A sincere effort is made in this chapter to review selected general studies on transport and studies on Andhra Pradesh Road Transport Corporation (APSRTC). The research work undertaken is “Performance Appraisal of Urban Transport of Visakhapatnam – A Study”. Relevant information available on the subject in the literature collected relating to the present studies has been cited and discussed wherever necessary in the chapter concerned.

Vijaya Rani K. & E. (2005)\(^1\) Raja Justus studied the impact of Absenteeism among transport employees causes and efforts with reference to TNSTC, Kumbakonam, Division – 1. The study revealed the following impacts on the organisation due to absenteeism. They are: higher employee turn over; loss of income; loss of good will; emergence of competitors; poor industrial relation; low work culture and increase in costs.

Ayesha Bangi (2004)\(^2\) studied the increased motorization and its impact on traffic congestion and higher level of pollution in Hyderabad city. Rapid urbanization and increasing land use changes have led to a tremendous increase in the travel demand. A high vehicle destiny with mixed traffic conditions coupled with an inadequate road not work have led to an increase in traffic congestion. Traffic management measures discouraging individual modes of travel is the most effective way to reduce congestion and hence noise levels. Segregating the
vehicles according to their speeds into different exclusive lanes would also help in reducing the effect of mixed traffic behaviours, thereby increasing mobility. Since sufficient space is not available in the city center for transport improvement, a careful inventory of land uses in the city should be carried out to consider the possibility of shifting some non-conforming or non-required land uses away from the central business district.

Deshpande and Ashwini Dalvi (2004)\(^3\) stated that the sustainability of the transport system will be largely affected by environmental factors. They asserted that the application of traditional economic rules for decision making will prove inadequate to evaluate overall sustainability of transport system and therefore shall need a comprehensive and multidisciplinary approach in solution finding. Socio-environmental awareness is most important to ensure sustainable transport.

Pradeep Singh Kharola (2004)\(^4\) in his study discussed the importance of urban transportation. Urban Transport in India has been dominated by the buses and a demand driven approach as for better where an efficient public transport system weans away the demand for the personalized vehicles.

Sunil Kumar K. and Madhu N. (2004)\(^5\) The importance of Urban Transportation for providing mobility the men and materials for the growth of urban economy has been discussed by Sunil Kumar K. and N. Madhu (2004). Urban Transportation has become the basic ingredient for providing the much mobility to men and material and also for the growth of the urban economy.
Vittal Data Prabhu & S. Murali (2004)\(^6\) suggested that awareness about the causes of road accidents can bring down accident rates. Various factors such as human, automobile, geographical, infrastructure, information and legal factors are discussed with suitable examples.

Ken G. William and Masami Kojima (2002)\(^7\) discussed with the complex nature of urban transport and its impact on economic, social and environmental spheres. It is Urban Transport directly influences the welfare of the city dwellers and plays an extremely important role in the quality of life of urban dwellers.

Nadaf A.M. (2002)\(^8\) stressed on optimum utilisation of assets to increase the productivity of both vehicles and crew. He stated that effective utilisation of the crew is measure in terms of the average crew productivity, which is expressed in terms of average duty hours and minutes performed by each crew on duty per day. To reduce the cost, it is quite essential to improve crew utilisation by extracting more duty hours from each crew. He suggests that slight reduction in staff cost will result in huge savings to the organisation.

Kadam, V.A (2002)\(^9\), has discussed the issues relating to state transport undertakings in 20\(^{th}\) century, particularly with reference to fare structure and tough competition it is facing with private operators and suggested some measures that can be taken of for consideration to face the problem and plan for its better functioning. He opined that the problems faced by this service industry should be converted as opportunities and accepted as challenges for the 21\(^{st}\) century.
Agarwal, O.P. (2001)\textsuperscript{10} analysed in his study the rapid urbanisation accompanied by faster growth of motor vehicles on Indian roads and its impact on the health of the people and quantity of life.

Mishra and Swetha Mishra (2001)\textsuperscript{11} emphasized the need and importance of rural roads and transportation in rural areas for providing better health, education, new agricultural technology and also for development in other diversified areas.

Nanda Dhameja (2001)\textsuperscript{12} studied various aspects relating to privatization of public transport in Delhi. The study evaluates the impact of privatization on the commuters, road users, city traffic and the Delhi Transport Corporation itself.

Rama Murthy K.S & S. Ponnu Raj (2001)\textsuperscript{13} studied the important perceptions factors of bus services. Their study highlights the fact that the passenger perception relating to physical comfort, time and punctuality, safety, behaviour of the crew and social responsibility are significant. It also reveals that the comfortable seating arrangement, journey time, normal speed bus, the politeness of the crew and cheaper rates when compared to train travel have high factor loading, which influences greatly on passenger perceptions regarding omni bus services.

Armstrong Wright A. (2000)\textsuperscript{14} sketches the practical effect of deregulation and privatization of bus services in the United Kingdom (outside London). Aspects relating to organisation, operation and finance have been discussed.
Gundam Rajeswari (1998)\textsuperscript{15} examines the performance of Andhra Pradesh State Road Transport Corporation both at the state and regional levels. If particularly deals with the pricing policies of the transport service as being implemented by the corporation. The organizational set up of the corporation along with its various features like capital investment and staffing has been described in full length. Both financial and social performance were examined using indicators like cost per kilometer earnings, load factor and arrived at gross margins for the survey period.

Bagade (1997)\textsuperscript{16} suggested that state transport undertakings (STUs) should switch over from conventional fare structure exercise and try to be business like as the environment is more and more competitive in business terms. Objective of State Transport undertakings should be such that more and more people shall patronize State Transport Bus Services.

Gore M.L. (1997)\textsuperscript{17} identified that breakdown of a vehicle enroute is much a passenger related performance parameter and hence utmost care has to be taken at all levels to reduce the number of breakdowns to a minimum. Passengers will continue to patronize bus services if reliability and safety are assured by operations. Ensuring reliability and safety of passengers in the bus service is very council for survival of state transport undertakings.

Sumit Kumar Ghosh (1997)\textsuperscript{18} suggested that power and authority should be replaced by responsibility and commitment and opined that organisational structure is only a means to performance at its end.
Prasad, Srinivas, and Khan (1996)\textsuperscript{19} conducted a case study on APSRTC and identified the operation of city services, with negative margin, and operation of obligatory services, Concessional Passes to various categories of commuters, provision for passenger amenities and operation of buses on bad road surfaces with additional cost of operation are for social benefit and hence cannot be taken as wastage or ill utilization of funds.

Gopala Reddy C. (1994)\textsuperscript{20} discussed the role of urban transportation in increasing the quality of life of urban dwellers. Urban transport directly influences the welfare of city dwellers. Road Transport is the major made of transport for the people of Visakhapatnam in Andhra Pradesh, among different modes of transport, bus transport occupies an important place. It is now established beyond doubt that urban transport plays an extremely important role in the quality of life of urban dwellers.

Sikdar (1995)\textsuperscript{21} suggests a model to assign routes and subsidies based on productivity, output efficiency, service utilization, cost effectiveness, social service and staff utilisation.

Bhaktavastala Rao, C. (1993)\textsuperscript{22} noted in his study that transport is an indispensable component of economic development and the leading role played by passenger road transport.

Purushotham P.W (1992)\textsuperscript{23} examined the organizations and management of the road transport corporation administered under public sector in Andhra
Pradesh with a view to promote performance standards are operational efficiency. He dealt with various aspects relating to public enterprise management Nationalization of Road Transport, Administration structure of Transport Corporation, Government control and public Acceptability. He also elaborately dealt with organizational practice and personnel management.

Rami Reddy K.V. (1992)\textsuperscript{24} has analysed in his study about the importance of Nationalization of passenger transport. The National Transport Policy Committee was appointed for the Government of India in April 1978 for the purpose of suggesting a comprehensive national transport policy. The committee completed its work and submitted its report to the Government in May 1980.

Ranganathan N. (1992)\textsuperscript{25} the importance of urban transport in enabling urban growth and ensuring its well being is discussed by Ranganathan (1992). In an urban area activities get distributed over space. It is the urban transport that enables their interaction, interlinkages and integration. If the urban areas are considered as engines of growth and generators of economic momentum their transport system is both, the wheel and the lubricant of such an engine. Urbanisation in the world as a whole is outstripping the population growth. India is experiencing both massive and rapid urbanization. The National Council on urbanization was emphatic in stating that urban Transportation is the most important single component instrumental in shaping urban development and urban living.
Sumantra Choudhury (1992)\textsuperscript{26} the merits of bus transport over other modes of public transport lies in its flexibility, easy penetration into inaccessible areas, and personalized and impromptu service.

Thomas M.K. (1992)\textsuperscript{27} has presented the growth in size in some of the major Road Transport Corporations. The Road Transport Corporation Act of 1950 has been the major inspiration for public sector bus transport in the country. The last four decades have been phenomenal growth in the size of some of the major Road Transport Corporation (RTC). The Andhra Pradesh Road Transport Corporation, the Maharashtra State Road Transport Corporation and the Gujarat have a monopoly of operating bus services in their respective states.

Yoder Dale (1992)\textsuperscript{28} discussed the new developments and rapid changes that are taking place in public sectors in the training process for the employees to work with efficiency.

Govinda Rajan (1988)\textsuperscript{29} made a study on development and performance of state level profile enterprises in Andhra Pradesh. Public enterprises are public utility organisation and should commit to public service rather then profits. They would be able to fulfil its social responsibilities well by intermingling social objectives with economic objectives.

Goel, S.L, (1987)\textsuperscript{30} asserted that proper selection and placement of new personnel in an organization is a pre-requisite for the development of an effective working-force in any organization.
Satyanarayana J (1986)\textsuperscript{31} has examined in his study about the cost-fare relationship and losses, organizational setup, capital structure and financial policies, personnel policies and management information systems of APSRTC.

A comprehensive review of research and literature was made by Panduranga Rao (1985)\textsuperscript{32} in his book “Trends in Indian Transport system”, covering all the aspects of transportation. It contains an analysis of the studies conducted on history, policy, planning, forecasting, investment, pricing, performance and safety of transportation.

Chandra Sekhar (1985)\textsuperscript{33} explained that how transportation as a key factor determines the success or failure of the entire development effort in the Indian Context. Today manufacturing, merchandising, banking, extracting and other business all depend upon transport activity. Infact, it is the mirror which reflects the progress of a nation and it is a link between the industry, agriculture and trade of our country.

Nandagopal (1985)\textsuperscript{34} made a clear cut examination of “The need of budgetary systems in State Enterprises” and suggested some changes in the budgetary system followed by State Enterprises.

Sankaraiah, V.V. and Subramanya Sharma (1985)\textsuperscript{35} concluded that state Transport Undertakings are public utility concerns, committed to service rather than profits. So they have to operate in the public interest. Increase in the fleet operated is the indicator of the performance of the depot, as the increase in
operating fleet results in the increased earnings of the depot. Vehicle utilization is also an important indicator of performance.

Panduranga Rao (1984)\textsuperscript{36} discusses about Road Freight Transport carried by average bus and truck. He observed that the distance traveled increases because of better roads and tracks.

Balarami Reddy (1983)\textsuperscript{37} examined capital formation, cost price relation, cost distribution and other reasons for the sickness of the Road Transport Industry and gave appropriate suggestions.

Aleem M.A. (1981)\textsuperscript{38} discussed the aspects relating to recruitment by promotion like recruitment, recruitment by promotions is of vital importance in the field of personnel management. Promotion in public service is a process of advancement which involves higher responsibilities and duties as well as higher status and salary.

Fouracre et.al (1981)\textsuperscript{39} studied some of the general performance characteristics of Delhi Transport Corporation. Aspects relating to operational efficiency like fleet utilisation, productivity per vehicle, social accounting, capital structure of the corporations have been examined.

Shukla (1981)\textsuperscript{40} analysed the causes for losses in city transport undertakings and gave important suggestions. He stated that the losses are mainly on account of increase in personnel cost, absence of timely fare revisions, illegal competitions, absence or lack of proper enforcement concessions to
passengers, non-reimbursement of cost of services, irrational purchase procedure, exercise interference from outside.

Tapade (1980)\textsuperscript{41} gave an account of in-depth insight into the breakdowns and accidents in State Road Transport undertakings. Rate of breakdown in State Transport undertakings is the yardstick to measure the quality and reliability of bus services. The breakdown rate has to be maintained as low as possible to enhance their reputation in the minds of the travelling public.

Kapoor, O.P., and Narang, S.D (1979)\textsuperscript{42} explained that personnel management is concerned with the basic function of management of getting better results’ with the co-operation of the people.

Sharma (1979)\textsuperscript{43} inferred that training is a vital element in the process of personnel management. The staff problem in passenger transport organisation is the secure that each member of the staff understands the objectives of undertaking, that he is trained for the job which he has to do.

Tripati, P., (1978)\textsuperscript{44} suggested that performance of personnel management function has to be planned, organised, directed and controlled.

Sharma Santosh (1976)\textsuperscript{45} in his study explained that transport and land using are interlinked to meet the requirements of bus transportation. A transport system can be developed optimally only when the transport and land use planning are examined together and bus services have to meet practically every type of requirement.
Pereira, W. (1975) examined the causes for the leakage of revenue in metropolitan transport organization and inferred that no metropolitan service earns profits, mainly due to human problems. He suggested that overcrowding foot board travel and indiscipline in the bus should be reduced. Dishonest crew should be detected. Special cadre with integrity, honesty and efficiency should be periodically employed on the various routes to have a better example to compare daily collections with normal crew. Special standee buses should be introduced during peak hours, and checking should be strengthened. Dishonesty and cheating should be severely punished. Sample incentive schemes linked to collections should be introduced.

Jakaria (1975) explained the need for the establishment of adequate criteria for evaluating the performance of urban transport systems. Performance evaluation of urban transport is very important to take necessary suitable steps for the improvement and expansion of the organisation and also to take remedial measures, wherever necessary, for the lapse and the deficiencies, the organisation has been facing.

Feather stone (1974) pleaded for common transport policy and called for comprehensive harmonisation of the effect of states on transport operations through appropriate legal and other regulations.

Poole (1974) gave the guidelines for coordinating urban expansion needs on transportation requirements. His study confined to Stockholm, covers various aspects of regional planning.
Srinivasan (1974)$^{50}$ assessed the economic cost of road accidents. Road accidents course great concern not only to the travelling public but also to the authorities because they pay heavy compensation to the public. High speed, wider roads, lack of traffic segregation, inadequate traffic calming measures, lack of sub ways are some of the factors for rising number of accidents.

Venkaji Rao (1974)$^{51}$ analysed the managerial problem of state transport undertakings with special reference to Mysore State. He identified some administrative problems to improve the performance of a state transport undertaking. They are: (I) Balancing the transport requirements of the community as against other facilities served, based on costs income and finance (II) peak-load problems (iii) the most efficient utilization of vehicles and staff on the basis of the moving of given loads of passengers, (iv) forecasting the picture of transport.

Bhambhri C.P. (1973)$^{52}$ discussed the various levels of authority and responsibility in a hierarchy. It is stated that in any administration set up or in any organisation, generally, the function and activities are to be carried on with the help of various cadres of employees. In administrators, the classification of employees of various cadres of employment is essential for running the administration properly.

Paul Mali (1972)$^{53}$ suggested that problems of personnel management would be solved provided there is logical and scientific classification of personnel.
Shambhag (1972) examined the peculiar desires of the commuters like “he (wants to) should get a bus within a reasonable period, he should be able to reach his destination by a direct bus, he should be able to travel to his destination by the shortest route”. He also observed the losses on transport due to city transport, because, its very nature of operations is uneconomical, as a large number of fleet is required to be maintained and to take off peak hour traffic, etc. He also discussed the facts of shortage of capital, disorderly ques and absenteeism of staff.

The report of the committee on Public Undertakings (1972) and Report on the Andhra Pradesh Industrial Development Corporation, note on APSRTC states that during the first 13 years of the existence, considerable progress has been Recorded in the provision or increased amenities and facilities to the traveling public.

Krishna Murthy V. (1971) examined the extend factors influencing the road transport. He presented an outline of the corporations and date relating to variable costs, fixed costs, gross income, net income, cancelled trips and number of delayed trips for different districts in Andhra Pradesh.

Pereira (1971) studied Pallavan Transport Corporation and observed that losses are incurred mostly due to leakage of revenue and felt that the financial viability of transport system is dependent on the integrity and effective checking system. Saxena (1971) gave a brief account on traffic engineering techniques to improve the performance of bus transport.
Mitra (1970)\textsuperscript{59} examined the various aspects of Road accidents and opined that the problems of road safety are too enormous to be dealt with by an association alone. It calls for the national attention and needs the co-operation of every citizen of India and the aid of the specialist.

Neogi (1970)\textsuperscript{60} examined the traffic problem of Indian cities and gave appropriate solutions. He stressed the need to check the tendency towards the urban concentration.

Chandan (1969)\textsuperscript{61} examined the role of operations research techniques in improving the productivity in passenger transport industry. Like any other industry, it should decide their service mix so as to earn maximum profit. Operating cost covers the cost on man power, material, fuel and oil, tyres, batteries, depreciation on vehicle and assets are over heads.

Leeming, J.J. (1969)\textsuperscript{62} had given new definitions to road accidents in Great Britain. He stated that one should not condemn a large section of one’s fellow beings (drivers) for doing accidents. it is due to failings inherent in human beings and it is surely our duty to help and not to condemn them. In unavoidable circumstances his argument is correct, but drunkard driving or any type of careless driving must be punished severely.

Denys Munby (1968)\textsuperscript{63} analysed the importance of using the marginal cost pricing and he revealed that the cost of transport determined the size of
productive units, the size of cities and human opportunities for leisure, choice of job and the quality of life in general.

Modak (1968)\textsuperscript{64} studied the various inter-related problems of motor transportation system in the Vidarbha region of Maharastra State. He studied the transportation system with special reference to the motor vehicle population and organization of the motor transport industry in the region.

The estimation of future road traffic by mechanical and analytical methods was carried out by Kalyana Raman and Sehgul (1968).\textsuperscript{65} The mechanical methods simply project, forward the past trends assuming that further experience is a direct function of past experience. Analytical methods, classify and analyse the several related components and the factors contributing to the historical trend pattern.

Mathew. S (1964)\textsuperscript{66} examined the optimum size and organisation of the rail and road transport units in India. Any study about road units is difficult because of multiplicity of road organisations and the lack of reliable data. That is why Mathew had tried to analyse the size of road units and to indicate limits to their economy and size.

Martin (1961)\textsuperscript{67} presented the results of a pilot study into the current principles and techniques predicting future demand for urban area transportations. Rapid urbanization and the increase in the number of vehicles have led to transport congestion and accidents in the country. The drift towards
urban centers determination in driving conditions in additions to poor road maintenance, badly designed intersections and inadequate provisions for pedestrians have made the matters worse in the country and these factors need consideration to plan in meeting the future demand for urban area transportation.

White, L.D (1958)\textsuperscript{68} explained that organization is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through allocation of functions and responsibility.

Dimock and Dimock (1959)\textsuperscript{69} explained that classification is the systematic sorting and ranking of positions in a hierarchial sequence according to comparative duty and responsibility.

Prasad (1956)\textsuperscript{70} examined the working of the nationalised transport services in Utter Pradesh and analysed its performance. It is stated that Utter Pradesh transport was with several problems and issues relating to congestion, passenger safety and comfort, and structural impediments causing immobility all of which give a sorry state of government.

Stahl, O. Glenm (1956)\textsuperscript{71} explained that recruitment is the key to a strong public service and is the corner store of the whole public personnel structure. He stated that recruitment is a process which plays a very vital role in the administrative systems and it should be carefully carried out as it determines the calibre of personnel working in any organisation. Recruitment is the key to a
strong public service, and as Stahl puts it, the “Corner stone of the whole public personnel structure”.

Ramanadham (1955)\textsuperscript{72} presents a good account on the origin and development of the nationalized Road Services in Hyderabad. When the Nizam’s dominions where integrated into the Indian union in September 1948, the Nizam’s State Railway has taken over by the successive Government of Hyderabad State. The Road Transport Department was consequently separated and was managed by the Indian Railways on an agency basis. The Road Transport Department was consequently separated in 1951 and was run as Government Department under the control by the House Department of Hyderabad State.

Rao (1955)\textsuperscript{73} analysed the chief functions that influenced the formation of the Road Transport Department, explained governments’ views, achievements, efficiency and progress of the Hyderabad Road Transport Department before the formation of APSRTC.

Applely H. Paul (1953)\textsuperscript{74} explained that in classification of employees “structure determines where responsibility lies”. The function based service classification is necessary the product of specialization in the activities of administration. In this system of classification each service is created to cater to the needs of particular type of activities. Each service is entrusted with a certain type of duties and responsibilities. True to this saying, “Structure determines where responsibility lies”.

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References:


