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Books


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**Reports**


4. Economic Survey (Various Years), Government of India, New Delhi.


8. Note on Review of performance of Transport and Shipping Corporation (Various Years), Department of Transport, Government of Tamil Nadu, Chennai.


15. Policy Note (Various Years), Transport Department, Government of Tamil Nadu, Chennai.


17. Road Users Cost Study in India - A Final Report, Central Road Research Institute, New Delhi, 1982.

18. Statistical Facts and Figures (Various Years), Transport Department, Government of Tamil Nadu, Chennai.


Doctoral Theses


CORRECTIONS CARRIED OUT AS PER THE SUGGESTIONS OF THE EXAMINER

Suggestion No. 1  Critical Evaluation of Literature

Ten literatures which have more relevance to the present study have been selected for critical evaluation.

1. Report of Pattabiraman Committee (Page. 16)

The Pattabiraman Committee appointed by the Government of Tamil Nadu has studied the structure and performance of road transport in the State. The committee has analysed both the physical and financial performance of the State Transport Corporations from the year 1972, when the nationalisation process started. The report gives a clear picture of the kilometerage, diesel consumption, physical condition of the buses, occupancy ratio, breakdowns, accidents, cost of operation and revenue of the state transport. However, the report fails to provide any standard performance level for the above said parameters. The committee has suggested formation of district wise corporations for all the districts. But, the report fails to justify the reasons put forth for such bifurcation. Also, the report fails to measure the labour productivity in the state transport.
2. Study by Devasagayam (Page No. 21)

Devasagayam’s study of the profitability of 14 State Transport Corporations in Tamil Nadu gives scope to convert these corporations into a profitable investment. He has analysed vehicle productivity, labour productivity, cost, revenue and profitability before and tax of the 14 State Transport Corporations in Tamil Nadu. He gives more importance to the vehicle productivity and labour productivity and has come to the conclusion that any corporation could achieve the aim of earning profit if the management is oriented towards the control of cost effectiveness. His suggestions are practicable. But, there are some costs which are not under the control of the management such as cost of fuel and price of spare parts and this may spoil the situation.

3. J.Sathyanarayana’s Study (Page No.22)

J. Sathyanarayana in his study entitled ‘The working of the Andra Pradesh State Road Transportation’ has made a sincere attempt to study the causes of losses in the Andra Pradesh State Transport undertaking. His study also aims at cost control, organisational set up, its cost and fare structure and financial policies of the APSTC. He has also developed the method of cost computation for fare revisions. This new concept would be helpful in fixing the fare structure for the Andra Pradesh State Road Transport. However, the concept of labour productivity
has not been taken into account for the computation of cost for fare revisions. Anyhow, his study is a notable one as it aims at fixing fare in relation to cost.

4. M.V. Bagade’s Study (Page No.23)

Bagade in his study has evolved two types of methodology for the objective appraisal of State Transport undertakings. One is known as Quality of Service Index (QSI) designed to measure the effectiveness of the quality of operation. It is a weighted index computed by assigning appropriate weights for the responses of the passengers relating to safety, reliability, punctuality and regularity of this operation. The second is known as ‘Data Envelopment Analysis’ which aims to measure the overall productivity of the STUs in terms of input made and output produced. His methodology would be of more useful for the comparison of performance of different units within the organisation. His study has been widely accepted by the transport economists.

5. Sundari’s Article (Page 27)

Sundari in her article ‘Nationalisation of Bus Transport in Tamil Nadu’ has elaborately and exhaustively discussed the nationalization process of bus transport in Tamil Nadu. She has explained the different stages of nationalization of bus transport in the state including the situations which prevented the process of full nationalisation. She has also pointed out the pros and cons of nationalisation of
buses in Tamil Nadu. She is of the opinion that full nationalisation or full privatisation will harm the interest of the people. This becomes true in this present situation. Her study is a theory based one and it does not measure any benefits got by the people because of nationalisation.


Uma in her Ph.D thesis entitled ‘Working Capital Analysis in State Road Transport Undertakings in Tamil Nadu’ highlights the working capital position of three parent corporations of Tamil Nadu State Transport (PRC, CTC, CRC) before and after bifurcation and the working capital position of the three off shoot corporations (KTC, JTC and DETC). Her methodology is not a new one and she has measured the working capital position using the traditional ‘ratios’. Also, she has not mentioned any new factors which could determine the size of working capital.

7. Study by P.Jegadish Gandhi & G. John Gunaseelan (Page No.28)

P.Jegadish Gandhi and G.John Gunaseelan has made a modest attempt to evaluate the nationalized bus transport system in Tamil Nadu. Their study covers a period of 20 years from 1971 to 1991. This study mainly focuses on the physical performance of the State Transport Corporations in Tamil Nadu. This includes the study related to accessibility, service level, service mix, occupancy ratio and
efficiency of services. But, the study fails to focus on the kilometerage and fuel consumption which are yet another important aspects in the physical performance. Their focus on productivity of employees would be of very useful to the management to decide the workforce. However, this study did not make any attempt to study the financial performance of the corporations.

8. Thillainayagam Committee Report (Page No.29)

The Thillainayagam Committee formed by the Government of Tamil Nadu to study the working of the State Transport Corporations has done a wonderful job in preparing a complete report of the transport corporations. The committee report attempts to streamline the operations of the STUs in Tamil Nadu. The committee has recommended for wide organisational set up and discourages formation of corporations district wise. In this point the committee differ with the recommendation of the Pattabiraman Committee. The Thillainayagam Committee justifies their recommendation of having big corporation and proved cost escalations of having very small corporations. The present study also endorse the recommendations of the Thillainayagam Committee.
9. A Study by Vijayakumar & Others (Page No.29)

The study by Vijayakumar and others on the physical and financial performance of the State Transport Undertakings in Tamil Nadu is not an in depth study. It is an overview of the performance of the state bus transport in Tamil Nadu. They have used very simple techniques to compare the performance of the state transport with others in the neighbouring state. Anyhow, their article would induce any researcher to analyse the performance of the Tamil Nadu State Transport in detail. In this respect the present study aims at analysing the performance evaluation of the STCs in Tamil Nadu.


S. Krishnamoorthy in his Ph.D thesis entitled ‘A study of Urban-Rural Passenger Transport Services with Special Reference to Dheeran Chinnamalai Transport Corporation’ has evaluated the operating performance in terms of physical and financial parameters of one of the transport corporations in Tamil Nadu and of the competing Private Sector in the area of the study unit. The Sector wise, segment wise (rural & urban) and route wise comparative study are different and it is a new method of analyzing the physical and financial performance of the STUs in Tamil Nadu. The present study is closely associated with this study. It is his study which gave further scope for the present study to evaluate the physical and financial performance of passenger bus transport industry in Tamil Nadu.
Suggestion :2  Critical Examination of the Indices Used

The indices used in the thesis are explained in page 40 and again in detail in page 250. However, as suggested by the examiner, a critical examination of the indices used is given here. An index is prepared to know the overall efficiency of the operators in two sectors in relative terms. This Index, named as 'Relative Performance Productivity Index (RPPI)', aims to measure the overall productivity of the private sector over the public sector in the city segment in terms of input deployed and output produced. There are four input parameters namely, number of buses, trips performed, kilometres operated and men employed and two output parameters namely, passenger carriage and revenue. For the purpose of computation of this index, the actual values of each of the parameters for the public sector is taken to be equal to one and the relative values of the private sector are calculated using the formula given in page 40. By calculating a single common input and output Index using geometric mean, the overall productivity of the private sector over the public sector is finally computed with the help of the value of the formula given in page 41. This index bring sought the fact that the private sector operating efficiency is more than that of the public sector.

Suggestion 3  Showing the Calculated Annual Growth Rate in Tables 2.3, 2.8, 2.11 & 2.12

The growth rates calculated and used in the analysis parts are shown in the last column of the respective tables.
Suggestion 4  a) Computation of Growth Rate (Table 2.3)

Growth rate is calculated as below:

\[
\text{Average Annual Growth Rate} = \frac{2465877 - 39942}{399942} \times 100 \times \frac{1}{46}
\]

Where 2465877 is the figure of the current year

399942 is the figure of the base year.

100 is percentage.

46 is period under consideration.

b) Unit of Growth Rate (Table 2.6)

The unit is percentage growth rate of road length and percentage growth rate of motor vehicles. This is now indicated in the respective column heading itself.

Suggestion 5 Comparative Figures of Developing Countries (Page No. 55)

Comparative figures for some other developing countries as regards the surfaced road length are given below:

As on 31 March 1995 in Pakistan 46.7 per cent of the total road length are surfaced. In Bangladesh it is 48.4 per cent; Indonesia 37.5 per cent and Egypt 26.8 per cent. All these are quite less than those for India.

Suggestion 6 Repetition in Pages 78 & 79

Repetition in these pages were aimed at providing more clarity and easy reference to the previous developments.
Suggestion 7 Additional Analysis of the Causes of Recent Loss (Page No.121)

Based on the suggestion given by the examiner, the reasons for the recent steep rise in the operating loss in the State Transport Corporations has been analysed in more detail. The lack of fare revision and hike in the price of diesel which led to the sudden increase of loss in the TNSTCs can be analysed further. (Tables 3.14 and 3.15 in page 137 and 138 may be referred). Table 3.14 shows that between the year 1991 and 1997 only once in the year 1993 fare revision was effected. That too the increase was only 1.5 paise per km to make the fare 14 paise per km from 12.5 paise. But Table 3.15 shows that during this period there were three upward revisions of diesel prices and the price of diesel had gone up to Rs.11.36 from Rs.5.62 per litre implying an increase of over 100 per cent. The Tables also reveal that further revisions of fare also not been made in proportion to the diesel price hike. Thus, lack of fare revision and hike of diesel prices are the main reasons for the increased loss during this period. Concessions and subsidies for students and others also contribute to the present situation of increasing loss.

Suggestion 8 Use of Graph to Analyse Tables 3.14 & 3.15

As suggested by the examiner a graph has been added in page 138A.