileage of about 9000 miles. Indian Railways, the premier transport organization of the country is the largest rail network in Asia and the world's second largest under one management.

Indian Railways is a multi-gauge, multi-traction system covering the following:

1. Track Kilometers:
   
   (i). Broad Gauge (1676 mm) = 86,526 Km.

   (ii). Meter Gauge (1000 mm) = 18,529.

   (iii). Narrow Gauge (762/610 mm) = 3,651.

2. Route Kilometers: Electrified = 16,001.

3. Total locomotives = 7566.


5. Freight wagons = 222,147.


7. Yards = 300.
8. Good sheds = 2300.

9. Repair shops = 700.


11. Indian Railways runs around = 4,000 fast trains every day.

12. Indian Railways runs around = 7,000 are passenger trains.

**Current Status**

In 17 zones, Indian railway is having more than 8700 passenger trains. It is covering all States except Sikkim. Indian Railway provides many suburban railway services in major cities like Mumbai, Chennai, Kolkata, Delhi & Hyderabad. Railway is one of the most preferred transportation medium. A normal passenger train consists of eighteen coaches where 9 coaches are sleeper class; 3-5 are air-conditioned coaches. A normal passenger sleeper coach accommodates 60 to 72 passengers. Indian Railways makes 70% of its revenues and most of its profits from the freight sector. Indian Railways operates with 7,500 + Engines; 37,800 + passenger coaches and 222000 + wagons. There are 6,850 + stations and 700 + repair shops. Indian Railway maintains total workforce of 15, 40,000 largest employer in the world.

**History of Rail Transport in India**

A plan for a rail system in India was first put forward in 1832, but no further steps were taken for more than a decade. In 1844, the Governor-General of India Lord Harding allowed private entrepreneurs to set up a rail system in India. Two new railway companies were created and the East India Company was asked to assist them. Interest from
investors in the UK led to the rapid creation of a rail system over the next few years. The first train in India became operational on 1851-12-22, and was used for the hauling of construction material in Roorkee. A year and a half later, on 1853-04-16, the first passenger train service was inaugurated between Bori Bunder, Bombay and Thana. Covering a distance of 34 km (21 miles), it was hauled by three locomotives, Sahib, Sindh and Sultan. This was the formal birth of railways in India.

The British government encouraged new railway companies backed by private investors under a scheme that would guarantee an annual return of five percent during the initial years of operation. Once established, the company would be transferred to the government, with the original company retaining operational control. The route mileage of this network was about 14,500 km (9,000 miles) by 1880, mostly radiating inward from the three major port cities of Bombay, Madras and Calcutta. By 1895, India had started building its own locomotives, and in 1896 sent engineers and locomotives to help build the Uganda Railway. Soon various independent kingdoms built their own rail systems and the network spread to the regions that became the modern-day states of Assam, Rajasthan and Andhra Pradesh. A Railway Board was constituted in 1901, but decision-making power was retained by the Viceroy, Lord Curzon. The Railway Board operated under aegis of the Department of Commerce and Industry and had three members: a government railway official serving as chairman, a railway manager from England and an agent of one of the company railways. For the first time in its history, the Railways began to make a tidy profit. In 1907, almost all the rail companies were taken over by the government.

The following year, the first electric locomotive appeared. With the arrival of the First World War, the railways were used to meet the needs...
of the British outside India. By the end of the First World War, the railways had suffered immensely and were in a poor state. The government took over the management of the Railways and removed the link between the financing of the Railways and other governmental revenues in 1920, a practice that continues to date with a separate railway budget.

The Second World War severely crippled the railways as trains were diverted to the Middle East, and the railway workshops were converted into munitions workshops. At the time of independence in 1947, a large portion of the railways went to the then newly formed Pakistan. A total of forty-two separate railway systems, including thirty-two lines owned by the former Indian princely states, were amalgamated as a single unit which was christened as the Indian Railways.

The existing rail networks were abandoned in favor of zones in 1951 and a total of six zones came into being in 1952. As the economy of India improved, almost all railway production units were indigenized. By 1985, steam locomotives were phased out in favor of diesel and electric locomotives. The entire railway reservation system was streamlined with computerization in 1995.

**Facts about Indian Railways**

<table>
<thead>
<tr>
<th>Founded</th>
<th>16 April 1857 (1857-04-16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headquarter</td>
<td>New Delhi, Delhi, India</td>
</tr>
<tr>
<td>Area served</td>
<td>India</td>
</tr>
<tr>
<td>Products</td>
<td>Rail transport, Cargo transport, Services, more…</td>
</tr>
<tr>
<td>Revenue</td>
<td>Indian Rupee 88,355 crore (US$19.17 billion) (2009-10)</td>
</tr>
<tr>
<td>Net income</td>
<td>Indian Rupee 951 crore (US$206.37 million) (2009-10)</td>
</tr>
</tbody>
</table>
Railway zones

Indian Railways is divided into zones, which are further sub-divided into divisions. The number of zones in Indian Railways increased from six to eight in 1951, nine in 1952, and finally 17 in 2010. Each zonal railway is made up of a certain number of divisions, each having a divisional headquarters. There are a total of sixty-seven divisions.
<table>
<thead>
<tr>
<th>S. No.</th>
<th>NAME</th>
<th>ABR</th>
<th>STARTED</th>
<th>HEAD QTR</th>
<th>ZONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Central</td>
<td>CR</td>
<td>1951, November 5</td>
<td>Mumbai</td>
<td>Mumbai, Bhusawal, Pune, Solapur, Nagpur</td>
</tr>
<tr>
<td>2.</td>
<td>East Central</td>
<td>ECR</td>
<td>2002, October 1</td>
<td>Hajipur</td>
<td>Danapur, Dhanbad, Mughalsarai, Samastipur, Sonpur</td>
</tr>
<tr>
<td>3.</td>
<td>East Coast</td>
<td>ECoR</td>
<td>2003, April 1</td>
<td>Bhubaneswar</td>
<td>Khurd Road, Sambalpur, Visakhapatnam</td>
</tr>
<tr>
<td>4.</td>
<td>Eastern</td>
<td>ER</td>
<td>1952, April</td>
<td>Kolkata</td>
<td>Howrah, Sealda, Asansol, Malda</td>
</tr>
<tr>
<td>5.</td>
<td>North Central</td>
<td>NCR</td>
<td>2003, April 1</td>
<td>Allahabad</td>
<td>Allahabad, Agra, Jhansi</td>
</tr>
<tr>
<td>9.</td>
<td>Northern</td>
<td>NR</td>
<td>1952, April 14</td>
<td>Delhi</td>
<td>Delhi, Ambala, Firozpur, Lucknow, Moradabad</td>
</tr>
<tr>
<td>10.</td>
<td>South Central</td>
<td>SCR</td>
<td>1966, October 2</td>
<td>Secunderabad</td>
<td>Secunderabad, Hyderabad, Guntakal, Guntur, Nanded, Vijayawada</td>
</tr>
<tr>
<td>11.</td>
<td>South East Central</td>
<td>SECR</td>
<td>2003, April 1</td>
<td>Bilaspur</td>
<td>Bilaspur, Raipur, Nagpur</td>
</tr>
<tr>
<td>12.</td>
<td>South Eastern</td>
<td>SER</td>
<td>1955</td>
<td>Kolkata</td>
<td>Adra, Chakradharpur, Kharagpur, Ranchi</td>
</tr>
<tr>
<td>13.</td>
<td>South Western</td>
<td>SWR</td>
<td>2003, April 1</td>
<td>Hubli</td>
<td>Hubli, Bangalore, Mysore</td>
</tr>
<tr>
<td>14.</td>
<td>Southern</td>
<td>SR</td>
<td>1951, April 14</td>
<td>Chennai</td>
<td>Chennai, Tiruchirappalli, Madurai, Palakkad</td>
</tr>
<tr>
<td>15.</td>
<td>West Central</td>
<td>WCR</td>
<td>2003, April 1</td>
<td>Jabalpur</td>
<td>Jabalpur, Bhopal, Kota</td>
</tr>
<tr>
<td>16.</td>
<td>Western</td>
<td>WR</td>
<td>1951, November 5</td>
<td>Mumbai</td>
<td>Mumbai Central, Ratlam, Ahmedabad, Rajkot, Bhavnagar, Vadodara</td>
</tr>
<tr>
<td>17.</td>
<td>Kolkata Metro</td>
<td></td>
<td>Decembr 25 2010</td>
<td>Kolkata</td>
<td>Kolkata Metro</td>
</tr>
</tbody>
</table>
Konkan Railway (KR) is constituted as a separately incorporated railway, with its headquarters at Belapur CBD (Navi Mumbai). It comes under the control of the Railway Ministry and the Railway Board.

The Calcutta Metro is owned and operated by Indian Railways, but is not a part of any of the zones. It is administratively considered to have the status of a zonal railway. Each zonal railway is made up of a certain number of divisions, each having a divisional headquarters. There are a total of sixty-seven divisions.

**Indian Railways Organization**

Organizationally the Indian Railways network is controlled, supervised and administered by the Ministry of Railways (through Railway Board) system is divided into sixteen zonal Railways, viz, Central, Eastern, North Eastern, Northeast Frontier, Southern, South Central, Southern & Western, East Coast, South Western, North Central, West Central, East Central. Which carry out the day to day activities of transport operation and maintenance of the system? Below the zonal level, are Divisions under the Divisional Railway Managers, each Zonal Rail being divided into 2 to 6 divisions according to operational requirements there are six production or manufacturing units on the Railways viz.
There is a Research Design and Standards Organization at Lucknow, Railway Recruitment Boards at different places Railway Staff College at Baroda and other specialized training schools at different locations. In short the Indian Railways is a large system spread over the length and breadth of the country, which is managed and administered by the Ministry of Railways of the Government of India.

So far as the personnel function on the Indian Railways is concerned, there is a Member (Staff) in the Railway Board, who is of the rank of a Secretary to the Government of India, who is responsible for advising the ministry on matters of personnel policy and ensuring administration of the policy. He is assisted by two advisors dealing with all personnel matters relating to officers and staff. However, Secretary / Railway Board deal with all promotions and transfers of Junior Administrative grade and higher level officers. There are Executive Director (Establishment), Executive Director (pay commission) and a number of other officers dealing with personnel matters.

At the level of zonal Railways, which deal with day to day management of personal matters, there is a Chief Personnel officer
Indian Railways employees consist of several categories and groups, who work for different Departments. Given below are typical designations of employees working in various Departments.

<table>
<thead>
<tr>
<th>Department</th>
<th>Designations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating</td>
<td>Section Controllers, Yard Masters, Guards, Inspectors, Station Masters</td>
</tr>
<tr>
<td>Traffic</td>
<td>Reservation Clerks, Goods Clerks, Catering Inspectors.</td>
</tr>
<tr>
<td>Commercial</td>
<td>Fitters, Loco Drivers, Train Examines Loco Inspectors, Shop Superintendents.</td>
</tr>
<tr>
<td>Mechanical</td>
<td>Gang men, Permanent Way Inspectors, Inspector of Works.</td>
</tr>
<tr>
<td>Civil Engg</td>
<td>Signal Maintainers, Telecom Inspectors, Telephone Operators</td>
</tr>
<tr>
<td>Signaling &amp; Telecom</td>
<td>AC Mechanic, Train lighting Foreman, Overhead Electric Equipment Maintainers.</td>
</tr>
<tr>
<td>Elect Engg</td>
<td>Ward Keepers, Stores Clerks.</td>
</tr>
<tr>
<td>Stores</td>
<td>Senior Clerks, Section Officers Travelling inspector of accounts.</td>
</tr>
<tr>
<td>Accounts</td>
<td>Welfare Inspectors, Personnel Clerks.</td>
</tr>
</tbody>
</table>

The above illustrations will show the variety of staff working on the Indian Railways which indicates the magnitude of the problems of Personnel Management on the Railways as the various decisions on
salary, promotion, etc. have to take into account the aspirations and problems and job contents of the various groups.

The entire personnel of Indian Railways are divided into four groups viz. A.B. C and D. Groups A and B belong to the gazette cadre and the Group C and D to the non-gazette.

Rules for Conditions of Service in Railways

Indian Railways personnel are basically Government employees and therefore, the provisions of the Constitution of India in regard to Civil Servants or public servants apply to them as well as they apply to other civil servants of Governments. Their conditions of service including the rules for recruiting them are basically derived from the provisions of the Constitution. Under the constitution (Article 309), Parliament may make laws in regard to the conditions of services of civil servants. Till the laws are made by the Parliaments (so far laws have not been made), the President of India is empowered to make rules for regulating the conditions of service of public servants including Railway employees.

President exercises his power through the council of Ministers and under the Transaction of Business Rules in effect the Ministry of Railways (Railway Board) is empowered to make rules for regulating the conditions of service of Railway employees except that the Ministry has to consult the Union Public Service Commission and the Ministry of Personnel in certain matters.

The Ministry of Railways has laid down the basic Rules governing the conditions of services of Railway Servants in the Indian Railways
Establishment Codes. I and II Indian Railway Establishment Manual and other Rules and orders issued from time to time.

**History of Guntakal at Guntakal Division**

Lord Anjaneya Swamy Temple (referred to as 'Nettikanti' Anjaneya Swami Temple) is located near Guntakal Town (about 4 km away from Railway Station, at a place called as Kasapuram). People from remote areas of Andhra Pradesh and South India come for Darshan. The temple is maintained by the Endowments Department, Government of Andhra Pradesh. Not only as a railway station, has it also had a relic of the Jain religion. At a distance of 6 km from Guntakal, Konakondla has Jambudweepachakra, known to be sculpted by Jain priests. In Guntakal, there is a tomb of a great Sufi saint named Hazrath Mastan Vali, for which many people irrespective of their religion come there and take blessings from one of the greatest saints. Guntakal is also famous for the tomb of saint (Hazrat Gulam sha Khadri) located in the porter's lane colony, Guntakal. Most of the people visit this Dargah on every Friday evening to take blessing from the hazrat. The church was built in 1880, named as St. Ann, renovated in the year 2002, and renamed as Our Lady of Health. This architectural masterpiece is a must visit. Every year a grand birthday celebration of Mother Mary is being conducted from 29 August to September 8, which draws many devotees of all religions and from other states too. One can visit the "Buggasangala Sivalayam" very near to Kasapuram.

Sri Venkateswara Temple: Established in the year 2002. This temple construction is similar to the Tirumala temple. This temple is situated in Rajendra Nagar, 3 km from the Guntakal station. A lovely
DHYAN MANDIR CONSTRUCTED BELOW GROUND LEVEL ATTRACTIONS MANY DEVOTEES DURING BHajan AND PRAYER SESSION.

SRI GUNTAKALLAPPA TEMPLE: ESTABLISHED LONG AGO. THIS TEMPLE MAINLY DEPENDS ON THE KURUBAS. A BIG PooJA WILL BE PERFORMED EVERY SUNDAY IN THE TEMPLE.

CHIPPAGIRI OR CHIPPIGIRI IS A PLACE IN KURNool DISTRICT 7 KM AWAY FROM GUNTAKAL, USING GRANITES OF CHIPPAGIRI THE CLUSTER OF TEMPLES WERE BUILT. CHIPPAGIRI IS ALSO PLACE KNOWN FOR DAASA SAHITYA WITH VIJAYADASA (1682-1755) LIVED HERE. HE WAS THE 5TH IN THE LINE OF THE HARIDASAS.

CHIPPAGIRI ALSO HAS DARGHA SHAREEF OF EMINENT SAINT HAZRATH SATTAR HAJI (RA) RIGHT VISIBLE FROM THE MAIN CROSS ROADS. THE SHIRIDI SAI BABA TEMPLE NEAR VV COLONY IS VERY FAMOUS.

TRANSPORTATION

GUNTAKAL HAS THE THIRD BIGGEST RAILWAY STATION IN ANDHRA PRADESH. GUNTAKAL IS AN IMPORTANT JUNCTION, FROM WHERE TRAINS TOO MANY PLACES IN INDIA ARE AVAILABLE.

IT HAS MAJOR LINES BRANCHING OUT TO NEW DELHI, HOWRAH, MUMBAI, CHENNAI, MYSORE, BANGALORE, HUBLI AND HYDERABAD.

SOME IMPORTANT LONG DISTANCE TRAINS PASS THROUGH GUNTAKAL JUNCTION, INCLUDING ONE RAJADHANI EXPRESS. BUSES FROM ANOTHER MODE OF TRANSPORTATION TO RURAL AND OTHER AREAS WHERE THERE ARE NO RAILWAY LINES.

AUTOS ARE COMMONLY USED FOR GENERAL PURPOSES IN THE CITY.
There is a plan to build an airport near the town as it is near Belary. This would help in the development of town.

**Accommodation**

Hotel Lepakshi (the best hotel in Guntakal. ph: 08552-226838/223838) on the main road and Ashoka Paradise in Mahendra street are well established hotels which has good and clean service. On the other side there are lots of budget accommodations in the form of lodges in the central part of Guntakal town. A few being Bhima Lodge, Vasavi lodge, Uma lodge etc. Which are surrounded near the bus station?

Also Guntakal Railway stations hosts a few AC and Non AC retiring rooms which are rented to the valid passenger ticket holders. But it is difficult to get these rooms as most of the time these are engaged.

**Recreation**

There are many places to hangout. There are parks and movie theatres. The major theatres in town include SLV, Geetha, Chaitanya A/C and Vasavi. There are mini theatres as well. Ruchi is a good Non-Veg restaurant. Pallavi is a good vegetarian South Indian restaurant, where as Pavithra Hotel is a good North Indian Veg Restaurant... People here are film buffs.

**Genious people**

Genius brings fruits only with hard work. Only people of few categories strive to utilize their genious. Mr. N.Srihari Rao, who had a relation recently with one family of this town, is showing meaning for this. He is married to K. Vimala Mary who is the eldest daughter of Mr. K. Devadas Naidu and Mrs. Sarojamma. Mrs. K. Vimala Mary is having two younger sisters who are also most excelling in their fields, one in
Software Engineering and another in Nursing. Mr. N.Srihari Rao is a relentless worker to fulfill his dreams of becoming a research specialist of his field. He always dreams of bringing the fruit of research into human life, which is utterly impossible for an ordinary man. Mr. N.Srihari Rao is presently working as Associate Professor in an Engineering College of Hyderabad. Mr. N.Srihari Rao has acquired an excellent name in teaching field and doing his best for his students. He is a great book lover and has a strong interest in practicing research to develop the economy of the country, which only can bring prosperity in rural lives.

**Human Resource Management in Indian Railways**

No organization is sounder than its men. Organization is made up of people and function through the people, without people, organizations cannot exist. Hence, the resources of men, money, materials, and machinery are mobilized, co-oriented and utilized systematically though the people. Even poorly devised machinery may be made to work, if it is manned with well trained, intelligent, imaginative and devoted staff. On the other hand, the best planned organization may procedure unsatisfactory results if it is manned with well trained, intelligent, imaginative and devoted staff. On the other hand, the best planned organization may produce unsatisfactory results if it is operated by mediocre or disgruntled staff. It is through the combined efforts of the people only that material and monetary resources are effectively utilized for the attainment of objectives of an organization. All the activities of any organization are initiated and completed by the persons who make up the organization. Therefore, people or human resources are the most significant assets or resources in every organization and accordingly, the management of human resources has assumed most priority. Management is the process of ‘getting things done’ with the available resources. This resource is
called human resource and it is the most important factor of production. Thus, human resources are a crucial sub-system in the process of management. Human resource management primarily deals with the people’s dimension in management.

The term human resource is quite popular in India with the institution of ministry of human resource development in the union cabinet. Management of human resource is very important and challenging because it is a job of administering a social system. It is concerned with the increasing effectiveness of performance in an organization by aiming at and carrying out the job of keeping an efficient task force satisfied to their needs and increasing productivity. Hence, no industry can be proved efficient so long as the human factor remains unrecognized. The Importance of the human resource management is now being greatly realized in underdeveloped and developing countries like India. The increasing importance of human resource in the organization has resulted in setting up of a separate department called human resource development (HRD) which is entrusted with the execution of human resource management functions like acquiring the human resource, developing their skills, motivating them to reach higher levels of performance, and, in the ultimate analysis, fostering their commitment to the organization. Therefore as a function, human resource management is associated with the process of planning, organizing, directing and controlling the procurement, compensation, integration, maintenance and separation of human resources to the end that the individual, organization and social objectives are accomplished.
Importance of Human Resource Management

Human Resource Management (HRM) is seen by practitioners in the field as a more innovative view of workplace management than the traditional approach. Its techniques force the managers of an enterprise to express their goals with specificity so that they can be understood and undertaken by the workforce and to provide the resources needed for them to successfully accomplish their assignments. As such, HRM techniques, when properly practiced, are expressive of the goals and operating practices of the enterprise overall. HRM is also seen by many to have a key role in risk reduction within organizations.

Synonyms such as personnel management are often used in a more restricted sense to describe activities that are necessary in the recruiting of a workforce, providing its members with payroll and benefits, and administrating their work-life needs. So if we move to actual definitions, Torrington and Hall (1987) define personnel management as being: “A series of activities which: first enable working people and their employing organizations to agree about the objectives and nature of their working relationship and, secondly, ensures that the agreement is fulfilled”.

While Miller (1987) suggests that HRM relates to:

"those decisions and actions which concern the management of employees at all levels in the business and which are related to the implementation of strategies directed towards creating and sustaining competitive advantage”
Human Resource Strategy

An HRM strategy pertains to the means as to how to implement the specific functions of Human Resource Management. An organization's HR function may possess recruitment and selection policies, disciplinary procedures, reward/recognition policies, an HR plan, or learning and development policies; however all of these functional areas of HRM need to be aligned and correlated, in order to correspond with the overall business strategy. An HRM strategy thus is an overall plan, concerning the implementation of specific HRM functional areas.

An HRM strategy typically consists of the following factors:-

- "Best fit" and "best practice" - meaning that there is correlation between the HRM strategy and the overall corporate strategy. As HRM as a field seeks to manage human resources in order to achieve properly organizational goals, an organization's HRM strategy seeks to accomplish such management by applying a firm's personnel needs with the goals/objectives of the organization. As an example, a firm selling cars could have a corporate strategy of increasing car sales by 10% over a five year period. Accordingly, the HRM strategy would seek to facilitate how exactly to manage personnel in order to achieve the 10% figure. Specific HRM functions, such as recruitment and selection, reward/recognition, an HR plan, or learning and development policies, would be tailored to achieve the corporate objectives.

- Close co-operation (at least in theory) between HR and the top/senior management, in the development of the corporate strategy. Theoretically, a senior HR representative should be present when an organization's corporate objectives are devised.
This is so, since it is a firm's personnel who actually construct a good, or provide a service. The personnel's proper management is vital in the firm being successful, or even existing as a going concern. Thus, HR can be seen as one of the critical departments within the functional area of an organization.

- Continual monitoring of the strategy, via employee feedback, surveys, etc.

The implementation of an HR strategy is not always required, and may depend on a number of factors, namely the size of the firm, the organizational culture within the firm or the industry that the firm operates in and also the people in the firm.

An HRM strategy can be divided, in general, into two facets - the people strategy and the HR functional strategy. The people strategy pertains to the point listed in the first paragraph, namely the careful correlation of HRM policies/actions to attain the goals laid down in the corporate strategy. The HR functional strategy relates to the policies employed within the HR functional area itself, regarding the management of persons internal to it, to ensure its own departmental.
References


2. In fact Indian Railways are the world’s second biggest state owned rail system next only to former USSR Railways.


