

indicating the three tiers of the existing set up is appended as annexure 'C'.

(b) Another serious drawback has been caused by elimination of the post or position of General Manager, supposed to head the second tier of Railway administration or organization. Instead four technical-cum-professional members of diverse disciplines are supposed to exercise his powers. Thus again at second tier level the existing organizational pattern smothers the very principle of 'Unity of Command'. In fact if administration at the top tier viz Ministry of Railways and Railway Board connotes a 'Diarchy', the affairs at the middle tier signify 'Triarchy' which is all the more serious and filled with graver consequences. Incidence of similar examples will go on multiplying as one goes down the ladder of organization with an investigative mood and mind.

5.2.1.2.3 Proposed Organization

Serious organizational set-backs in the top tiers of the National Railways as outlined above, are responsible for ailments with which this premier National Industry in the Transport Sector is afflicted. One main reason for such a set back is the ignorance and lack of knowledge on the part of the so-called professional elite, both technological and managerial, regarding modern concepts of various technical and managerial disciplines which from the *raison d'etre* of a viable modern railroad

transport system of the day. With a view to streamlining the deteriorated state of affairs and putting them to even keel a proposed scheme of new organization of National Railways, indicating its clear relationship with the other modes of transport, has been drawn and recommended under para 5.1.5.1 above. The proposal calls for due consideration and merits early steps to be taken towards its implementation failing which people at large and the National economy in particular will continue to suffer adversely.

5.2.1.3 Staffing

Once true perspective planning has been formulated and necessary organizations for the attainment of desired targets are set up, it verily rests with the man behind the structural machine to deliver the goods. Obviously, therefore, it becomes imperative to man and keep manned the positions provided for by the organizational structure in an orderly manner. It thus, firstly, necessitates defining manpower requirements for the jobs to be accomplished which include inventorying, appraising and selecting candidates for positions and secondly compensating and training the same adequately. It would in other words mean developing the faculties of candidates and incumbents for effective accomplishments of tasks assigned to them.

As would appear from the foregoing, 'Staffing' is yet another cardinal function of good management. It is directly related to Selection and training of

various categories of personnel which aspects would separately be dealt with adequately and at length too under 'Training' head as applied to Railroad Organization in general and Pakistan Railways in particular. Needless to emphasize that the entire exercise of staffing as developed through immaculate selection and training procedures and methodologies would have a bearing on the age old norm of 'Right man for the Right job' and not a 'Square peg in a round hole'. Suffice here to reiterate that the organization should neither be under-staffed nor unnecessarily over-staffed. It should not be ill equipped or ill-trained either.

5.2.1.4 Directing

It involves guiding and leading subordinates. Although the concept appears to be quite simple yet the methodologies of directing entail extra-ordinary complexities. The Manager inculcates in his subordinates a spirit of keen appreciation of enterprise traditions, history, objectives and policies. They learn the organizational structure, inter-departmental 'relationships of activities and personalities as also their duties and prerogatives, Once subordinates are orientated, the supervisor has a perpetual responsibility for clarifying the assignment and guiding them towards improved performance besides motivating them to work with zeal and confidence. The methods and aids that a Manager would employ are of course varied. Successful direction of subordinates produces knowledgeable

and well trained functionaries who work efficiently for attaining objectives of the enterprise. The crux of the 'Directing' issue can be epitomized as bi-directional dissemination of knowledge which emanates from the Manager and flows to his subordinates enabling them tackle problems of productivity successfully. Conversely subordinates enlighten the Manager on difficulties encountered by them in the performance of duties and tasks assigned to them within the structural organization so that these may be sorted out and remedial measures adopted before allowing them to assume unmanageable proportions. As for the subject of acquisition of relevant knowledge by the Manager, be it Managerial, Technological or Financial, it has been dealt at length under more appropriate heading of 'Management Science and Decision Making' as applied to Railroad Industry in general and Pakistan Railways in particular.

5.2.1.5 Controlling.

With a view not to letting the activities of subordinates abate or digress from the requirements of the plan, it becomes all the more imperative to keep the operations continuously under keen observations and evaluation so as to gear up prompt corrective measures should it be deemed pressing;

such a recourse can only be resorted to through effective controlling. Thus controlling in other words implies gauging of performances vis-a-vis set goals and plans. It further spotlights unproductive deviations, helps bring them to even keel and assures accomplishments of plan targets.

The plan though does guide the Manager how best to mobilize the resources for the achievement of specific objectives and must perforce precede the 'controlling' yet the same not being self achieving in itself but only means to the end, it is practically the activities of employees at prescribed times that must appropriately be formulated and subsequently monitored for appraisal to see that they are not inconsistent with the desired action. All said, control activities are generally related to measurement of objective achievement; for instance in the fields of budget expenditure, progress, inspection, records and record of manpower lost etc. By channeling events to conform with the plan these locate persons responsible for negative deviation and by taking necessary steps improve performance. Controlling, therefore, is nothing but controlling retrogressions by controlling what people do. Specific methods for measurement of objective achievements and evaluation of goods may be further consulted under the subject of Management Tools.

5.2.2. Co-ordination.

Co-ordination though considered by many concerns as entirely a separate function of the

Manager, is, to be more-accurate, quite contrarily an essential ingredient of true managership, for it alone ensures harmony most conducive to the group goal achievements, between individual and collective effort.

The necessity to streamline the individual activity with that of the enterprise arises out of difference in opinion as to how best group goals can be achieved or how individual and group objectives can be harmonized. Imbued with human traits, individuals so often tend to follow different interpretations of similar interests and their efforts for achievement of mutual goals obviously do not, by themselves, correlate, much to the detriment of very objectives of the enterprise. It, therefore, becomes the imperative control task of the Manager to take upon himself to reconcile difference in approach, timing, effort and interests etc. between the individuals and make them realise that their co-ordinated job efforts lead/contribute to the realization of dominant goals of the enterprise.

In fact knowledge and understanding of enterprise objectives by just a few at the top is not enough for a prospective concern. Everyone, whatever, his station, must, perforce, too have the necessary understanding in this respect. Managers, who are not sure of the basic goals of the concerns, whether the same were running profitably in respect of quality advanced technologies, service to customers etc., or otherwise, are quite inept to coordinate efforts

necessary for achievement of objective goals. They are rather guided by their own ideas/whims either for the interest of the organization or quite advertently for their self aggrandisement.

From the foregoing it will be clearly revealed that most vital and important function of Management or planning is to clearly define and communicate to all and sundries concerned the dominant goals of the enterprise with a view not to allowing down the line individual efforts squander. And naturally, therefore, goals of subordinate departments should be so designed as to render optimum contribution to enterprise goals. Railroad organization have, perforce, to specify objectives based on perspective and corporate planning on long and short term basis as already enunciated in para 5.2.1.1.1. Subsequently all branches at individual, supervisory and Managerial levels will have to coordinate their efforts towards implementations of their plans to achieve directed set goals. Normally the 'Speed up of operations' will be the foremost goal of such a planning and coordinated efforts will have to be directed to achieve these objectives successfully. Pakistan Railways will have to re-orientate its entire planning strategy towards this end and the management will have to put in and coordinate efforts on war footing so as to attain the objective by regaining the lost ground during the past thirty years or so.

5.2.2.1 Principles of Co-ordination.

Subject of co-ordination would remain insatiated if due cognizance of the principles and techniques, necessary for the attainment of much desired coordination, was not taken. Principles and techniques of co-ordination are, in fact, two different aspects and will be broached separately rather than being mixed up. Taking up the principles first, therefore, these are elucidated as under;

5.2.2.1.1 Direct Contact.

It implies that co-ordination must be achieved through interpersonal, both vertical and horizontal, relations between people in an enterprise. People exchange ideas, discuss ideals, harbour prejudices and attain purposes through direct personal communication far too effectively than by any other method; and with the understanding thus developed they find means to achieve both common and personal goals. Such a recognised identity for achievement of ultimate interests then favourably tends to bring agreement in methods and actions.

5.2.2.1.2 Dovetailing of Planning and Policy Making.

The second principle emphasizes the importance of achieving coordination in the early stages of Planning and Policy making. It is a common and usual phenomenon that after departmental plans have been put into effect it becomes cumbersome enough to unify and synchronize them properly. There, for example, is the treasurer who would all of a sudden enforce

stringent embargo on the credits without first clearing with the Sales Department or for that matter, an Engineer who would specify tighter tolerances without ever referring to Production Department or even waiting until the proper equipment, men and training, necessary for the introduction of the revised system of tighter tolerances, have been provided. The so often uttered cry 'why didn't some one tell me about this earlier', thus, becomes a more common refrain.

5.2.2.1.3 Reciprocal Relationship.

The principle implies that all factors in a situation are reciprocally inter-related. For example when 'A' works with 'B' each influences the other yet both are influenced by all other persons in the total environment. In fact people in the marketing research department are influenced by others in the sister Sales Department or by those operating in the Production or Finance Departments.

5.2.2.2 Co-ordination a 'Panacea' for Management Problems.

From the principles of co-ordination, as enunciated above, it would be deduced that;

The method of achieving co-ordination is largely horizontal rather than vertical;

The necessity for continuous interchange of information through the art of co-ordination is a hard fact;

Enterprise, instead of remaining stayed put, is always in the process of being modified because of

continuous alterations in the external environments and by internal actions and decisions.

The achievement of co-ordination itself modifies the strength of contending forces, often creating new ones and not infrequently deflating the old. Issues crumble before the adjustments of interested personnel;

Compromises are arrived at with the interchange of information or modification of details. When these adjustments are made, problems disappear whatever their gravities. Good co-ordination, in fact, attacks the problems as and when they are known to have taken roots, while 'Excellent' coordination anticipates and nips them in the bud, long before they surface.

5.2.2.3 Co-ordination-Essence of Managership in Railroad Organization.

Organization. Entirely a public utility service/enterprise, the railroad is all the more inherently dependent on the exquisitely perfect performance imbued with the art of co-ordination. Nothing worth the name can possibly be moved by a railroad unless optimum level of coordination between multifarious departments, branches and disciplines is achieved in the horizontal plane at various tiers and echelons. Degree of inbuilt coordination, as being practised in the system, and quality of human element will directly reflect on the success or otherwise of various operations. With a view to applying minimum acceptable level of coordination in various

disciplines of a railroad concern techniques of various types and natures will, however, have to be made use of.

5.2.2.4 Techniques of Co-ordination.

5.2.2.4.1 Supervisor. The age old as well as the most modern important device necessary for achieving co-ordination is the Supervisor. His primary responsibility to his superior is to see that his own subordinates are achieving a high quality of co-ordinated effort not only among themselves but also in their relationships with other groups. This does not imply that supervisors directly co-ordinate the work of their subordinates but it does mean that they do employ directional devices, teach principles of co-ordination, illustrate their application and apply tests to determine the quality of synchronised effort.

5.2.2.4.2 Purposeful Organization.

The span of management limits the number of subordinates that a supervisor can properly direct but all the same magnitude and dimensions of enterprises may require services of many supervisors. Organization is, therefore, a very important device for the achievement of co-ordination. Proper devotion to its purposeful principles would produce a structure in which the authority and functions of several divisions would be clearly defined with necessary frame work to facilitate the most essential interaction or co-relation of activity.

5.2.2.4.3 Personal and Physical Contact.

Although personal contact is perhaps the

"discharging responsibility", and "carrying out a responsibility". Responsibility is ambiguously used to imply duty, activity, obligation or authority.

Viewed internally, with respect to the enterprise, responsibility may be defined as obligation of a subordinate to his superior for performance of assigned and implied duties.

Authority and responsibility are in fact inalienably interlinked. While authority is wielded over the subordinates to exact implied work and descends from top to bottom, the responsibility is obligation of a junior to his superior for the work assigned in exchange of contractual payments.

5.2.4.1 Responsibility and Delegation.

There is a gross misconception regarding delegation of responsibility which can never be so done. To accomplish a service, a Manager may delegate whole or part of his authority to his subordinate, who, in turn, may act likewise. But neither of them can delegate any responsibility reposed in them to others for in the event of such a recourse nobody could be called into question for acts of commissions or omissions much detrimental to the very existence of the enterprise.

No Manager, can, therefore, shift responsibility to his subordinates. The President, employed by the Board of Directors, cannot avoid total responsibility for the conduct of those in the enterprise. If employees commit dereliction, enrage customers, or carry on warfare with the connivance of a trade union