

अखिल भारतीय ट्रेड यूनियन कांग्रेस  
**ALL-INDIA TRADE UNION CONGRESS**

4, ASHOK ROAD, NEW DELHI.

File No. 204 - A

SUBJECT ADMINISTRATIVE STAFF COLLEGE OF  
AITUC CENTER

2

1961

Should it be included

R.L.GUPTA  
Principal

ADMINISTRATIVE STAFF COLLEGE OF INDIA  
Bella Vista  
Hyderabad

TELEGRAMS "BELLAVISTA", TELEPHONE 2064

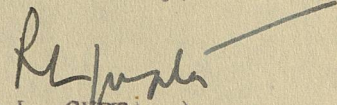
July 21, 1961.

My dear Shri Gupta:

When you were here during the end of last month, I gave you a copy of my letter of the 22nd June addressed to Shri S.S. Mirajkar, President of the All-India Trade Union Congress, Bombay, requesting him to nominate a representative from his Trade Union Congress for admission to one of our Courses. I have not received any reply from Shri Mirajkar so far. I shall be grateful if you would kindly look into this and send me an early reply.

With kind regards,

Yours sincerely,

  
( R.L. GUPTA )

Shri Indrajit Gupta,  
Member, Lok Sabha,  
64A, Lower Circular Road,  
Calcutta-16.

San G. D. File  
ms.  
J. M.

R.L.GUPTA

Principal

ADMINISTRATIVE STAFF COLLEGE OF INDIA

Bella Vista

Hyderabad

TELEGRAMS "BELLAVISTA", TELEPHONE 2054

20th - A

No:ASC/3705/61-1

A. I. T. U. C.

22nd June, 1961.

I. R. No. 2128. Date. 2.7.61. ....

File No.....Replied on.....

Dear Shri Pirajkar,

As you may be already aware of, the Administrative Staff College of India has been established at Hyderabad on the pattern of the Administrative Staff College at Henley-on-Thames, England, to impart to senior executives the diverse skills and techniques of higher management. The College is a residential institution without any political, economic or social bias.

The main object of the College is to bring together under one roof responsible executives from different spheres of administration and fields of activity and drawn from different parts of the country to study the skills and techniques of higher management and leadership. By living and working together and through the well established system of group discussion, the participants are enabled

- (a) to interchange ideas and experience;
- (b) to get a better understanding of the interrelationship between different sections of any unit, between different sectors of the national economy and between public and private administration;
- (c) to appreciate how their respective roles complement each other in the achievement of the common national objective; and
- (d) to enrich their personalities and increase their competence as administrators.

According to the rules of the College, it is a necessary condition that organizations should enrol themselves as members of the College Society after paying the prescribed membership fee, to become eligible to sponsor candidates for training in the College. The consolidated fee per course member will be Rs. 2,400/- which is payable by the sponsoring organization of the members concerned.

The College has three sessions every year, the duration of each session being 12 weeks. It started its first session in December 1957 and it is now going through its XI Session which commenced on the 9th June, 1961. The time-table for the sessions to be held in 1961 and 1962 is as follows:

<u>Sessions</u>	<u>From</u>	<u>To</u>
XII ...	22nd Sept. 1961	to 15th Dec. 1961.
XIII ...	5th Jan. 1962	to 30th Mar. 1962.
XIV ...	8th June 1962	to 31st Aug. 1962.
XV ...	21st Sept. 1962	to 14th Dec. 1962.

So far 438 candidates have had training upto the X Session and 50 are now undergoing training in the XI Session.

At these sessions, the College admits persons who have already acquired sufficient experience of 10 to 15 years in middle level management positions and normally be in the age group of 35 to 45 years. The sponsoring organisations are asked to select only men who have proved their ability and who are consequently likely to hold higher executive positions in due course. The group discussions are conducted in syndicates of 10 members each, which represent a fair cross-section of our society, having representatives not only from different sectors but also from different disciplines.

The College also arranges instructional tours for session members for a period of about a week to important industrial and business centres as an integral part of the training programme. In every session, distinguished persons and specialists are invited to give talks or to visit syndicates to assist discussions.

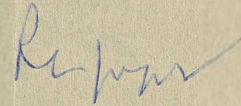
We feel that it will be of mutual advantage if you are able to nominate a representative from your organization for one of our courses. We appreciate that financial considerations may stand in your way and we have, therefore, decided to offer three or four freeships per session, if experienced and suitable candidates are forthcoming. The freeship will include the tuition fee, board and lodging and other incidental expenses at the College. We shall also meet the charges of instructional tours which are arranged by the College for the session members. The travel expenses to and fro of your nominee while joining the session and returning after the training, plus his pay, etc. during the period of the Course would have to be borne by the parent organization. We have also decided to waive the prerequisite condition of Membership for the first nomination.

We have pleasure in sending herewith the following papers for your information.

1. College Prospectus.
2. General Booklet.
3. Nomination form.

We hope that you will be interested in the activities of the College and send us before the 15th of August, 1961, your nominations in the enclosed form for our consideration for the sessions in 1961 and 1962.

Yours sincerely,



( R. L. GUPTA )

Mr. S.S. Mirajkar,  
President,  
All India Trade Union Congress,  
55, Girgaum Road, BOMBAY-4.

Encls: 3

See by S.A.D. File  
Use. 8/11

RADIO  
MADE IN INDIA

## NOMINATION FORM

Name & Address of the  
sponsoring organization } .....

1. Name ...
2. Place of Birth ...
3. Date of Birth & age last  
Birthday ...
4. Nationality ...
5. Vegetarian or non-vegetarian ...
6. Present postal address ...
7. Father's name and occupation ...
8. Education with particulars of  
subjects studied and the names  
of institutions where studied. ...

( a ) General :

( b ) Professional or  
Technological :

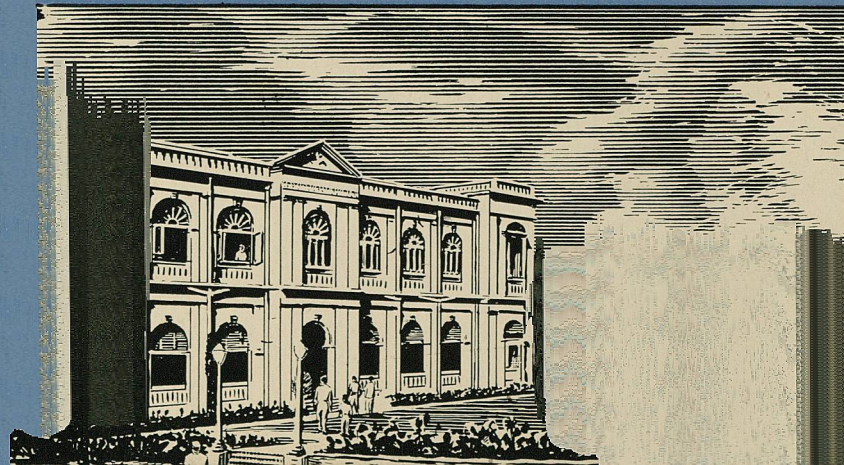
( c ) Practical training, if any,  
giving particulars :

9. Service particulars and posts held, indicating briefly the nature of their duties and the time spent in each. ...
10. In what field have you had the largest experience? General Administration; Engineering (Production Engineering, Research & Development); Sales Management (including Advertising & Sales Research); Purchase & Supply Management; Personnel Management; Banking. Specify the total years spent in this special field. ...
11. Business or commercial experience with particulars. ...
12. Present designation and emoluments drawn. ...
13. What are your interests and hobbies outside your professional work. ...
14. What games do you play? ...
15. What clubs & literary or scientific societies are you member of? ...

Note: This form should be sent to the college with three copies of the passport size of the latest photograph of the nominee.

# The Administrative Staff College of India

## Hyderabad







## The Administrative Staff College of India

THE activities of Government and of industrial and commercial enterprises are becoming increasingly widespread and complex, calling for greater constructive skill and better concepts of leadership on the part of senior administrators in all sectors. Hence the need for training those who, by reason of proved ability and performance, are holding, or have been earmarked for appointment to, senior posi-

tions in their respective organisations. It is the recognition of this need by Government and business concerns in the private sector which led to the founding of this College as a joint venture in 1956.

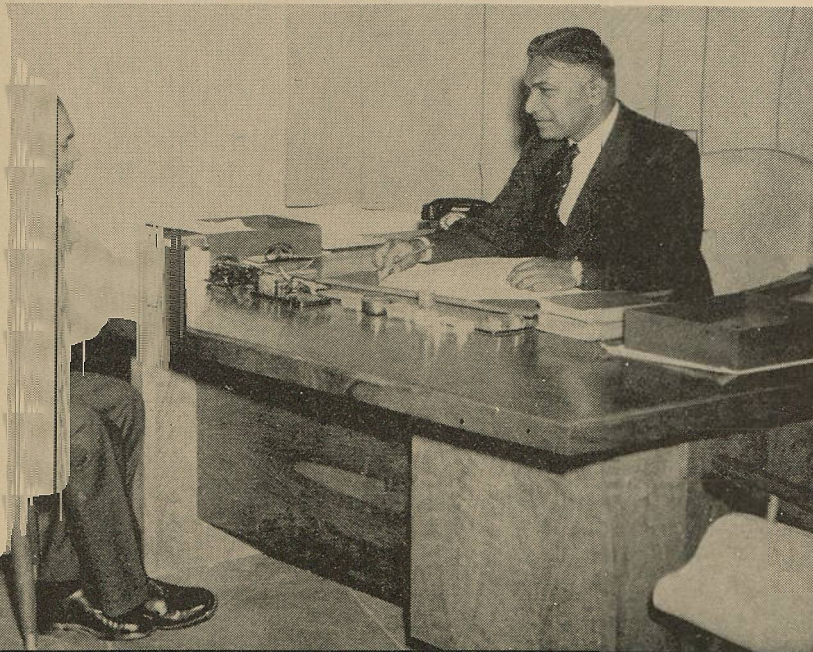
The main object of the College is to get together under one roof responsible executives from different spheres of administration and fields of activity — public and private — and

drawn from different parts of the country to study the skills and techniques of higher management and leadership. By living and working together, and through the well established system of group discussion, the participants are enabled

- (a) to interchange ideas and experiences;
- (b) to get a better understanding of the inter-relationship between different sections of

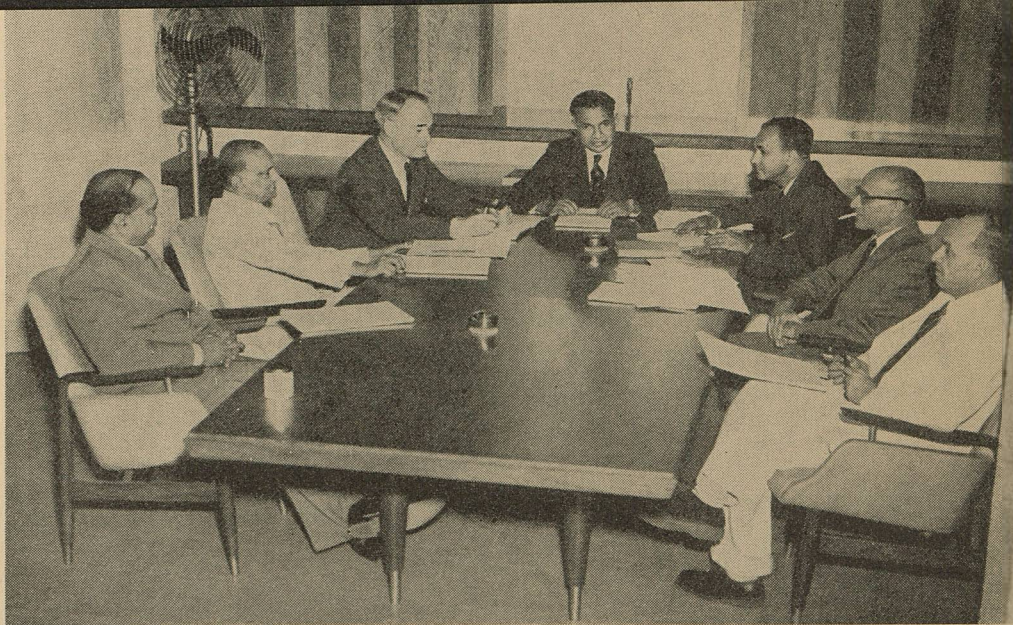
any unit, between different sectors of the national economy and between public and private administration;

- (c) to appreciate how their respective roles complement each other in the achievement of the common national objective; and
- (d) to enrich their personalities and increase their competence as administrators.



*General S. M. Shrinagesh, the principal, is in constant touch with the Directing Staff.*

*Members of the staff of the College at a meeting.*



The College is run by an independent educational society registered under the Societies Registration Act, 1860, and the administration of its affairs is vested in a Court of Governors representative of its members and constituted according to the provisions of its constitution. The College is fortunate in having on its Court eminent men who have distinguished themselves in public administration, industry and educa-

tion. The funds of the College are contributed jointly by Government and private enterprise.

The College operates on principles similar to those evolved at the Administrative Staff College at Henley in England which has won international recognition for its programme and methods. It is designed to further develop those who have already shown promise and commendable performance in responsible posi-

tions and not to train for administration those with no experience.

The Course of Study includes the structure of undertakings, delegation control and accountability, the management of workers and work groups, specialist functions, relations with organised labour, Government and its working, imparting and maintaining vitality, adaptation to economic and technological change, the use

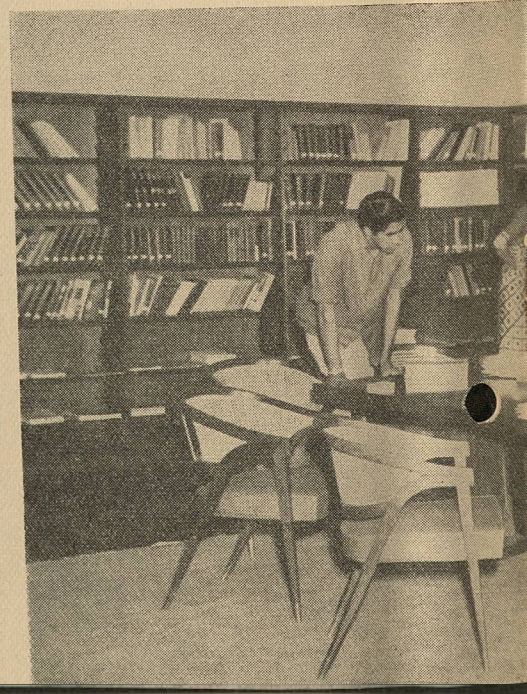
of accounting and statistics as tools of administration and some biographical studies.

The method of work seeks to develop some of the skills which are required in senior administrators effecting adequate delegation and control; making appropriate use of specialised knowledge; getting the best out of a team; handling expert witnesses; briefing representatives; summarising and drafting the result of a

*A Syndicate in session.*



*A well-equipped library sup*



group discussion; getting a job done in the time and with the resources available; speaking for a team of colleagues and leading them in conference with other groups.

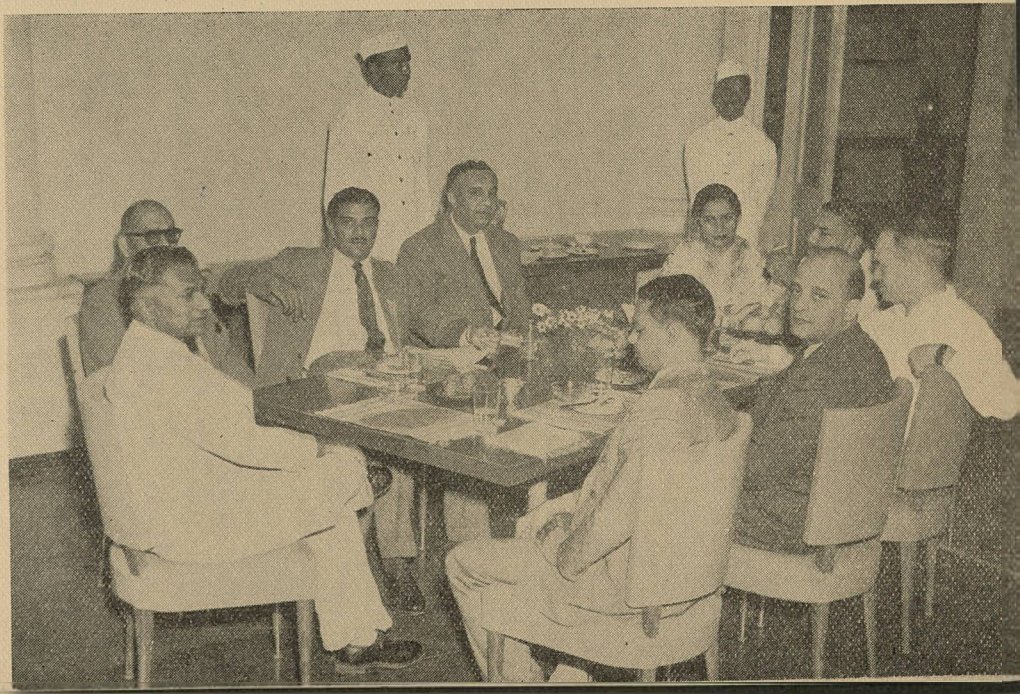
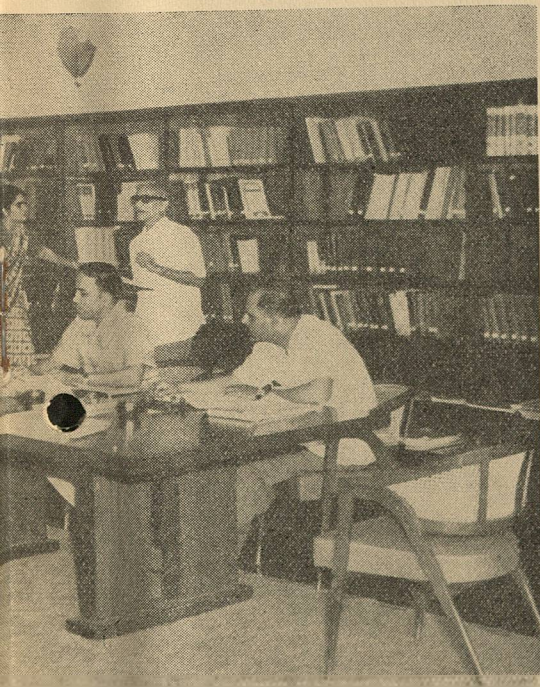
These objectives are sought to be achieved by carrying out the work in Syndicates of ten members each. One member of each Syndicate is appointed Chairman for each subject and is completely responsible, with guidance from the

Directing Staff and the help of a well equipped library, for seeing that the study to be made is carried out effectively and in time. The Chairman is assisted by a Secretary, also a member of the Syndicate. Both are selected by the College.

The permanent staff of the College is small and not specialised. Its members are men of considerable experience in various fields of administration. In addition to the permanent

plements the work of the staff.

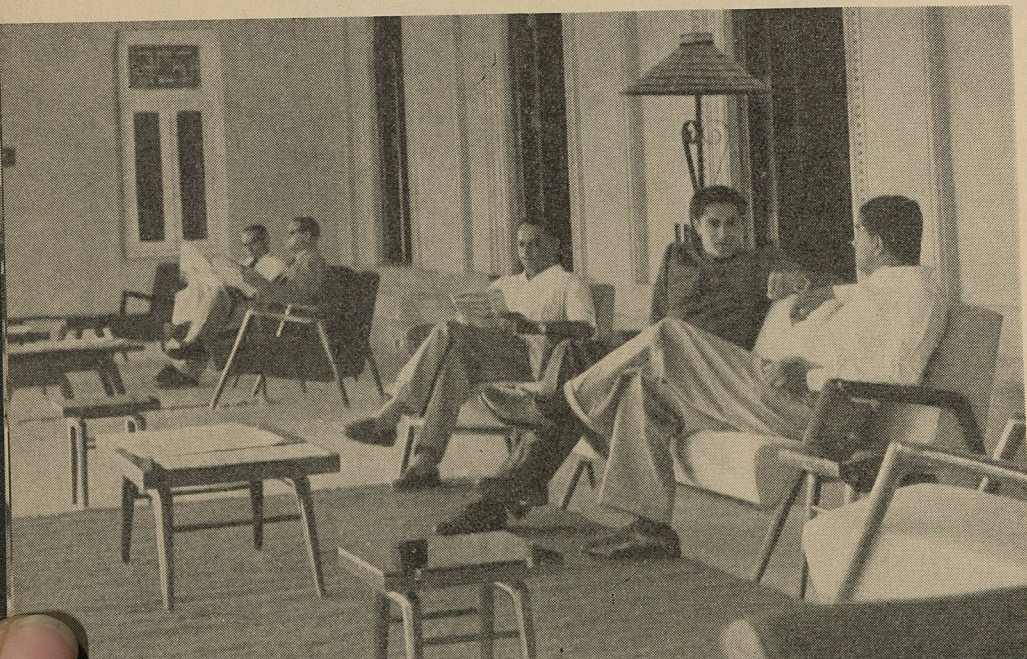
*It's lunch time at Bella Vista*



staff there are temporary members of the Directing staff seconded from Government and Industry who bring to the College up-to-date experience. Experts from all over India are invited to speak or give evidence on specific topics. By this means the College is assured of the best available information and experience in specialised fields.

The participants in each course will be so

selected that they will constitute a cross-section of the working life of the country. They will be drawn from diverse fields of activity such as production, engineering, research and development, purchase and stores, marketing, statistics, general administration, personnel, finance, accounts, etc. Further, they will be selected in such a way that there will be participants from commercial and industrial organisations,



*Participants browse in the Lounge*

*Relaxation is not unknown.....*



Government undertakings, Central, State and Local Governments, the armed forces, public bodies and social services. The aim is to secure for each course a fruitful mixture of varied experience. Candidates are required to be nominated by the organisations for which they are working and to whose service they will return. The selection will be made by interview and will aim at securing a suitable balance of experience in each session. Although no definite age limits are laid down, candidates

should normally be between the ages of 30 and 45.

Organisations intending to sponsor their candidates are requested to send in their nominations as early as possible and in any case some months in advance of the opening of each session. This would enable them to plan the release of such persons and help the College to secure the right balance of experience among the participants in each session.

Indrajit Gupta

MEMBER  
LOK SABHA

Office : 64A, Lower Circular Rd. Cal-16  
Phone : 44-5999

Residence : 15, Dover Road, Calcutta-19  
Phone : 47-3237

28/6/61

A. I. T. U. C.

I. R. No. 2171. Date 6 JUL 1961.

File No..... Replied on.....

Dear Com. Dange,

When I was lecturing at the Administrative Staff College last week, the authorities once again urged me (they had made a similar request last year) to discuss with AITUC the question of nominating a representative to attend one of their periodical courses. On my suggestion, the Principal has also formally written to Mirajkar as AITUC President about it. In case you have not seen the letter, I am sending a copy of it herewith, along with other relevant literature.

They are anxious to have a few trade unionists attend their courses. Some HMS man from Bombay has been there once. I told them it was difficult for us to spare an active trade unionist for 3 months, which is the duration of



each course, but they were insistent. As you will see from the Principal's letter they will exempt our nominees from all payments - their normal fee is Rs 2,400/- for the course!

You may consider whether we can find some suitable person to send for one of their future courses. From my impressions on two visits I feel there is some value, however limited, in being able to meet, discuss, & exchange views with so many of the younger executives from the public & private sector. There are good facilities for study also, a good library, & no attempt at "lecturing" to the trainees along any particular line. The main method of training is through collective discussions, in which a sound trade unionist could contribute something useful, & help others to see the workers' point of view.

The place itself, & the arrangements for board & lodging, etc., are also excellent for anybody needing a rest or change!

Please consider the matter & see if we can nominate anyone,  
freelings,  
Indrajit

R.L.GUPTA  
Principal

ADMINISTRATIVE STAFF COLLEGE OF INDIA

*Bella Vista*

*Hyderabad*

TELEGRAMS "BELLAVISTA", TELEPHONE 2054

No:ASC/3705/61-1

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Yours sincerely,

Sd/-

( R. L. GUPTA )

Shri S.S. Mirajkar,  
President, All-India Trade Union Congress,  
55, Girgaum Road,  
BOMBAY-4.

Copy to Shri Indrajit Gupta, M.P., Calcutta, camp: Hyderabad.

Encls: 3

ADMINISTRATIVE STAFF COLLEGE OF INDIA

Session XI.

NOTES ON THE COURSE

I. THE COURSE OF STUDIES

1. Administration deals with the continued direction of an organisation as a whole, and the administrator normally has to deal simultaneously with several aspects of it, bearing in mind their mutual interactions. Any division of the subject will, therefore, be somewhat unsatisfactory and the consideration of each part in isolation a little unrealistic. For the practical study of the subject, however, its division into a few well-defined parts is necessary. The College Course is, therefore, divided into six main parts (A to F), some of these being further sub-divided. These main parts and sub-divisions are briefly given below:

Part A : Comparative Administrative Structures:

2. Part A gives Members of the College an opportunity of making a comparative survey of the structure and administrative set-up of the organisations with which they are familiar. It also enables each syndicate to ascertain the knowledge and experience available among its members.

Part B : Internal Relations:

3. This deals with those matters which are internal to the work of a single organisation and can be controlled absolutely by the top authority of that organisation. This subject is examined from four angles as follows:

B1 : The Structure of Organisation and Interrelation of Departments: deals with the division of work in an undertaking in different departments and their sub-divisions and the principles and practices adopted for maintaining satisfactory co-ordination between them.

B2 : Delegation, Control and Accountability - is concerned with the nature and extent of the accountability of the directing authority in Government Departments, in public corporations and in organisations in the private sector and a study of the manner and extent to which authority is delegated and the methods of control.

B3 : Management of the Individual:

This deals with the place of the individual and the part he plays in the organisation and will be in two parts:

(a) The first part is concerned with the recruitment, induction, and training of individuals and first line supervisors in an organisation;

and (b) the second part deals with promotion policies, incentives, and methods of motivation.

Part C : Specialist Functions:

4. In this part, a study is made of those specialist functions in an undertaking which require specialised knowledge and considerable practical experience. Some of these may be concerned with problems which are primarily internal, e.g., Production Management and Office Services. Others may involve external relations with customers, sellers, bankers, etc., e.g. Sales, Finance, Supply.

Part D : External Relations:

5. Here attention is turned to those activities of an organisation which are not wholly within its own control as they depend partly on the maintenance of suitable relations with other organisations. The subject is divided into four sub-divisions:

D1 : Organised Labour - considers relations with Organised Labour and the voluntary and statutory arrangements for the avoidance and settlement of disputes.

D2 : Central and State Governments - makes a study of the Constitution of India and how it functions at the Centre and in the States - and examines the relations between Government and industrial and commercial organisations in the country.

D3 : The Role of Government in Economic Development - considers the role of Government as the initiator and stimulator of economic development in the country.

D4 : Local Administration - is a study of the organisation and functions of Local Administration.

Part E : Constructive Administration:

6. In Part E, there is a change in emphasis. The work in this Part is designed to give consideration to a partial synthesis of the subjects separately studied previously in the course and Members are required to consider managerial problems which an organisation has to face when confronted with a specific situation.

E1 : Adaptation to Economic Change - is a study of the managerial problems which arise when an organisation is faced with certain basic economic conditions under which it works.

E2 : Adaptation to Technological Change - considers problems that arise when an organisation is faced with a far-reaching change in technology or production method for reasons peculiar to it or to the industry of which it forms part.

E3 : Imparting and Maintaining Vitality - considers the problem of maintaining vitality and a progressive outlook in an organisation and its various sections when there are no external pressures or changes.

Part F : The Role of the Directing Authority:

7. Part F will be a survey of the whole work of the course emphasising the role and responsibilities of those charged with the overall direction of different kinds of organisations.

Other Subjects:

The programme is diversified by the study of the following additional subjects:

Biographies

8. This is a study of the career and achievements of selected individuals eminent in different fields of human activity in the past, whose careers are of special interest and significance to the administrator of today.

Special Subjects

9. There will be two special subjects. The first is a "Study of Selected Industries" - Steel, Coal, ~~Power~~ Textiles and Chemicals; and the other is "Export Promotion".

Economics

10. A few talks will be given by specialists on general problems of economics or economic organisation.

"The Use of Figures in Administration"

11. A series of talks will be given by specialists on different subjects connected with Figures, including Government and Company Accounts, Cost Accounts, Statistics and Budgetary Control.

II. THE METHOD OF WORK

Syndicates

12. Most of the work will be carried out in five Syndicates. Each member is allotted to one of these ordinary Syndicates at the beginning of the Session. For subjects D1, D3, and E2, members will be allotted to modified Syndicates. Ordinary and modified Syndicates are designed to represent as wide a variety of experience as possible. The work on Part C and Special A (Selected Industries) will be done in modified Syndicates in which members with similar skill and experience are brought together. Each Syndicate will work under the

Chairmanship of one of its own members. The Chairman and Secretary for each subject will be different and are appointed by the College before the Course begins. It is their duty to guide the work of the Syndicate on the subject for which they are responsible.

#### The Method of Study

13. The framework of study for each subject has been prepared in advance by the Staff. The documentation necessary for planning and carrying out the work varies from subject to subject. In each case it will include a "Brief" which outlines the general field of study and discussion and states the particular topic upon which a report is to be prepared. In each case also there will be a subject timetable which will give the total number of syndicate periods available for the subject and their distribution throughout the period in which the subject is before the syndicate. In some cases there are reading lists, indication of talks from visiting specialists to the College as a whole and of visits of specialists to syndicates.

#### The Duties of Chairman and Secretary:

14. The Chairman of each syndicate, with the aid of the Secretary, is responsible for planning and directing the work of the syndicate so that full advantage is taken of the arrangements made for work on the subject.

15. The normal procedure for a subject will be as follows:

- (i) Chairman and Secretary receive the documents before other members. Their first duty is to study them and prepare a rough plan for carrying out the work.
- (ii) They then are briefed by the member of the Directing Staff in charge of their syndicate and are given an opportunity to discuss the scope of the subject and to make sure that the arrangements made are fully understood.
- (iii) They must make a plan for the syndicate's work on the subject, including the sharing of the reading and the time-tabling of discussions.
- (iv) At the first meeting on the subject the Chairman must explain to his syndicate the scope of the subject and the task to be performed and should discuss with them his plans for carrying out the work.
- (v) It is the duty of the Chairman and Secretary to embody the arguments and conclusions of the syndicate in a report. They should submit a draft report to the syndicate taking care to reduce to a minimum the amount of syndicate time spent on drafting detail.



(vi) The final report of each syndicate will be circulated to all members of the College and a period is allotted in which each syndicate discusses the five reports and submits points which the syndicate would like to see further discussed by the College as a whole.

(vii) All members of the College then meet at a Presentation at which the Chairman of each syndicate will introduce his report in a speech of not more than eight minutes. This is followed by a discussion of points submitted by syndicates.

16. Chairmen and Secretaries will receive guidance at their briefing meetings upon points of detail such as the format of reports, arrangements for drawing books and material from the Library and similar matters.

