CHAPTER II

PROFILE OF A.P.S.R.T.C. AND MAHABUBNAGAR REGION, ANDHRA PRADESH
Chapter-II

PROFILE OF A.P.S.R.T.C. AND MAHABUBNAGAR REGION, ANDHRA PRADESH

In this chapter, an attempt has been made to present the over view of the transport industry, different modes of transport. Emphasis was given to Road Transport Industry in India, public transport through buses. Public transportation in different states in India was also discussed. Over view of Andhra Pradesh State Road Transport Corporation is given with its profile growth and present size of the organisation along with its performance. Corporation’s philosophy, with its vision and mission is narrated. A Milestone of the organisation in 80 long years of existence is also discussed. The man power particulars of APSRTC is explained. The profile of Andhra Pradesh State Road Transport Corporation, Mahabubnagar Region along with its performance and manpower particulars is also narrated.

2.1 TRANSPORTATION MANAGEMENT DEFINITION

The Transportation Management is a system designed to manage transportation operations. In more recent times, we have seen that the Transport Management Systems (TMS) are being offered in many different types of licensing arrangements. These different arrangements have given shippers who otherwise would not be able to afford sophisticated software the opportunity to utilise TMS to better manage this vital function. The 3 primary offerings are:¹

1. On-Premise Licensing (traditional purchased license)
2. Hosted (remote)
3. On-Premise Hosted Licensing (a blend of 1 & 2)

Additionally, it is said that many software providers have either been acquired or merged with traditional supply chain management consultancies and are now offering shippers “blended” managed and software services as an outsourced process.

A new business model rapidly gaining steam is for TMS system providers to provide truck capacity as a blended solution. Traditionally, TMS providers provided software and brokers provided freight capacity (trucks). Recently, companies have started to carve out a niche by providing their TMS system for free, and use freight capacity fulfilment as a value added service. This gives customers a solution to their two main problems: low-cost software and flexible shipping. Moreover, when this blended solution is accessed through hosted, web-based technology, it allows instant real-time access from anywhere in the world for both the TMS and the physical asset (truck / train / plane / ship) needed to transport the shipper’s product(s).

TMS usually “sits” between an ERP or legacy order processing and warehouse/distribution module. A typical scenario would include both inbound (procurement) and outbound (shipping) orders to be evaluated by the TMS Planning Module offering the user various suggested routing solutions. These solutions are evaluated by the user for reasonableness and are passed along with the transportation provider analysis module to select the best mode and least cost provider. Once the best provider is selected, the solution typically generates a “pick list” or a type of output that is passed to the warehouse/distribution module for picking and loading.
2.2 TRANSPORTATION MANAGEMENT SYSTEMS MANAGE THREE KEY PROCESSES OF TRANSPORTATION MANAGEMENT

2.2.1 Planification and Decision

TMS defining the most efficient transport schemes according to given parameters, which have a lower or higher importance according to the user policy: transport cost, shorter lead-time, fewer stops possible to insure quality, flows regrouping coefficient.

2.2.2 Transport follow-up

TMS will allow following any physical or administrative operation regarding transportation: traceability of transport event by event (shipping from A, arrival at B, customs clearance), editing of reception, custom clearance, invoicing and booking documents, sending of transport alerts (delay, accident, non-forecast stops).

2.2.3 Measurement

- TMS have or need to have a Logistics KPI reporting function for transport.
- Various functions of a TMS:
  - Planning and optimising of terrestrial transport rounds
  - Transportation mode and carrier selection
  - Management of air and maritime transport
  - Real time vehicles tracking
  - Service quality control
  - Vehicle Load and Route optimisation
  - Transport costs and scheme simulation
  - Shipment batching of orders
  - Cost control, KPI (Key performance indicators) reporting and statistics
Typical KPIs include but not limited to:

1. Percentage of On Time Pick Up or Delivery Performance relative to requested.
2. Cost Per Metric - Mile; Km; Weight; Cube; Pallet

2.3 TRANSPORT

Many products are used in our daily life. But nobody knows where they are produced? Many of them are produced at different places far away from our locality. So how do we get them at our place? These are carried on from all those places through rail, road or air and are made available to us at our locality. One must have seen trucks, tempo, bullock carts etc., which carry products or even raw materials from one place to another. Similarly, it must have seen people travelling from one place to another place by buses, trains, cars, scooters, rickshaws, cycles, etc. The movement of goods and individuals are very important in business. Because of this raw materials reach the place of manufacture, finished products reach the place of sale or consumption, individuals move around to manage the business, etc. In this lesson, let us learn how goods and passengers move from one place to another.²

2.3.1 Meaning of Transport

Transport refers to the activity that facilitates physical movement of goods as well as individuals from one place to another. In business, it is considered as an auxiliary to trade, that means, it supports trade and industry in carrying raw materials to the place of production and distributing finished products for consumption. Individuals or business firms that engage Business Studies themselves in such activities are called transporters.

Generally, transporters carry raw material, finished products, passengers, etc., from one place to another. So it removes the distance barrier. Now-a-days goods produced at one place are readily available at distant places. People move freely throughout the world because of transport. It is associated with every step of our life. Without transport, people, as well as business units cannot move a single step.

2.3.2 Importance of Transport

The important points of Transport are follows:

a. It makes available raw materials to manufacturers or producers: Transport makes it possible to carry raw materials from places where they are available, to places where they can be processed and assembled into finished goods.\(^3\)

b. It makes available goods to customers: Transport makes possible movement of goods from one place to another with great ease and speed. Thus, consumers spread in different parts of the country have the benefit of consuming goods produced at distant places.

c. It enhances standard of living: Easy means of transport facilitates large-scale production at low costs. It gives consumers the choice to make use of different quantities of goods at different prices. So it raises the standard of living of the people.

d. It helps during emergencies and natural calamities: In times of national crisis, due to war or internal disturbance, transport helps in quick movement of troops and the supplies needed in the operation.

**e. It helps in creation of employment:** Transport provides employment opportunity to individuals as drivers, conductors, pilots, cabin crew, captain of the ship, etc. who are directly engaged in transport business. It also provides employment to people indirectly in the industries producing various means of transport and other transport equipments. Transport People can also provide repairing and maintenance services by opening service centres at convenient locations.

**f. It helps in labour mobility:** Transport helps a lot in providing mobility to workers. It may be aware that people from our country go to foreign countries to work in different industries and factories. Foreigners also come India to work. In India, people also move from one part to another in search of work. Similarly, it is not always possible to have workers near the factory. Most industries have their own transport system to bring the workers from where they reside to the place of work.

**g. It helps in bringing nations together:** Transport facilitates movement of people from one country to another. It helps in exchange of cultures, views and practices between the people of different countries. This brings about greater understanding among people and awareness about different countries. Thus, it helps to promote a feeling of international brotherhood.

**2.3.3 Modes of Transport**

It is said that basically transport is possible through land, air or water, which are called the different modes of transport. On land we use trucks, tractors, etc., to carry goods; train, bus, cars etc. to carry passengers. In air, we find airplanes, helicopters to carry passengers as well as goods. Similarly in water we find ships, steamers, etc., to carry goods and passengers. All these are known as various means of transport.
The modes of transport can be broadly divided into three categories: Land transport, Water Transport and Air transport.

2.3.3.1 Land Transport

Land transport refers to activities of physical movement of goods and passengers on land. This movement takes place on road, rail, rope or pipe. So land transport may further be divided into Road transport, Rail transport, Ropeway transport, pipeline transport. Let us know the details about each of them.

2.3.3.1.1 Road Transport

Roads are the means that connect one place to another on the surface of the land. One must have seen roads in villages, in towns and cities. Not all of them look alike. Some of them are made of sand and some may be of chips and cement or coal tar. One find different vehicles plying on roads like bullock carts, cycles, motorcycles, cars, truck, buses, etc.

All of these constitute different means of road transport. The means of road transport may be divided into three types:

i. Man driven,
ii. Animal driven; and
iii. Motor driven.

One might have seen individuals carrying goods on their head or back, in bicycles, move from one place to another. People also ride a bicycle or use rickshaw to travel short distances. It also find animal driven vehicles like carts (drawn by bullocks, camels, horses, donkeys, etc.) used in rural areas to carry crops, straw, fodder and
sometimes even people. Sometimes even animals are directly used to carry goods from one place to another. In areas, which are normally covered with snow throughout the year, we find sledges pulled by dogs used to carry both passengers and goods.

Compared to the man driven and the animal-driven of road transport, motor driven means of transport have become more important over the years. This is due to their speedy movement and larger carrying capacity. Extensions of roads to every corner of the country have also enhanced the use of motor driven transport. The types of motor vehicles used to carry goods and passengers include auto-rickshaws, scooters, vans, buses, tempos and trucks, etc. In Kolkata, tramway also forms part of road transport for carrying passengers.

**2.3.3.1.1 Advantages of Road transport**

Road transport has the following advantages.

I. It is a relatively cheaper mode of transport as compared to other modes.

II. Perishable goods can be transported at a faster speed by road carriers over a short distance.

III. It is a flexible mode of transport as loading and unloading is possible at any destination. It provides door-to-door service.

IV. It helps people to travel and carry goods from one place to another, in places, which are not connected by other means of transport like hilly areas.

**2.3.3.1.2 Limitations of Road transport**

It has the following limitations:
(i) Due to limited carrying capacity road transport is not economical for long
distance transportation of goods.

(ii) Transportation of heavy goods or goods in bulk by road involves high cost.

(iii) It is affected by adverse weather conditions. Floods, rain, landslide, etc.,
sometimes create obstructions to road transport.

2.4 ROLE OF ROAD TRANSPORT CORPORATION

India is rightly termed as sub continent for its diversity and heterogeneity. The
people of our country with variety of faiths, philosophies and ideologies make our
country a colourful nation.

Indian Railways are extensive but can’t provide necessary links between the
villages and villages to towns and cities. Road Transportation is popular, familiar,
cheaper and important transportation system for transporting the passengers and goals.
Road Transportation system is only the single powerful factor on which the economic,
social and political activities of a nation depend.

2.4.1 Inception

Prior to 1930 Indian Railways were in the hands of different companies of
Britishers and main offices and board members were in England. The main objectives of
those companies were profit making.

2.4.2 Nizam Guaranteed State Railways (NGSR)

The NGSR was also under the British Company during 1930 i.e., three years
before the expiry of the company’s contract Sir Akbar Haidari, the then Finance Minister
of Nizam Government suggested to take over the Railways from the clutches of the
company and provide better transport facility to the passengers. The Nizam Government considered the suggestion and consequently Nizam State Railways came into existence.

2.4.3 Nizam State Railways (NSR)

NSR came into existence in 1932. The NSR was providing better and cheaper transport facility for long distance passengers. But it could not provide link between villages and towns and towns and towns and cities and vice versa. The passengers after getting down from the trains had to travel by private services and Lorries. Sir Akbar Haidari had made a survey and recognised that the need of plying the buses to link them to the rural areas with towns and cities and put forth another suggestion to this effect to the Nizam Government which was also accepted.

The Nizam Government imported 27 Albion petrol buses from England. The capacity of each bus was 25 seats. Out of 27 buses were allotted to Hyderabad, 10 to Narkedpally and remaining 7 to Kazipet. The Nizam Government issued a press notification in Times of India inviting applications from the eligible candidates for the posts of drivers, conductors and mechanics. After the office of the railway audit, candidates were given appointments. Punctuality and promptness were the major attributes of the bus crew in those days that people used to correct their watches by seeing the plying of the buses. The capital investment for these buses was 3.93 lakhs. The total number of employees was 166. The first bus was piled on the route from Kachiguda to Gulzar House and the first depot established was Kachiguda.

2.4.4 Road Transport in India

Road transport system is the most popular medium of transport in India. In fact, travelling in various parts of India is very easy, if you are aware about the transportation
facilities offered by state road transport corporations including undertakings or institutions authorised by the Ministry of transportation government of India or by the state government authorities. All the government authorised transport organisations have their own operational style and they try their best to provide free services to public. Almost all the Indian states have their own state road transport corporation, providing transport facility within the state and the neighbouring states. Apart from the public transport corporations, private operators also play a major role in fulfilling the needs of the public. Some of the state transport corporations offer city bus services provide comfortable, affordable and on-time service to the public.

2.4.5 Transport in the Republic of India

Is an important part of the nation’s economy. Since the economic liberalisation of the 1990’s, development of infrastructure within the country has progressed at a rapid pace, and today there is a wide variety of modes of transport by land, water and air. However, the relatively low GDP of India has meant that access to these modes of transport has not been uniform.

In the interim however, public transport still remains the primary mode of transport for most of the population, and Indian public transport systems are among the most heavily utilised in the world. India’s rail network is the longest and fourth most heavily used system in the world transporting over 6 billion passengers and over 350 million tons of freight annually.

Despite on going improvements in the sector several aspects of the transport sector are still riddled with problems due to outdated infrastructure, lack of investment,
corruption and a burgeoning population. The demand for transport infrastructure and services has been raising by around 10% a year it the current infrastructure being unable to meet these growing demands. According to recent estimates by Goldman Sachs, India will need to spend US$ 1.7 Trillion on infrastructure projects over the next decade to boost economic growth of which US$. 500 Billion is budgeted to be spent during the Eleventh Five-Year Plan.

2.4.6 Road Transport Corporation Act, 1950

To bring all road transport activities under one umbrella, the Government of India has enacted RTC Act, 1950.

*Act extends to the whole of India:* Provided that on and from the commencement of the Delhi Road Transport Laws (Amendment) Act, 1971. This Act, as amended by the said Act, shall extend to, and be in force in the Union Territory of Delhi. It shall come into force in the State on such date as the Central Government may, by notification in the official Gazette, appoint in this behalf for such state and different date may be appointed for different States.4

2.4.7 Establishment of Road Transport Corporation in the States

The State Government, having regard to:

a) the advantages offered to the public, trade and industry by the development of road transport;

b) the desirability of co-ordinating any form of road transport with any other form of transport;

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4 Road Transport Corporation Act (1950), Government of India, New Delhi, December, p.2.
2.4.8 Public transport through Buses

Buses are an important means of public transport in India. Particularly in the countryside and remote areas where the rail network cannot be accessed and airline operations are few or non-existent. Due to this social significance, public bus transport is predominantly owned and operated by public agencies, and most State Governments operate bus services through a State Road Transport Corporation. These corporations, introduced in the 1960s and 1970s, have proven extremely useful in connecting villages and towns across the country.

Buses take up over 90% of transport in Indian cities, and serve as a cheap and convenient mode of transportation for all classes of society. State government owned transport corporations mostly runs services. However, after the economic liberalisation, many state transport corporations have introduced various facilities like low flower buses for the disabled and air-conditioned buses to attract private car owners to help decongest roads. Bengaluru was the first city in India to introduce VOLVO intra-city buses in India in January 2006.

The country has one of the world’s largest railway and roadway network transporting millions of people every year. However, vast sections of the country’s transportation network remains underdeveloped.
New initiatives like Bus Rapid Transit (BRT) system and air-conditioned buses have been taken by the various State Governments to improve the bus public transport system in cities. Buses Rapid Transit systems already exist Pune, Delhi and Ahmedabad with new ones coming up in Visakhapatnam and Hyderabad. High Capacity buses can be found in cities like Mumbai, Bengaluru, Nagpur and Chennai.

Bengaluru is the first Indian city to have an air-conditioned bus-stop, located near Cubbon-park, it was built by Airtel. The APSRTC has introduced Buses with two coaches. These Buses are allowed to operate only in the Greater Hyderabad. The city of Chennai house Asia’s largest bus terminus, the Chennai Mofussil Bus Terminus.

In 2009, the Government of Karnataka and the Bangalore Metropolitan Transport Corporation flagged off a pro-poor bus service called the Atal Sarige. The service aims to provide low-cost connectivity to the economically backward sections of the society to the nearest major bus station.

2.4.9 INDIA PUBLIC TRANSPORTATION

The State Road Transport Corporation establishment in different states is detailed below:

2.4.9.1 Tamilnadu State Road Transport

The formation of a separate corporation exclusively for operating long distance express services connecting all the district Headquarters in the State (Tamil Nadu) with Chennai as Headquarters was thought by the Government during the year 1975. Hence, the long distance express services was operated by erstwhile Tamilnadu State Transport Department were transferred as the Express wing of Pallavan Transport Corporation with effect from 15th September, 1975.
2.4.9.1.1 Air Suspension Buses

The formation of a separate corporation exclusively for operating long distance express services connecting all the district Headquarters in the State (Tamil Nadu) with Chennai as Headquarters was thought by the Government during the year 1975. Hence, the long distance express services was operated by erstwhile Tamilnadu State Transport Department were transferred as the Express wing of Pallavan Transport Corporation with effect from 15\textsuperscript{th} September 1975. The express wing of Pallavan Transport Corporation was registered on 14\textsuperscript{th} January 1980 and named as Thiruvalluvar Transport Corporation.

2.4.9.1.2 Air Condition Buses

Thiruvalluvar Transport Corporation Limited was bifurcated and formed a new corporation with effect from 27\textsuperscript{th} January 1994. The P.T. Dr. J. Jayalalithaa Transport Corporation, for the exclusive operation of Inter State Service from Tamilnadu. The P.T. Dr. J. Jayalalithaa Transport Corporation was renamed as Rajiv Gandhi Transport Corporation Limited from 21\textsuperscript{st} May 1996. Thiruvalluvar Transport Corporation Limited was renamed as State Express Transport Corporation (Tamil Nadu Division I) Limited from 17\textsuperscript{th} July 1997 and Rajiv Gandhi Transport Corporation Limited was renamed as State Express Transport Corporation (Tamil Nadu Division II) Limited from 30\textsuperscript{th} July 1997. State Express Transport Corporation (Tamil Nadu Division II) was amalgamated with State Express Transport Corporation (Tamil Nadu Division I) Limited with effect from 7\textsuperscript{th} February 2002 and now functioning as “State Express Transport Corporation Tamil Nadu Limited” with fleet strength of 954 at present.
State Express Transport Corporation Ltd., (SETC) is taking several effective steps to improve its service to cater to the needs of the travelling public and to provide better comfort, safe, quick and reliable service.

The services operated by this Corporation are very popular among the public. State Express Transport Corporation Tamilnadu Limited operates long distance Express Services throughout the State of Tamilnadu linking all important capital cities, historical, religious and commercial places etc. and adjoining states like Andhra Pradesh Karnataka, Kerala and Pudhucherry. SETC has units fleet about 900 buses. This Corporation is operating Semi-deluxe, Super deluxe, Video Coach, and Air condition buses. In India’s passenger road transport sector, State Express Transport Corporation Tamilnadu Limited is setting benchmarks in a large number of operational areas. Its superior services deliverables and all round performance have helped it bag a number of awards at the national level in several categories like vehicle Productivity, Tyre performance and minimum operational cost etc. State Express Transport Corporation Tamilnadu Limited has become the most preferred transport service provider by the people of Tamilnadu and its neighbouring state. State Express Transport Corporation Tamilnadu Limited’s large objective is to adopt efficient in its day-to-day activities and bring the best to long distance passengers needs.

At present, State Express Transport Corporation Tamil Nadu Limited provides one of the most affordable public transport to 1 Lakh passengers per day. For more Comfort and Luxury to the travelling public, SETC introduced 310 Ultra Deluxe Buses with 36 seating capacity with air Suspension and pollution free system to Inter & Intra State routes.
2.4.9.2 Maharashtra State Road Transport Corporation

Maharashtra State Road Transport Corporation (MSRTC) also referred to as MSRTC, or simply ST, is the state run bus service of Maharashtra, India with 16,000 buses which ferry 7 million (70 lakh) passengers daily on 17,000 routes. It is the third largest bus service provider in India (after APSRTC and TNSTC) and serves routes to towns and cities within Maharashtra and adjoining states. Apart from locations within the state of Maharashtra, the MSRTC service also covers destinations such as Ahmedabad and Surat (in Gujarat), Bangalore (in Karnataka), Goa and Indore (in Madhya Pradesh). It is one of the largest fleet owners in India. It also offers a facility for online booking of tickets for all 17000 routes.

History

Early bus services in Maharashtra (then part of the states of Bombay, Madhya Pradesh and Hyderabad) were started in the early 1920s largely due to efforts of local entrepreneurs. With no regulatory laws governing public transportation services these services run in ad hoc manner. The Motor Vehicle Act of 1939 brought in amongst many other things, regulation of fares, standard routes and rules for governance and monitoring of public transportation providers. As a result of the Act, individual operators were asked to form a union on defined routes in a particular area. Bus schedules were set in, pick-up points, conductors, and fixed ticket prices were mandated.

Still passenger woes continued and then in 1948 Bombay State Government, started its own state sponsored road transport service called State Transport of Bombay. The first blue and silver-topped bus took off from Pune to Ahmednagar in 1948.
mean time, in 1950 the Central Government under the initiative of Morarji Desai the then home minister passed the Road Transport Corporation Act. This Act delegated powers to states to form their individual Road Transport Corporations, the Central Government would contribute up to a third of the establishment of such services. The Bombay State Road Transport Corporation (BSRTC) was formed following this, later on whose name was changed to Maharastra State Road Transport Corporation after the re-organization of the states.

2.4.9.3 Goa State Road Transport

Kadamba Transport Company was set-up by the Government of Goa to cater the needs of the passengers for public transport within Goa and for interstate passengers to Maharashtra, Bangalore and Gujarat. Kadamba Transport Corporation has 450 buses in its fleet, with deluxe, luxury, non-deluxe, regular, express, air-conditioned and volvo coach buses. Registered office of Kadamba Transport Corporation is located at Parasio de Goa, Alto Porvorim, Bardez Goa, 403 521, Goa. Ticket reservation is available from Panjim, Margao, Ponda, Vasco, Mapusa and booking stations.

2.4.9.4 Himachal Pradesh Road Transport

History

At the time of Independence, Himachal was formed as a “C” class State by merger of 33 hilly States of North-Western Himalayas on 15th April 1948. Passenger and goods services were nationalised in the Pradesh in July 1949. During the year 1958, a Corporation, “Mandi-Kullu Road Transport Corporation” was floated jointly by the Govt. of Punjab, Himachal and Railways under the Road Transport Corporation Act,
1950 basically to operate on the joint routes in the States of Punjab and Himachal. With the re-organisation of Punjab State in 1966, few hilly areas of Punjab were merged in Himachal and operational areas of Mandi-Kullu Road Transport Corporation came entirely in the expanded State of Himachal. On 02.10.1974, Himachal Govt. Transport was merged with Mandi-Kullu Road Transport Corporation and was renamed what even today is known as Himachal Road Transport Corporation.

Growth

After the formation of Himachal on 15th July 1948 the network of roads had received top-most priority of the Government. At present, the road network is widely spread in Himachal. In 1974, total routes operated by HRTC were 379, which have grown to 2119 in March 2010 and the fleet strength has grown from 733 to 2005 in March 2010. Bus remains the sole mode of passenger transportation in the state as railways have a negligible presence in the State. The narrow gauge lines connecting Pathankot with Jogindernagar and Kalka with Shimla are so slow moving that a very small percentage of traffic is carried by them at present; thereby leaving the responsibility of carrying the passenger traffic on to bus transport.

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2.4.9.5 Gujarat State Road Transport (GSRTC)

The Gujarat State Road Transport Corporation (GSRTC) is a state owned corporation for passenger transport providing bus services both within state of Gujarat, India and neighbouring states. GSRTC came into existence on 1st May, 1960 on formation of Gujarat. From a modest beginning of 7 divisions, 76 depots and 7 divisional workshops and a fleet of 1,767 buses it has gone to, 16 Divisions, 126 Depots, 226 bus stations, 1,554 pick up stands & 8,000 buses.

This remarkable growth is an outcome of unflagging effort of more than 50,000 workforce, dynamic management and sustained support from the state govt. It has built up formidable technical facilities.

These are:

- Three level maintenance and repair facility - 126 depot workshops, 16 divisional workshops and a central workshop
- 7 tyre retreading plant
- Bus body building plant (1000 bus bodies/year)
- Ticket printing press

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1. 15 Divisions
2. 125 Depots
3. 228 bus stations
4. 1,554 pick up stands
5. 8,000 buses

This remarkable growth is an outcome of unflagging effort of more than 50,000 workforce, dynamic management and sustained support from the state government. It has built up formidable technical facilities. These are:

- Three level maintenance and repair facility - 125 depot workshops, 15 divisional workshops and a central workshop
- 7 tyre retreading plant
- Bus body building plant (1000 bus bodies/year)
- Ticket printing press

2.4.9.6 Rajasthan State Road Transport Corporation (RSRTC)

RSRTC was established on 1st October 1964 and is the largest provider of intercity bus transportation in Rajasthan. The Corporation has its Head Quarters in Jaipur. The Corporation serves a diverse customer base. RSRTC is uniquely positioned to serve this broad and growing market because:

- Offers low fares for passengers everyday.
- Spacious and convenient Bus Stands with all amenities for waiting and in-transit passengers.

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• Offers the only means of regularly scheduled intercity transportation to most cities, towns and small villages across the State and neighboring States.
• Offers reservation facilities for all deluxe and express buses.
• Provides additional seats during peak travel periods to accommodate passengers.
• As a socially conscious body offer concessions in fares and facilities to physically challenged.
• Offers concessional fare to the sick, freedom fighters, widows and families of soldiers who died in war.

The Corporation has 48 depots spread over the State. The Corporation buses daily cover over 1.5 million kilometres catering to nearly 1 million passengers through its network of over 13,000 services to all-important places in Rajasthan and adjoining States of Gujarat, Haryana, Punjab, Delhi, Uttar Pradesh, Himachal Pradesh, Madhya Pradesh and Maharashtra. RSRTC is operating regular air-conditioned and super deluxe buses between Jaipur and Delhi. To keep impeccable safety standard RSRTC maintains a high turn over of buses. Not keeping a bus in service on average for more than seven years. RSRTC is also socially conscious and affords concessional rates to senior citizens, physically challenged persons and relatives of soldiers who died in war.

RSRTC has an enormous in-house facility for maintenance and engineering. Buses are fabricated with latest specifications. The major items of consumption such as tyres, spare parts are purchased from the manufacturers and their recognised original equipment manufacturer under the purchase policy. The scrap material like condemned buses; spares and tyres are sold through open auction at Jaipur, Ajmer and Jodhpur.
Objectives

The corporation’s main objectives are:-

- To provide efficient, adequate, economical, safe and well coordinated passenger transport service.

- Through the development of transport facility, development of this virgin Desert Land for our national economy.

With these objective RSRTC has been providing services not only on notified routes but also on sub non-nationalised routes for the convenience of the public. Inter State Services were also being extended to the neighboring States for a coordinated transport service system.

2.4.9.7 Uttar Pradesh State Road Transport Corporation (UPSRTC)

UPSRTC provides transit service to its passengers in Uttar Pradesh and to the neighbouring states of Uttar Pradesh to Himachal Pradesh, Punjab, Haryana, Rajasthan, Bihar and Madhya Pradesh. It has connecting services to Delhi and to the places in Uttarakhand. It has over 6800 buses covering the entire state of Uttar Pradesh and the neighbouring states. It has more than 309 bus stations. The bus stations generally has rest rooms, canteens, booking offices, toilets, drinking water, timetable & fare chart display, seats and other facilities. Corporation allows free travel on the buses for distinguished citizens.

2.4.9.8 Jammu Kashmir State Road Transport Corporation (JKSRTC)

Assuming office which led to the birth of the first-ever Government owned transport fleet on June, 1st 1948. A handful of persons were drawn virtually from the
road-side both at Jammu and Srinagar to form the management to operate the 50 trucks, it acquired from General Motor Corporation, Bombay along with some accessories left by the American. The Organisation was run as a government department in the early stages. Later it was named as Government Transport Undertaking.

The J&K State Road Transport Corporation (a successor to the erstwhile Government Transport Undertaking) came into existence on 1.9.1976 under Road Transport Corporation Act of 1950. The J&K SRTC has played a vital role in developing the economy of the State right from the independence of the country from 1947. The JKSRTC has maintained the supply of essential commodities to every nook and corner of the State very efficiently and operates passenger bus services in all the regions within the State. It also operates services on Inter-state routes in Punjab, Haryana, Himachal Pradesh, Uttar Pradesh, Delhi and Rajasthan.

2.4.9.10 Delhi Road Transport

Government of India, Ministry of Transport took over the local bus services of Delhi in May 1948 in the name of Delhi Transport Service when they found that the services offered by Gawalior and Northern India Transport Company Ltd., the then licensee, were inadequate. A Delhi Road Transport Authority was constituted under the Road Transport Corporation Act, 1950. This Authority became undertaking of Municipal Corporation of Delhi by an Act of Parliament in April, 1958.

Delhi Transport Corporation (DTC) provides Intercity bus services within Delhi, and adjoining areas. DTC operates interstate bus services between Delhi NAD Rajasthan,
Uttaranchal, Jammu-Kashmir and Harayana. DTC buses play on 800 bus routes Public Transport by road is organised by the State Governments of individual states in India.

2.4.9.11 Mizoram State Road Transport

MST namely Mizoram state transport provides public transportation in Mizoram. Mizoram state transport operates bus services mainly from Aizawl, Lunglei, Saiha and Silchar. It has in its fleet about 70 buses, and is known providing public transportation in Mizoram at an affordable bus fare. MST operates medium buses, deluxe buses, mini buses and also offers Recovery van rentals. Mizoram state transport nightly bus services from Aizawl to Guwahati, Shilong, Saiha and Lunglei is very popular. Mizoram state transport offers concessional bus fare to older age, disabled persons and cancer patients. Mizoram state transport offers advance ticket booking for some of its routes from Aizawl.

Mizoram State Transport - Overview

Public transportation in Mizoram is provided the Mizoram State Transport, also known as MST. It operates buses on 30+ bus routes and has in its fleet about 60+ buses. The operation is carried out through four of the major bus depots in the state, located at Lunglei, Aizawl, Saiha and Silchar. The transit facility is very affordable and comfortable to the public. MST runs ordinary, deluxe and mini type of bus vehicles for providing public transportation. The state transport runs daily bus services and nightly services to cater the needs of the passengers.

2.4.9.12 Arunachal Pradesh State Road Transport

The Arunachal Pradesh State Road Transport Services (APSRTS) was first started with two buses from Khonsa to Naharkatia on 15th December, 1975 which has now rose
to 233 buses operating on routes. The prime motto of the State Transport Services is to provide adequate, reliable, economical and well co-ordinated bus services to the common masses of Arunachal Pradesh. This is an essential service being provided to people by the government of Arunachal Pradesh. It is a Government Department and not a commercial undertaking.

2.4.9.13 Orissa State Road Transport

Orissa State Road Transport Corporation (OSRTC) is a joint venture undertaking of the Government of India and the State Government of Orissa. The OSRTC provides road transport facilities to passengers covering the cities, districts, and remote areas of the state. OSRTC has approximately 300+ buses in its fleet for daily operations. Like all other State Road Transport Corporations, OSRTC also provides concessional travel facilities to the handicapped, freedom fighters etc. Student passes are also offered. OSRTC runs ordinary, express and deluxe bus services to meet the demands of the passengers.

The per km. bus fare set by OSRTC are 29 paise for ordinary bus service, 31 paise for express bus service, 39 paise deluxe bus service. OSRTC has its own workshops, stores, and bus body building workshops. Major bus stations from where OSRTC operates its buses are Bhubaneswar, Cuttack, Samabalpur, Berhampur, Jeypore, Rourkela. The passenger amenities like retiring rooms, food restaurants exists at this bus stations. OSRTC provides a comfortable, most economical and safe journey to the passengers in the state of Orissa.
2.4.9.14 Uttaranchal Transportation (UPSRTC)

UPSRTC namely Uttar Pradesh State Road Transport Corporation provides public state road transport to passengers in Uttar Pradesh, covering approximately 2 million kms and serving 1 million tourists and passengers everyday. UPSRTC has in its fleet 6800+ buses. UPSRTC operates air conditioned buses, ac shatabdi bus services, interstate bus services to Delhi, Rajasthan, Uttaranchal with pawan regular and pawan gold buses. UPSRTC provides city road transport in the city of Lucknow. UPSRTC offers advance ticket reservation from Lucknow, Delhi, Varanasi, Bareilly, Moradabad, Kanpur and Allahabad.

2.4.9.15 Assam State Transport Corporation

Assam State Transport Corporation provides transit facility in different cities of Assam and to the neighbouring states. The passenger transport service is very affordable, safe and reliable and is known all over the state of Assam. It has in its fleet different types of buses from regular types, luxury and newest of brand known as Rihno buses. ASTC also provides incentives to its passengers through discounts and gifts.

2.5 APSRTC – ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

APSRTC cover approximately 7 million kms. and carry about 135 million passengers to their destinations every day. An APSRTC bus connects all major towns and cities in Andhra Pradesh. Pallevelugu bus operates in the rural area of Andhra Pradesh. For Twins cities of Hyderabad and Secunderabad APSRTC operates Metro deluxe coaches and Metro express city bus services. Super Luxury, Deluxe and Express buses are operated to connect towns to cities across the state and also to the neighbouring states.
### 2.5.1 India transportation abbreviations

<table>
<thead>
<tr>
<th>State / city</th>
<th>Name of corporation</th>
<th>Abbreviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andhra Pradesh</td>
<td>Andhra Pradesh State Road Transport Corporation</td>
<td>APSRTC</td>
</tr>
<tr>
<td>Assam</td>
<td>Assam State Transport Corporation</td>
<td>ASTC</td>
</tr>
<tr>
<td>Gujarat</td>
<td>Gujarat State Road Transport Corporation</td>
<td>GSRTC</td>
</tr>
<tr>
<td>Himachal Pradesh</td>
<td>Himachal Pradesh Road Transport Corporation</td>
<td>HRTC</td>
</tr>
<tr>
<td>Jammu &amp; Kashmir</td>
<td>Jammu &amp; Kashmir State Road Transport Corporation</td>
<td>JKSRTC</td>
</tr>
<tr>
<td>Kerala</td>
<td>Kerala State Road Transport Corporation</td>
<td>KRTC</td>
</tr>
<tr>
<td>Ahmedabad</td>
<td>Ahmedabad Metropolitan Transport Services</td>
<td>AMTS</td>
</tr>
<tr>
<td>Arunachal Pradesh</td>
<td>Arunachal Pradesh State Transport Services</td>
<td>APSTS</td>
</tr>
<tr>
<td>Mumbai</td>
<td>Brihan Mumbai Electric Supply and Transport Undertaking</td>
<td>BEST</td>
</tr>
<tr>
<td>Bangalore</td>
<td>Bangalore Metropolitan Transport Corporation</td>
<td>BMTC</td>
</tr>
<tr>
<td>Bangalore</td>
<td>Bangalore Transport Services</td>
<td>BTS</td>
</tr>
<tr>
<td>Chandigarh</td>
<td>Chandigarh Transport Undertaking</td>
<td>CHINTU</td>
</tr>
<tr>
<td>Kolkata</td>
<td>Calcutta State Road Transport Undertaking</td>
<td>CSRTU</td>
</tr>
<tr>
<td>Delhi</td>
<td>Delhi Transport Corporation</td>
<td>DTC</td>
</tr>
<tr>
<td>Goa</td>
<td>Kadamba Transport Corporation</td>
<td>KTC</td>
</tr>
<tr>
<td>Karnataka</td>
<td>Karnataka State Road Transport Corporation</td>
<td>KSRTC</td>
</tr>
<tr>
<td>Kolhapur</td>
<td>Kolhapur Municipal Transport Undertaking</td>
<td>KMTU</td>
</tr>
<tr>
<td>Madhya Pradesh</td>
<td>Madhya Pradesh State Road Transport Corporation</td>
<td>MPSRTC</td>
</tr>
<tr>
<td>Mizoram</td>
<td>Mizoram State Transport</td>
<td>MST</td>
</tr>
<tr>
<td>Mysore</td>
<td>Mysore State Road Transport Corporation</td>
<td>MSRTC</td>
</tr>
<tr>
<td>Orissa</td>
<td>Orissa State Road Transport Corporation</td>
<td>OSRTC</td>
</tr>
<tr>
<td>Punjab</td>
<td>Punjab State Road Transport Corporation</td>
<td>PEPSU</td>
</tr>
<tr>
<td>Pimpri Chinchwad</td>
<td>Pimpri Chinchwad Municipal Transport</td>
<td>PCMT</td>
</tr>
<tr>
<td>Pune</td>
<td>Pune Municipal Transport</td>
<td>PMT</td>
</tr>
<tr>
<td>Rajasthan</td>
<td>Rajasthan State Road Transport Corporation</td>
<td>RSRTC</td>
</tr>
<tr>
<td>Thane</td>
<td>Thane Municipal Transport Undertaking</td>
<td>TMTU</td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>Uttar Pradesh State Road Transport Corporation</td>
<td>UPSRTC</td>
</tr>
<tr>
<td>Uttaranchal</td>
<td>Uttaranchal Transport Corporation</td>
<td>UTC</td>
</tr>
<tr>
<td>Tamilnadu</td>
<td>Tamilnadu State Transport Undertakings</td>
<td>TSTU</td>
</tr>
</tbody>
</table>
APSRTC is committed to provide consistently high quality of services and to continuously improve the services through a process of teamwork for the utmost satisfaction of the passengers and to attain a position of pre-eminence in the Bus Transport sector.

2.5.2 Andhra Pradesh State Road Transport Corporation (APSRTC)

Was established in September 1955. APSRTC was the pioneer in introducing Depot set up and to introduce night services and deluxe services. Nationalisation was a tremendous step by State Government to expand the network of road transportation in 1959 and continued till 1961 nationalising Krishna, Guntur and West Godavari districts in the first phase. Subsequently, 95% of bus routes in Andhra Pradesh were nationalised.

Presently the APSRTC owns largest fleet of buses in the world. The origin of APSRTC dates back to June 1932, when it was first established as NSR-RTD (Nizam State Rail & Road Transport Department), a wing of Nizam State Railway in the rest while Hyderabad State Government w.e.f. 1-11-1951. And in the year 1958, the transport system was established as a separate Corporation as Andhra Pradesh State Road Transport Corporation (APSRTC) w.e.f. 11.10.1958. The initial capital invested by RTC was 3.9 lakhs with 27 buses running as transport services with 166 employees. During the past 77 years, it has registered a steady growth from 27 to 22,222 buses with 767 bus stations, 210 Depots and 1,880 bus shelters.

The Corporation’s buses cover 7.5 million KMs. and carry 135.00 million people to their destinations every day. They connect 24,336 villages to all major towns and cities in A.P. which constitutes 95% of road transport. APSRTC operates to City and
Mofussil areas. The Corporation's buses also ply to important towns and cities in the
neighbouring states of Tamilnadu, Karnataka, Maharashtra, Goa, Orissa and Chattisgarh.
The entire network is under the administrative control of 23 Regional Managers in 7
Zones. Zonal head quarters are at Hyderabad. APSRTC under the present name was
established on 11th January 1958 in pursuance of the Road Transport Corporations Act
1950.

The corporation's operations mix of different services helped the corporation to
achieve customer satisfaction. Corporation has attempted structure reorganisation during
1994-1995 to decentralise decision-making and also to improve operational efficiency.
Since its inception in 1932 to date, corporation has blazed the trade with a view to
provide better services and to optimise its level of productivity.

2.5.3 RTC Act

The APSRTC has been developed under the Road Transports Corporation Act,
1950 with an objective of providing efficient, adequate and properly coordinated road
transport in the state.

APSRTC is the biggest state public sector undertaking with a vast staff and fleet
strength in the world. The industry is labour oriented Industry. Bulk of its staff consists
of drivers, conductors, mechanics, artisans, cleaners etc.

2.5.4 The Trail blazer on the Road

Andhra Pradesh State Road Transport Corporation has been leading by an
example. It has a number of firsts to its credit in India:

➢ First to nationalise passenger road transport services in the country-1932.

6 Profile of APSRTC (2009), Head Office, Hyderabad.
 ► First to introduce long distance night express services.
 ► First to introduce A/C sleeper coach, Hi-Tech, Metro Liner, Metro Express and Inter-City services.
 ► First to introduce Depot computerisation-1986.
 ► First to appoint Safety Commissioner for improving the safety of the passengers.
 ► All the 208 Depots in the state are computerised.
 ► Reservation of tickets on telephone and door delivery of tickets.

At A Glance as on 31.08.2011

A.P.S.R.T.C. was established on 11.01.1958

2.5.5 Present Size:

a) Number of Vehicles (As on 31.08.2011) 22222
b) Number of Employees (As on 31.08.2011) 121356
C) Capital Contribution from Govt. State & Central (Rs.in Crores) 201.27
d) Number of Depots 210
e) Number of Regions/Zones 23/7
f) Number of Bus Stations 31
g) Total Incl. Mandal Bus Stations 531+242 773
h) Number of Bus Shelters (including Janmabhoomi) 1881
i) Avg. Daily Earning (Rs. in Lakhs) 1548.95
j) Avg. Daily Volume of Operation (Kms in Lakhs) 79.54
k) No. of Passengers Transported/day (in Lakhs) (July 2011) 146.48
l) Total Number of routes (Jul '11) 7948
m) Villages connected 23,388
n) Villages that could not be connected 5,010
o) Number of Depots Computerised 21

2.5.6 Salient Features (Upto August, 2011 during 2011-12)

a) Fleet Utilisation (%) 99.46
b) Crew Utilisation (in Kms.) 161
c) Employees Productivity (in Kms) 59
d) Punctuality (%) (Jul '11) 95.74
e) Fuel Efficiency (Kms/Ltrs) 5.12
f) Engine Oil Efficiency (Kms/Ltrs) 3301
g) Average Tyre Life (Kms. in Lakhs) 1.71
h) Rate of Break-downs per 10,000 Kms. 0.09
i) Rate of Accident per 1 lakh Kms (Jul, 2011) 0.10
j) Staff per bus (on held) 6.10
k) Gross earning per Km. for 2010-11 (in ps.) 2122
l) Cost per Km. for the year 2010-11 (in ps.) 2232
m) Profit/loss for the year 2010-11 (inc. hire) (Rs. in crores) -317.38

2.5.7 Size at Inception (1932)

a) Number of Buses. 27
b) Number of Employees. 166
c) Capital Investment. (Rs. in Lakhs). 3.93
Present Size

a) Number of Vehicles including Hired (As on 31-08-2011) 22,222
b) Number of Employees (As on 31-08-2011) 1,21,356
c) Capital Contribution from Governments (State & Central) (Rs.Crs.) 201.27
d) Number of Depots 210
e) Number of Regions 23
f) Number of Zones 7
g) Number of Bus Stations 531
h) Total no. of Bus Stations incl. Mandal Bus Stations (531+242) 773
i) Number of Bus Shelters (including Janmabhoomi shelters) 1881
j) Avg. Daily Earnings (Rs. in Lakhs) 154895
k) Avg. Daily Volume of Operation (KMs. in Lakhs) 79.54
l) No. of Passengers Transported / day (in Lakhs) (up to July 2011) 146.48
m) Total Number of Routes (up to July’ 2011) 7948
n) Villages connected 23,388
o) Villages could not be connected 5010
p) Number of Depots Computerised 210
q) New Buses Additional Augmentation 37
r) Buses Allotted for Replacement 292
s) Total Buses Added 329

PERFORMANCE (Upto August 2011 - During 2011-12)

a) Avg. daily earnings (Rs. in lakhs) 1588
b) Avg. daily volume of operation (KMs. in lakhs) 80
c) Occupancy Ratio 72
d) Fleet Utilisation (%) 99
e) Crew utilisation (KMs.) 161
f) Employee Productivity (KMs.) 59
g) Punctuality (%) (upto July’ 2011) 95
h) Fuel Efficiency (KMs./Ltrs). 5
i) Engine Oil Efficiency (KMs./Ltrs). 3301
j) Average Tyre life (KMs. in Lakhs). 1
k) Rate of Breakdowns per 10,000 KMs. 0
l) Rate of Accidents per 1 lakh KMs. (up to July. ‘11) 0
m) Staff / bus (on held) 6

**PROFITABILITY during 2010-11 (Upto March-2011)**

n) Gross earnings / KM. for 2010-11 (in Paise) 2122
o) Cost / KM. for the year 2010-11 (in Paise) 2232
p) Profit / loss for the year 2010-11 including Hired Buses (in Rs. crores) -317

**PROFITABILITY 2011-12 (Upto July 2011)**

q) Gross earnings / KM. for 2011-12(in Paise) 2279
r) Cost / KM. for the year 2011-12(in Paise) 2356
s) Profit / loss for the year 2011-12 including Hired Buses (in Rs. crores) -94

* including hired buses
**provisional
Total Buses (As on 31-8-2011)  
RTC Buses  
Hired Buses  

2.5.8 Types of Buses operated by A.P.S.R.T.C.

<table>
<thead>
<tr>
<th>District Buses</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garuda A.C. (Volvo)</td>
<td>106</td>
</tr>
<tr>
<td>Metro Liner/Metro Deluxe</td>
<td>47</td>
</tr>
<tr>
<td>Meghadoot Non A.C.</td>
<td>6</td>
</tr>
<tr>
<td>Metro Express</td>
<td>1,222</td>
</tr>
<tr>
<td>Meghadoot A.C.</td>
<td>6</td>
</tr>
<tr>
<td>Metro Express (CNG)</td>
<td>153</td>
</tr>
<tr>
<td>Meghamala A.C.</td>
<td>2</td>
</tr>
<tr>
<td>Metro Delux (JNNURM)</td>
<td>159</td>
</tr>
<tr>
<td>Super Luxury</td>
<td>1,781</td>
</tr>
<tr>
<td>A.C. City (JNNURM)</td>
<td>81</td>
</tr>
<tr>
<td>Deluxe</td>
<td>1,023</td>
</tr>
<tr>
<td>Moffusil</td>
<td>151</td>
</tr>
<tr>
<td>Express</td>
<td>4,211</td>
</tr>
<tr>
<td>Mini Ordinary</td>
<td>106</td>
</tr>
<tr>
<td>City Ordinary (CNG)</td>
<td>122</td>
</tr>
<tr>
<td>A.C. City (JNNURM)</td>
<td>85</td>
</tr>
<tr>
<td>Pallevelugu</td>
<td>9711</td>
</tr>
<tr>
<td>Metro Delux (JNNURM)</td>
<td>159</td>
</tr>
<tr>
<td>Ghat Road Buses</td>
<td>323</td>
</tr>
<tr>
<td>City-Ordinary</td>
<td>2,133</td>
</tr>
<tr>
<td>City Ordinary (CNG)</td>
<td>127</td>
</tr>
<tr>
<td>City-Suburban</td>
<td>875</td>
</tr>
<tr>
<td>Vestibule</td>
<td>10</td>
</tr>
</tbody>
</table>

2.6.1 Introduction of new buses

Every year, new buses are being procured to meet the needs of replacement and augmentation.
2.6.2 Interstate Services

As on 31.01.2008, APSRTC is operating on 1201 buses on 476 inter-state routes connecting important towns in the neighbouring states viz., Karnataka, Tamilnadu, Maharashtra, Orissa, Chattisgarh, Goa and union territory of Pondicherry. The details are shown below.

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Name of the state</th>
<th>No. of routes</th>
<th>No. of buses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Karnataka</td>
<td>261</td>
<td>708</td>
</tr>
<tr>
<td>2.</td>
<td>Tamilnadu</td>
<td>96</td>
<td>251</td>
</tr>
<tr>
<td>3.</td>
<td>Maharashtra</td>
<td>79</td>
<td>177</td>
</tr>
<tr>
<td>4.</td>
<td>Pondicherry</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>5.</td>
<td>Chattisgarh</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>6.</td>
<td>Orissa</td>
<td>35</td>
<td>51</td>
</tr>
<tr>
<td>7.</td>
<td>Goa</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>476</strong></td>
<td><strong>1,201</strong></td>
</tr>
</tbody>
</table>

2.6.2 Corporate Philosophy

➢ To provide safe, clean, comfortable, punctual and courteous commuter service at an economic fare.
➢ To provide employee satisfaction in financial and humanistic terms.
➢ To strive towards financial self-reliance in regard to performance and growth.
➢ To attain a position of reputation and respect in the society.
2.6.3 Principles of Operation

➢ To provide efficient, effective, ethical management of the business.

➢ To assist the State administration in attaining good governance.

➢ To treat the customer, i.e., passenger, as a central concern of the Corporation’s business and provide the best possible service.

➢ To explore and exploit technological, financial and managerial opportunities and render the business cost effective at all times.

➢ To regularly and constantly improve the capabilities of employees for higher productivity.

➢ To focus on service conditions and welfare of the employees and their families consistent with their worth to the Corporation.

➢ To fulfil its obligation to the State and Central Governments by optimising return on investment.

➢ To emphasise environmental and community concerns in the form of reducing air and noise pollution.

➢ To consciously conform to the policy guidelines of the State in its business operations.

➢ To reach a position of pre-eminence in bus transport business

2.6.4 Highlights of APSRTC

• Nationalised bus transport services

• Night express services

• Single deck trailer bus services.

• Data processing machines
• Air-conditioned sleeper coaches, Hi-tech, Metro-Liner, Metro-Express, and Inter-City services.

• Telephone reservation and door delivery of tickets.

2.6.5 Vision

APSRTC is committed to provide consistently high quality of services and to continuously improve the services through a process of teamwork for the utmost satisfaction of the passengers and to attain a position of pre-eminence in the Bus Transport sector.

2.6.6 Mission

Efficient, economic, coordinated and adequate passenger road transport services.

2.6.7 Social Obligations

• Bus Travel Concession: APSRTC has been extending concession to various categories of passengers like students, journalist, physically challenged persons, freedom fighters, etc..

• Reservation for seats: Certain seats are ear marked in the buses, to the ladies, physically challenged persons and public representatives.

• Passengers Amenities: Andhra Pradesh is the only state in the country to have a large number of bus stations and passenger shelters. For the convenience of the passengers, APSRTC build and maintains them.

• Quality of service: The Corporation focuses on quality of the service to provide clean and neat buses and bus stations.
• Safety of service: With its massive number of operations carried throughout the times, some buses involved in some accidents. The rate of accidents is lowest among similar State Transport Undertakings (STU) in the country, which is a testimony for high levels of safety.

• Accident Compensation: The Corporation has been paying compensation to the dependants of the deceased and victims of accidents involving its vehicles, in order to encourage out of court settlements and mitigate the suffering of the dependent of deceased.

• Punctuality: Punctuality in any service organization gets priority. The Corporation has a system to improve the punctuality of service. The punctuality is being closely monitored by three different nodal agencies such as enforcement squads, vigilance wings and regional Manager/executive directors during their inspections.

2.6.8 Objectives of APSRTC

The APSRTC is a statutory body mainly established by the Government of Andhra Pradesh under RTC Act 1950, to provide Adequate, Efficient, well coordinated economic system in the State.

The main Objectives of APSRTC are:

1. To provide clean, comfortable, clock-work-line and Courteous computer service at an Economic fare,

2. To provide employee satisfaction in financial and humanistic terms,

3. To strive towards financial self-reliance in regard to performance growth, and

4. To attain a position of reputation and respect in society.

7 RTC Amendment Act 1982 (1992), APSRTC, Miyapur, Hyderabad.
2.6.9 Financial Performance

The State and Central Governments has to provide a capital contribution in the ratio of 2:1 to the undertaking as per RTC act 1950. However, capital contribution is not been received from the government since 1989 onwards. The total capital contribution as on date from the state government is Rs.140 crores and from the Central Government is Rs.62 crores. It is proposed to borrow a loan of Rs.236 crores from LIC and financial agencies to compensate the gap.

2.6.9.1 Commercial Activities

Buses and stations constitute the primary source of commercial revenue. The major part of commercial revenue is from the license fees realized from the stalls, shops, canteens, followed by the advertisements on buses and bus stations and premises of the corporation, close circuit televisions in the bus stations, parcel services and carriage of the postal mail bags. There are 463 bus stations in which 2,816 stalls are provided. For display of advertising agents. There exclusive agency for transportation of parcels by A.P.S.R.T.C Buses named A.N.L. Parcel services. Carriage of postal mail bags in A.P.S.R.T.C. is a statutory one for which the postal department pays subsidized transport charges.

2.6.9.2 Quality of Service

The corporation is providing quality of service by monitoring the relevant parameters like cleanliness, punctuality, reliability, timings boards, and destination boards and up keep of business at various levels.
2.6.9.3 Social Responsibilities

R.T.C. has been discharging its social responsibilities by providing concessional/free travel facilities to different categories of commuters such as students, journalists and physically handicapped persons etc., the social cost on this account was estimated to be around 118.21 crores.

2.6.9.4 Computerisation

Out of 212 depots more than 200 depots have been computerized so far. Apart from these Zonal staff college, Regional stores at Musheerabad, Uppal, Karimnagar and Vijayawada are also computerized. Computerized Bus ticket reservation system/passes have been installed at important bus stations like, Hyderabad, Guntur, Vijayawada and Visakhapatnam.

APSRTC is the first public road transport undertaking in the country to introduce depot computerisation project in the year 1983-84. In a drive to modernize operations the corporation embarked on computerization. Modems are introduced to connect depots, regions, zones and head office for receiving the data quickly.

2.6.9.5 Cost Control

Effective maintenance of the fleet at the depots coupled with modernisation, effective production planning and control, the activity and upgradation of the workers skill through training in workshops and depots resulted in the reduction of the cost of the materials.

2.6.9.6 Joint Ventures

APSRTC as a part of its diversification program has started joint ventures for parcel services. Tyre retreating etc.
2.6.10 Milestones Achieved by the Organisation

Andhra Pradesh State Road Transport Corporation has secured several awards at the National as well as State level from the following Institutions/Government.

PETROLEUM CONSERVATION RESEARCH ASSOCIATION (PCRA)


b) Trophy for the highest level of fuel performance from 1994-95 to 1996-97 at the National level.

NATIONAL PRODUCTIVITY COUNCIL (NPC)


b) National Productivity award for Hyderabad City operations for the year 1990-91.

c) Awards for Second Best performance in the Country- City operations, Visakhapatnam for the year 1995-96.

d) Merit Certificate for the City operations in Vijayawada for the year 1995-96.

e) Hyderabad City; Second Best Productivity Performance Award for the year 1996-97 in the category of Road Passengers (passenger city) Sector.

f) Visakhapatnam City; Certificate of Merit award for the year 1996-97 in the category of Road Transport (Passengers city) sector.

g) Tirmala- Tirupati; Certificate of Merit award for the year 1996-97 in the category of Road Transport (passengers city) sector.
ASSOCIATION OF STATE ROAD TRANSPORT UNDERTAKINGS (ASRTU)

a) Award for Outstanding performance in the City Services for the year 1986-87.
b) Award for fuel efficiency from 1987-88 to 1995-96.
d) Award for highest KMPL (Km. Per liter) and for improving Oil conservation for the year 1996-97 for City Services and Hanumakonda City Depot.

Safety

a) Award for the Road Safety Trophy for the year 1996-97 and 1997-98 by ASRTU.
b) Road Safety Award by Transport Development Council, New Delhi 1987-88.
c) National Trophy for Road safety with best performance in Areas.
d) Road Safety Award for the year 1996-97 given by the Chartered Institute of Transport, Great Britain.

May-Day Awards

b) Won the Best Industrial Relations award on the eve of May day, 2007.

Limca Book of Records

a) Lima book of Records 2000 mentions APSRTC as the largest transport corporation with largest fleet of buses and the highest passenger turnout most I.T. conscious STU. Imliban Bus station at Hyderabad, located in the island of river Musi, is the...
The largest bus station in the world. The total expenditure on this bus station is Rs. 130 million. The bus station complex consists of 74 platforms with a waiting hall of 7,380 square meters. Commercial shops were constructed in another area of 3,455 sq.mtrs for the convenience of passengers.

Other Awards
a) Federation of Andhra Pradesh chamber of Commerce and Industry Rolling Trophy for best all-around performance of Business Undertaking in the state.(1983-84)
b) H.C. Thadani Award for 1992-93 for innovative application of Industrial Engineering Techniques awarded by Indian Institute of Industrial Engineering.

Passenger’s Facilities
The corporation provides passengers facilities on a massive scale. It has built 765 stations and 1880 bus shelters. The bus stations have facilities like canteen, waiting halls, drinking, water, toilets, shops, Enquiry office, post office, delux lodge advance reservation office, ANL parcel services, STD telephone booth, CAT card, clock room, Cycle stand, police out-post, etc., two bus stations one at Vijayawada and one at Hyderabad are to be large bus station in Asia.

Operations
APSRTC is operating the following types of services to meet the needs of people of different sections of society.

1. AC Sleeper coach (Mayuri)
2. Climatizer(Vihangam)
3. Hitech Delux
APSRTC A Pioneer

APSRTC has pioneered a number of innovations with a view to provide better services to the commuters and optimize its levels of productivity. The pioneering efforts of the corporation can be seen from the following firsts which have to its credit.

2. Night express services
3. Single deck trailer us services.
4. Data processing machines
5. A/C Sleeper Coaches, Hi-Tech, Metro-Liner, Metro-Express & Inter-city services/ Coaches.
6. Telephone reservation and door delivery of tickets.
   - First to nationalize passenger road transport services in the country in 1932.
   - First to design operate semi-articulated double deckers in the city services in 1962.
   - First to introduce night express services in 1963.
- First to introduce advance reservation system for all express and deluxe service in 1963.
- First to introduce incentive schemes in production units in 1972.
- First to introduce service without conductor (one man operation in 1964).
- First to design and operate super express and super deluxe buses in 1974.
- First to introduce comprehensive incentive schemes in operating units (depots) in 1980.
- First to introduce depot computerization in 1986.
- First to introduce automatic bus washing machines at bus stations.
- First to introduce buses with aerodynamic profile in 1987.

2.6.12 Research and Development Wing

Research and development wing has come into existence in October 1997. This wing is created to act as an effective change agent to provide innovative ideas. Which could help the corporation to improve its overall profitability by taking up issues related to performance, productivity, etc.

2.6.13 Board of Directors of APSRTC

1. Sri M. Satyanarayana Rao, Chairman
2. Sri A.K. Khan, IPS, Vice-Chairman & Managing Director
3. Principal Secretary to Govt. of AP., Transport Roads & Buildings Department (dealing with APSRTC)
4. Secretary to Govt. of AP., Finance (W & P) Department
5. FA & Chief Accounts Officer, South Central Railways, Secunderabad
6. Engineer-In-Chief (Roads), R & B Department
2.6.14 Marketing Schemes

2.6.14.1 Coverage Passenger Schemes

As a social obligation on part of the Andhra Pradesh State Government, A.P.S.R.T.C. is extending various types of free/concessional bus passes facility to different categories of commuters, to travel in the buses operating both in cities/towns and mofussil areas. The details such as various types of passes under issue and their tariffs are given at Annexure 'A'. The brief gist of each category of passes is as under.

2.6.14.2 Bus Pass Eligibility Criteria: Students Below 12 Years of Age

In pursuance of the policy of Andhra Pradesh State Government, Corporation has implemented the facility of issuing free bus passes to all the students below 12 years of age w.e.f. 01.02.1984, to travel free from the residence to school and back by ordinary buses upto a maximum of 20 KMs in rural areas and 22 KMs in cities/towns, irrespective of whether the Institution is of Government, aided or private one. The facility is available in cities/towns and in rural areas.8

Eligibility: The School / Institution shall be of Government, Government aided or private registered one. The Head of the Institution shall certify the date of birth and bona fides of

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the students. Free route pass between residence and school will be issued by the nearest Depot Manager.

2.6.14.3 Free Travel Bus Passes to Girl Students studying up to 10th Class

Based on the decision of the Government of Andhra Pradesh, vide letter No.12540/Tr.III(2)/2000-1, dt.21.08.2000, Corporation has implemented free travel facility to all girl students upto an upper age limit of 18 years, studying Class X and below. This facility is extended for travel between the residence and school by ordinary services upto a maximum distance of 20 KMs. in rural areas and 22 KMs. in cities / towns.

**Eligibility:** Girl students up to an upper age limit of 18 years studying class X and below shall be issued with free route pass between the residence to school and back upto a maximum distance upto 20 KMs. in rural areas and 22 KMs. in cities / towns. The students studying in Govt., Govt. aided or private registered schools are eligible for which the Head of the school shall certify the date of birth and *bona fides* of the students.

2.6.14.4 Student Passes in Cities/Towns

The students studying in the colleges located in cities / towns are issued with slab rated quarterly route bus passes for a minimum slab of 4 KMs. to 22 KMs. maximum. These students are also issued with Monthly as well as Quarterly General bus tickets on the strength of which they are allowed to perform unrestricted journeys.

**Eligibility:** The school / college / higher educational and Technical institution where the student is studying shall have recognition of the State or Central Government. The
courses shall be of full time in nature. The students shall not be in receipt of any stipend / fellowship and should not have been employed. The institution shall have affiliation to any Board or University of the State/Central Government which conducts examinations and issues certificates. The students shall obtain certification of the Head of the Institution in the application form prescribed and submit to obtain the bus pass from the nearest Unit Manager.

2.6.14.5 Students of High Schools/Colleges

Students above 12 years of age studying in various schools / colleges, Higher Educational Institutions, Technical Institutions including private unaided Cooperative Junior Colleges and ITIs which are of the Government or recognised by the Andhra Pradesh State Government or Central Government or by the Government Board or affiliated to University are issued slab rated Monthly route bus passes whose tariff is based on the distance involved, valid for travel by the Ordinary buses only. These passes are issued for travel upto a maximum distance of 35 KMs. in case of students of Colleges/ Higher Educational Institutions and upto 20 KMs. in respect of High School Students.

Eligibility: The school / college / higher educational and Technical institution where the student is studying shall have recognition of the State or Central Government. The courses shall be of full time in nature. The students shall not be in receipt of any stipend / fellowship and should not have been employed. The institution shall have affiliation to any Board or University of the State/Central Government which conducts examinations and issues certificates. The students shall obtain certification of the Head of the
Institution in the application form prescribed and submit to obtain the bus pass from the nearest Unit Manager.

2.6.14.6 Special General Bus Tickets

In addition to all the above types of bus passes, Corporation is also issuing Special Monthly General bus tickets in cities / towns to the students who are studying Job Oriented Courses. These bus passes are priced a little higher than the tariff charged to other regular students.

2.6.14.7 Exclusive trips to special Schools/Colleges

Corporation operates exclusive buses to special schools / colleges, where the number of students utilising the facility is not less than 60. This facility is available both in cities / towns and in rural areas. Students numbering not less than 60 willing to avail exclusive student special shall be provided with exclusive bus facility. The minimum route length for operating the service is 16 KMs. in cities / towns and 20 KMs. in rural areas. The tariff shall be collected extra on pro-rata basis, depending upon the additional distance involved.

2.6.14.8 Physically Challenged Bus Passes

Corporation is issuing bus passes to the physically challenged, mentally retarded, blind, deaf & dumb persons to travel free by the buses operating in cities / towns. In case of services operating in rural areas, these physically challenged persons are allowed 50% concession in normal fares. Escorts to blind and mentally retarded are allowed when accompanying them. These escorts are charged a nominal fee of Rs.5.00 per head per month for travel by city buses and at 50% concession by mofussil buses.
Eligibility

- Physically challenged, mentally retarded, blind, deaf & dumb shall produce certificate issued by the District Medical Board concerned.

- The blind are those in whom the sight is totally absent i.e., loss of sight in both eyes.

- Mentally retarded person is he who is under the category of IQ-69 and below.

- Orthopaedically challenged are those who have 40% and above disability.

- Escorts for mentally retarded and blind persons are allowed based on the certification of the Medical authorities.

- Deaf & Dumb are those whom the sense of hearing and speaking is fully non-functional for ordinary purpose of life. He does not hear / understand sound at all even with amplified speech.

2.6.14.9 Greater Hyderabad Pass

The General commuters, students and NGOs are issued with “GREATER HYDERABAD” passes in twin cities and Krishnaveni Darshan and Visakha Darshan passes being issued in Vijayawada and Visakhapatnam cities respectively. The holder of this bus pass is allowed to perform unrestricted travel by city / suburban buses operating in that city in addition to availing the facility by Pallevelugu buses upto the destination and vice versa for which the ticket is purchased. The fare of this ticket is computed on the basis of monthly suburban General bus ticket plus the fare chargeable for the additional distance involved thereafter.
Eligibility: These passes are issued to general public and students. The cost of the pass is fixed at the base rate of Suburban General Bus ticket and additional fare beyond Suburban limits depending upon the distance involved.

2.6.14.10 Monthly General Bus Tickets

These passes are issued in three categories viz., Ordinary, Metro Deluxe, Metro Express validating the holders of the pass to perform unrestricted journeys by the services applicable for which it is valid and operating in that city / town. The holders of superior class of bus passes viz., Metro Deluxe General bus ticket holders are allowed to travel by other lower class of services viz., Metro Express, Ordinary upto the valid limits.

Eligibility: General public are issued with monthly season tickets in rural areas and route passes in cities/towns. The holders of this pass will be charged 20 days (one ‘Up’ and one ‘Down’) fare i.e., 1/3 rd concession allowing them to perform journey on all days of the month.

Monthly General Bus Tickets are issued for travel by City Ordinary, Metro Express and Metro Deluxe services at a monthly cost of Rs.500/-, Rs.600/- and Rs.700/- respectively. Holders of the pass are permitted to perform unrestricted journey by the services for which the pass is valid.

2.6.14.11 Bus Passes to NGOs

As per the policy of the Government of Andhra Pradesh, the NGOs i.e., Govt. employees working in twin cities, Visakhapatnam, Vijayawada and Warangal are being issued Monthly General bus passes for travel by the city / suburban services operating in these cities to enable them to attend to their duties. The employees will pay 1/3rd cost of
the General bus ticket while the balance 2/3rd cost is reimbursed by the Andhra Pradesh State Government.

**Eligibility:** A.P. State Government employees working in twin cities, Visakhapatnam, Vijayawada and Warangal and whose pay is below the scale of Rs.14,860/- to 39,540/- (pre-revised), are issued NGOs bus passes priced at Rs.500/- and Rs.700/- for City and Sub-urban travel respectively. The Controlling Officer will certify the *bona fides* of the NGO for obtaining this pass. The NGO will pay 1/3rd cost of the pass and the balance 2/3rd’s cost will be reimbursed by AP State Government.

### 2.6.14.12 Free Bus Passes to Youth attending interviews

Youth attending interviews conducted by the Government agencies like APPSC, DSC and State owned Public Sector Undertakings are issued “to & fro” free bus pass for which the Government of Andhra Pradesh will reimburse the cost of journeys in full to the Corporation.

### 2.6.14.13 Monthly Season Ticket (Mofussil)

Monthly season tickets are issued to the regular commuters like office goers, students, business men etc., in rural areas upto a maximum distance of 100 KMs. (20 stages). These passes are of two types viz., Pallevelugu and Express Monthly season tickets. The tariffs of these passes are fixed basing on the distance the pass holder intends to travel from one stage to another.

### 2.6.14.14 Monthly Route Passes (cities/Towns)

Monthly route passes have been introduced for the benefit of general commuters
to travel by the city / town services operating in Visakhapatnam and Vijayawada w.e.f. 01.04.2002. This facility is also extended in Warangal and Hanumakonda cities w.e.f. 01.06.2002. These passes are issued in three slabs i.e., upto 4 KMs., 8 KMs., and 12 KMs. Tariff for these passes is fixed at 20 days normal fare.

Eligibility: General public are issued with monthly season tickets in rural areas and route passes in cities/towns. The holders of this pass will be charged 20 days (one ‘Up’ and one ‘Down’) fare i.e., 1/3rd concession allowing them to perform journey on all days of the month.

Monthly General Bus Tickets are issued for travel by City Ordinary, Metro Express and Metro Deluxe services at a monthly cost of Rs.500/-, Rs.600/- and Rs.700/- respectively. Holders of the pass are permitted to perform unrestricted journey by the services for which the pass is valid.

2.6.14.15 Travel Facilities for MLAs/MPs:

In accordance with the orders of the Government of Andhra Pradesh, Corporation is allowing all the MLA’s., their spouses and MP’s hailing from A.P. to travel free by all its services viz., City, Pallelugu, Express and A/C Coaches. An attendant is allowed when MLA or spouse of MLA travel singly. When MLA and spouse of MLA travel together, they are not allowed to take one attendant. The Government of Andhra Pradesh have been reimbursing subsidy to the Corporation @ Rs.100/- per MLA, spouse of MLA and M.P. per month.

2.6.14.16 Passes for Freedom Fighters

In pursuance of the policy of the Government, Corporation is issuing bus passes...
to all the Freedom Fighters of Andhra Pradesh who crossed 65 years of age and receiving pension either from the Government of Andhra Pradesh or from the Central Government. The Freedom Fighters holding passes are allowed to travel free by all types of services of the Corporation. The Government of Andhra Pradesh will reimburse the cost of travel to Corporation for the claim preferred which is based on the cost of operation from time to time.

2.6.14.17 Passes for Employees' Children

As a welfare measure to the employees of the Corporation, all the children of the employees studying in schools / colleges are extended student bus pass facility at an additional concession of 75% over the rates of bus passes charged to other students.

2.6.14.18 Cat card

Concessional Annual Travel Card with 10% concession on fare for 1 year with Rs.200 payment/year. Except on Volvo services this card is valid for all services. The Corporation has implied 2/3 year cards also. This is a boon to regular travellers in the state like marketing persons, employees, business people use.

2.6.14.19 Vanitha card

A card given to the entire family of white card holder. It's cost is Rs.100/- and valid for a year. Add on card facility is also available for each person of the family with an addition payment of Rs.20/- only. A concession of 10% is given to the extra family if they travel together or to the individuals if they travel with add on card.

2.6.14.20 e-Ticketing

Any person can book e-ticketing through internet duly sitting at his house.
2.6.14.21 Authorised Ticket taking Agents

Called as ATB Agents spreaded across the state with more than 1000 centres, where the tickets can be reserved from any where to any where without going to bus station.

2.6.14.22 Jubilee High-Tech Ticket

With a payment of Rs.750/- any citizen can avail the facility of Jubilee High Tech ticket. This is valid for 7 days and permits to travel the person in all types of services except A/C in the state for a period of 7 days.

2.6.14.23 BARAT

Bus Advance Reservation Anywhere to Anywhere Travel. This facility is available through Internet and also with Authorised Ticket Booking Agents. A person can purchase ticket for anywhere to anywhere travel before 3 months of his travel through this facility.

2.6.15 Achievements

- In 1999, the corporation has entered GUINNESS BOOK OF WORLD RECORDS for owning largest fleet of buses.

LIMCA BOOK OF AWARDS

- The Limca Book of Records 2000 has mentioned APSRTC as the largest Transport Corporation in the world with the largest fleet of buses and highest passenger’s turnout.

National Productive Council (NPC) Awards

- National productivity awards for Hyderabad city operations for year 1990-91.
- Tirumala Tirupathi certified with merit award for the year 1996-97 in the category of Road Transport (hills) sector.

2.6.15.1 Awards For Best Industrial Relations

- The Government of Andhra Pradesh presented May Day awards for the year 1993 to APSRTC for the best management and outstanding contributions towards harmonious industrial relations and labor welfare.
- The Government of Andhra Pradesh presented May Day award for the year 1995 to APSRTC for the efficient management and good Industrial Relations and Labour Welfare.
- The Vice-Chairman & Managing Director of the Corporation has been Conferred Best Managers of the year award for the year 2009.

2.6.15.2 Organisation structure of APSRTC

The Andhra Pradesh State Road Transport Corporation (APSRTC) has a quadric-tier organisation structure with the head quarters at the apex level, zonal offices and regional offices at the second and third levels respectively. The Depots, which are considered as the base of operations, are at the fourth level. The Corporation is headed by a Corporate Board, which decides the major policy matters with regard to fostering
efficiency in the organisation such as finance, Recruitment, purchases, nationalisation and the like.

The Vice-Chairman and Managing Director is the Chief Executive of the corporation who guides the organisation within the broad frame work laid down by the corporate board at the head office level. In order to executive the policies of the corporation, the organisation is divided in to eight functional departments, viz. Accounts, Finance, Operations, Engineering, Administration, Medical, Security and Management Information System. Each of the functions is discharged by a functional manager designated as Executive Director, who assists the Vice–Chairman and Managing Director in performing his duties. These Executive Directors, in turn, are assisted by a good number of Chief Managers, Deputy Managers and Assistant Managers in discharging their responsibilities to run the organisation on sound commercial principles. Decentralisation has been done and delegation of powers has been clearly earmarked at various levels.

As a result of the zonal set up introduced in 1994, the corporation was a divided in to seven zones with headquarters at Hyderabad, Greater Hyderabad, Vijayawada, Cuddapah, Karimnagar, Nellore and Vizianagaram. The Zonal Manager is also designated as Executive Director. The same person is the chief executive of the concerned zone and shall be responsible to executive corporate policies by translating them in to action plans in respect of finance, operations, personnel, maintenance and engineering and implement them effectively to make the zone a profitable unit. Officers like Regional Managers, Deputy Chief Account’s Officer, Deputy Chief Traffic Manager, Deputy Chief Personnel Manager, Executive Engineer (civil) assist the Executive Director in performing his duties effectively and efficiently.
The region, which has a geographical area similar to that of a district is headed by a Regional Manager, whose major responsibility is to coordinate the activities of the depots under his jurisdiction. The same person shall assist the Executive Director not only in the preparation of the zonal budget but also in the formulation of depot budget. The Regional Manager is assisted by officers like Deputy Chief Traffic Manager, Deputy Chief Accounts Officer, Deputy Chief Mechanical Engineer, Depot Manager, Personnel Officer etc.

The last stage in the organisation set-up is the Depot, which forms the base unit of operation. The Depot Manager is the executive head and draws assistance from officers of different cadres like Personnel Officer, Assistant Traffic Manager, Assistant Mechanical Engineer, Accounts Officers etc. Since transport is a labour intensive industry and the Depot Manager has to interact directly with different categories of employees, he is given financial, disciplinary and discretionary powers to deal with the situation in a manner as to meet the overall objectives of the corporation and produce results.

2.6.16 Powers And Duties of it’s Officers and Employees:

2.6.16.1 Executive Director (Zones): Executive Director is responsible for translating the corporate objectives, policies and systems into action at field level and to utilise the resources optimally. The same person shall render effective and efficient bus operations streamlining the interregional bus operations, ensure timely supply of the spares from Zonal Stores, re-conditioned units from Zonal Workshops and tyres from Tyre Retreading Shops. The same person shall closely monitor the manpower unitisation and
the financial health of depots and give timely advice after careful inspections. The same person is assisted by Regional Managers.

2.6.16.2 Regional Managers: Regional Manager is responsible for the district level operations & performance of business according to the corporate policies. The same person is to streamline the inter division and inter depot operations and has a close monitoring of man power utilisation, financial performance, requirements of depots, performance of depots in several operational and mechanical engineering parameters. The same person is the review authority in disciplinary matters.

2.6.16.3 Divisional Managers: Divisional Manager is responsible for the operational and maintenance aspects of the depots in his jurisdiction that sprawl approximately half of the district. He shall study the operational requirements in field; inspect the mechanical engineering sections, stores and personnel sections. He will give the necessary advice on all aspects of functioning of the depot by closely monitoring the depots. He is the appellate authority in disciplinary matters.

2.6.16.4 Depot Managers: Divisional Manager is the direct field level officer in touch with the passengers and he is in charge of closely monitoring the mechanical engineering, traffic, stores, accounts and personnel aspects of strategic business unit i.e., Depot. The same person is responsible for the upkeep of buses and their operations, maintaining passenger amenities, analysing the different performance reports taking suitable remedial action etc. The same person is the primary discipline enforcing authority.
2.6.16.5 **Employees:** All the employees will discharge their designated duties under the guidance and supervision of their respective officers according to the organisational structure with the sole aim of achieving the corporate objective.

2.6.16.6 **Corporate Board:** The organisation chart of APSRTC was given. At the apex level the corporation is headed by a corporation Board consisting of 13 Directors including the Chairman. Eleven Directors including Chairman and Vice-Chairman & Managing Director are appointed by the state government, which one each shall be nominated by the Railways and the Association of State Road Transport undertakings, New Delhi. The term of office of the Directors is for 3 years seven Directors including the Chairman are non-official members and six Directors including the Vice-Chairman & Managing Director are official members. The Chairman and Vice-Chairman & Managing Director are whole time members. Generally, officers from IAS/IPS cadre are appointed as Vice-Chairman & Managing Director of the corporation. At the board, level mostly the major policy decisions are taken with regard to fostering efficiency in the organisation. The Board mainly concentrates on laying down the policy decisions with regard to finance, nationalisation, purchases, recruitment, etc. This function is the most important one as it decides the board guidelines of the organisational working. The corporate Board is prescribed over by the Chairman of the Corporation. Though the Corporation is an autonomous body, the Government’s voice will prevail to a large extent as the tax payer’s money is the chief source of finance for the organisation.

2.6.17 **Report on the organisational set up submitted by M.R. Baj Deputy General Manager, APSRTC, Hyderabad**

**Head Office:** It can be seen from the organisation chart. The Vice-Chairman Managing
Director is the chief Executive of the Corporation who guides the organisation within the board framework laid down by the corporate board. In order to effectively execute policies of the corporation the administration of the organisation is divided into eight functional departments viz., Accounts, Finance, Operations, Engineering, Administration, Medical, Security and Management of Information System. Each of the functions is discharged by a Functional Manager designated as Executive Director, who assists the Managing Director in performing his duties. All the above Departments have Managers to execute their respective duties. In order to run the organisation on commercial lines, a great deal is earmarked at various levels. The organisation set up has never been static and a number of modifications are made whenever the practical circumstances warrant a change in order to handle the problems more efficiently and run the organisation economically.

Zonal Level: Keeping in mind the need to decentralise the authority, the zonal set-up was introduced in 1994, which is the second level in the hierarchy. The APSRTC has been divided into six zones with head quarters at Hyderabad, Vijayawada, Karimnagar, Cuddapah, Nellore and Vizianagaram. Each zone consists of 3 to 5 regions a fleet strength of 2,500 to 3,000 buses and about 18,000 to 25,000 employees. There is a zonal Advisory Committee Appointed by the State Government, which not only reviews the implementation of various policy decisions taken by the Corporate Board but also takes decisions in respect of the items falling within its purview. The Chairman of the zonal Advisory Committee shall automatically become a member of the Corporate Board. The Zonal Manager also designated as Executive Director is the Chief Executive of the concerned zone. He shall be responsible to execute corporation policies by evolving
section wise sub-plans in respect of finance, operations, personnel, maintenance and Engineering and implement them effectively to make the zone a profitable unit. In discharging his duties the Zonal Manager makes use of the services of subordinates officers like, Regional Manager, Deputy Chief Accounts Officers, Deputy Chief Traffic Managers, Deputy Chief Personnel Managers and Executives Engineer’s (civil).

**Regional Level:** The third level is Regional level. Each region has a geographical area similar to that of a district and as such, there are 23 regions in operation every region consists of 8 to 9 depots, 700 to 900 buses and nearly 5,000 to 7,000 Employees. This level is mainly intended to coordinate the activities of the depots within the jurisdiction of the region. It shall be the constant Endeavour of the Regional Manager to achieve the targets stipulated by the zonal manager by planning, organising, directing, staffing, coordinating and controlling. Resources kept at his disposal to the optimum level. He shall assist the zonal manager not only in the preparation of zonal budget but also in the formulate of depot budget. Further, the Regional Manager has to analyse the performance of the depots in comparison with budget figures and take proper and timely corrective action, if necessary, to ensure that the stipulated targets are achieved. In the accomplishment of the objectives as well as in performing his duties, the Regional Manager is assisted by such subordinates officers, as Deputy Chief Traffic manager, Deputy Chief Account’s officers, Deputy Chief mechanical Engineer, Personnel Officer and others.

**Depot Level:** The Depots are at the fourth level in the organisations structure. This level forms the base unit of operation and is headed by a Depot Manager generally the fleet
strength of depots Varies. From 75 to 100 vehicles and employing about 600 to 800 employees. The Depot Manager is the executive head delegated with enough power to carry out his functions efficiently and with minimum possible delay. Since the transport industry is labour-intensive, the problems of the employees have to be tackled tactfully and with foresight hence, the Depot Manager is given financial, disciplinary and discretionary powers so as to deal with the situation in such a manner as to meet the overall objectives and produce results.

2.6.18 Growth of APSRTC

The APSRTC has been maintaining its supremacy in the passenger road transport sector not only in India but also in other parts of the world. The corporation has entered the Limca book of world record as the largest passenger bus transport organisation in the world. Its name was also registered at the Guinness book of world records. For owing the largest fleet of 18,397 buses as on 31st Dec 1999. In tune with the policy of the State Government to provide an efficient adequate economical and properly coordinated mass transport system in Andhra Pradesh, about 95 per cent of the state carriage sector has been nationalised and brought under the operational ambit of the Andhra Pradesh state Road Transport Corporation

2.6.18.1 Annual Administration Report, 1998-99, APSRTC Press Hyderabad

The corporation made a note worthy progress in its various facets. Table 3.2 exhibits the physical growth achieved by the corporation between - 1990-1991 and 1999-

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10 Ibid.
presently the corporation has seven zones and twenty-three regions spreading over Telangana, Rayalaseema and coastal Andhra. The number of depots in these areas has been on the increase from 468 in 1990-91 to 209 in 1999-2000. The increase in the number of depots may be attributed to the nationalisation of routes and pressing more number of buses into service to save the precious time of the travelling public.

It may be noted that at the time of formation of the corporation in 1958 only the Telangana area was nationalised. Later, passenger services were nationalised in the districts of Krishna (1959), West Godavari (1960) and Guntur (1960) and extended to other parts covering 95 per cent of routes in the state road transport corporation aiming to run thousands of buses, a well-equipped workshop is a dire necessity. The workshop at Hyderabad has been functioning since 1946, which was under the control of the erstwhile Nizams State Road Transport Department until it was taken over by the Andhra Pradesh State Road Transport Corporation in 1958. Consequent upon a enormous increase in the fleet of buses zonal workshops were started at Vijayawada, Cuddapah, Karimnagar, Vizianagaram and Nellore along with the Tirupathi workshop. To reduce the cost of tyre-retreading and also to benefit through cost effective measures, the corporation started its own tyre-treading shop firstly at Vijayawada in 1965, followed by similar units at Hyderabad, Cuddapah, Karimnagar, Vizianagaram, Nellore and Warangal, since the corporation was operating thousands of buses on different routes. It required lakhs of tickets to be issued to passengers every day. The rates of printing charged by private firms were very high and they were not able to supply the tickets within the stipulated time. The corporation was left with no except to start its own printing press at Hyderabad in 1985. The printing press was involved not only in printing tickets but also other forms,
booklets, brochures and annual administration reports as required by the corporation from time to time to provide efficient and effective transport services to the people of the state, large number of buses are required for operation in different routes. Since the prices charged by the suppliers of buses were exorbitant, the corporation had been foregoing a considerable amount every year. The vehicles supplied were not of high quality and when they were operated in rural routes, they had to be scrapped much earlier than under normal conditions. These circumstances had forced the corporation to construct bus bodied on its own for the chassis purchased from private suppliers. Thus, the bodybuilding unit came into existence in 1966 at Hyderabad, which was later shifted to Miyapur. Proposals are under active consideration to establish another body-building unit at Gannavaram near Vijayawada to meet the ever-growing requirements of the depots for new vehicles. Since passenger patronage is the key to the success of any State Road Transport Corporation, the Andhra Pradesh State Road Transport Corporation has been starting every nerve to ensure a comfortable stay for the passengers when they wait for the buses. Modern bus stations with all amenities were constructed in all important towns and cities while mini bus stations and bus shelters were constructed at semi-urban and rural areas in the state. The increase in the number of bus stations by 222 percent and the number of bus shelters by 152 percent during 1990-91 to 1999-2000 amply speaks about the keen interest evinced by Andhra Pradesh State Road Transport Corporation in passenger amenities.

Fleet strength is one of the chief parameters for judging the size of a State Road Transport undertaking. From this standpoint Andhra Pradesh State Road Transport Corporation can be ranked as the biggest. State Road Transport under taking in the
country possessing a fleet of 18,698 buses at the end of March 2000. Larger fleets of
buses well give the organisation an opportunity a wider geographical area to cater to the
needs of people in different corners of the state. The frequency of services can be
increased to reduce the waiting time of the passengers and thereby save their precious
time. Hence, fleet strength has a direct bearing on the volume of operations of state
transport undertakings. The Andhra Pradesh State Road Transport Corporation was able
to enhance its fleet from 14,298 in 1990-91 to 18,698 in 1999-2000 that was an increase
by 30.78 per cent. However, the augmentation of fleet in last two years was low which
may be attributed to the crippled financial position of the corporation, the policy of hiring
private vehicles and the Government policy of allowing mini vans, private buses and
seven seater autos to ply on the routes operated by Andhra Pradesh State Road Transport
Corporation cannot be concluded without making a mention of the employees whose
performance and contribution is as important and essential as that of the buses. They are
as much as the management and state. The staff strength of the corporation has steadily
increased from 1,12,052 in 1991 to 1,30,285 in 1997-98 which accounts for an increase
of 16.27 per cent. In the succeeding two years only 1,255 people could be recruited,
recording a marginal growth of 0.97 per cent. Economics reforms, the policy of
downsizing and manpower restructuring pursued by central and state Government, need
from reduction of staff/bus ratio, losses of alarming proportion, need from
implementation of economy measures to come out of troubled waters are some of the
factors responsible from the slow rate of growth of staff strength during the last two
years. The growth of Andhra Pradesh State Road Transport Corporation from 1994-95 to
1999-2000 was presented in table. Hyderabad zone with 5 regions, 49 depots, 4,645
buses and 32,378 employees was considered as the biggest zone. Karimnagar zone with 5 regions, 37 depots, 3,047 buses and 21,817 employees occupied the second place closely followed by Vijayawada, Nellore, Cuddapah and Vizianagaram zones. The growth of fleet strength, which exerts considerable

2.6.18.2 Citizen Charter on Passenger services of APSRTC

The Andhra Pradesh State Road Transport Corporation (APSRTC) provides passenger bus services in and around the state by operating around 19,300. This is the largest state passenger transport undertaking in the world and its name has even entered the Guinness Book of World Records.11

Preamble

• Provide safe regular and reliable bus services
• Set and adhere to notified standards for various services wherever possible
• Ensure operation of bus services as notified and provide requisite passenger facilities, including computerised seat reservation at major bus stations.
• Introduce passenger-friendly schemes from time to time.
• Ensure courteous behaviour by its staff and crew.
• Set up a responsive and effective grievance redressal machinery.

Inquiry & Information

The APSRTC provides information to passenger in the following methods:

• Telephone enquiry at major bus stations.

• Information on cancellation of bus services owing to natural calamities, strikes, bandhs and also lean traffic days through media/display and inquiry at bus stations.

• The corporation publishes region-wise time-tables with information on the types of services, distances, fare and time of departure. These time-tables are made available at all important bus stations in the region.

Ticket issue and reservation

• The APSRTC operates current booking counters to facilitate issue of tickets to the public wherever required. The working hours of such counters are clearly mentioned at the counters.

• Computerised reservation is available at all major bus stations and manual reservations are offered at other bus stations, wherever adequate demand exists.

Special and charter buses

• Advance information is given through the media regarding special buses that are pressed into service on occasion such as festivals and fairs.

• Charter bus services are made available on hire on requisition on routes notified for purposes like pilgrimage, marriage, leisure travel, etc.

Concessional free travel

The APSRTC endeavours to provide free travel or concession in fare to students, physically/mentally handicapped persons, freedom fighters, etc., as per the policy of the government and financial availability.
Passenger amenities

- Charter bus services are made available on hire.
- Information regarding the facilities available at the bus stations will be provided in the form of display signs.
- Basic facilities such as booking arrangements, seats, lighting, drinking water, urinals, pay and use toilets, passenger waiting halls, eatables/beverage vendors etc., are available at all important bus stations.
- Adequate parking area is provided for passengers vehicles.

Grievance redressal

- A complaints/suggestions book is made available with conductors for mofussil services and at all important bus stations.
- All complaints/suggestions are immediately acknowledged and the action taken is reported within 15 days. Cases requiring detailed inquiries may take 30 days for redressal.
- A summary of the complaints received and action taken is displayed at the bus stops every month.
- Customer meets are organised once in three months at all depots, where complaints/suggestions are received and redressed.
- Passengers can register their complaints/suggestions with any of the following authorities.
  - Bus station manager/supervisor of the bus station
  - Depot managers
  - Regional managers
Executive director

Vice-Chairman & Managing Director

Safety

- The APSRTC strives to provide safe bus service
- Payment of compensation through out-of-court settlement in accident cases shall be made within 30 days from the date of receipt of legal certificate and other required documents.

Cleanliness

The corporation endeavours to provide clean buses and bus stations.

Pollution prevention

- The APSRTC aims at maintaining its vehicular emissions within the permissible limits.
- All new buses procured after the year 2000 meet the “Euro 1” and “Bharat 1” emission standards.

Refunds

- As far as possible, refunds would be made across the counter provided the ticket is surrendered within the specified time limit. Such refunds can be obtained at the computerised/non computerised counters wherever reservations are made. In case of the corporation’s failure to provide due to unavoidable circumstances, the fare collected would be refunded including reservation fee.
• In case of failure to provide the specified type of coach and operation of lower grade coach or malfunctioning of air-conditioning system in A/C coaches, etc., appropriate amount of fare difference would be refunded.

• In case of enroute break down of bus where alternative service could not be provided, the proportionate fare for the remaining portion of the journey would be refunded.

• In case of cancellation of advance reservation ticket, the fare to be refunded shall be as per the rules notified and exhibited at all counters.

• Refund of 50 per cent of the fare shall be made in case of loss of advance reservation ticket after ascertaining the genuineness of the claim.

• Refund shall be granted in respect of torn or mutilated ticket if the authenticity is verifiable on the basis of the particulars on the face of the ticket.

Co-operation from passengers

The APSRTC is a government undertaking. Passengers are requested to patronise the APSRTC buses to help the corporation serve them better. Co-operation from the general public is sought to maintaining cleanliness of buses and bus stations, besides fostering a cordial relationship between passengers and the staff alike. Co-operation is sought in the following aspects:

• Tender exact fare and demand correct ticket.

• Reduce mishaps during travel by avoid foot-board travel, boarding/alighting buses in motion, travelling on the rooftop of the bus.

• Do not occupy seats reserved for women, handicapped, senior citizens, etc.

• Do not carry valuable such as jewellery, huge cash, etc.
• Follow the queue system and allow passengers to alight before boarding.
• Co-operate with the ticket checking officials.
• Preserve ticket till the end of the journey.
• Insist the bus to stop at RTC canteens or authorised eating-places.
• Do not smoke in buses and bus stations.

Display of charter
• The citizens’ charter is displayed at all bus stations, depots and offices of regional managers.
• This charter is also available on the corporation website: http://www.apsrtc.gov.in. The website also disseminates useful information about the APSRTC and its service to the browsers.

2.3 Manpower particulars of the APSRTC\textsuperscript{12}

APSRTC’s objectives are to cater to the needs of the travelling public. Though there are 50 different categories of employees in APSRTC, the main categories which come across with passengers day in day out are Drivers and Conductors. These two categories are face of the organisation where the passengers understands APSRTC. The 2\textsuperscript{nd} category of employees who come in contact with passengers are bus station staff. All the remaining categories are supportive staff. The main wings in APSRTC are: 1 Operations Department, 2. Maintenance Department, 3. Materials Department, 4. Personnel Department, 5. Finance Department, 6. Security Department. Each Department

\textsuperscript{12} Office of the Executive Director (Administration), Manpower Profile, 2011.
is headed by one Executive Director. The broad classification of staff in the Corporation Zone wise is shown in Table II.1.

From the Table II.1, tabular column it is seen that out of 1,26,622 employees in the organisation, 96,899 are Drivers and Conductors which works out to 76.52% of total employees i.e., nearly 3/4th. This ¾ staff are regular touch with the passengers and they are the face of the organisation, whereas the remaining 1/4th staff supports for the direct staff.

2.4 Profile of Mahabubnagar Region

The Mahabubnagar Region is formed on 24.05.1994, serves the Mahabubnagar Revenue District with 64 mandals and 1562 villages.13

APSRTC has covered 1,536 in the villages and only 25 are unconnected which are not having proper roads. 8 Depots are located in the district at Achampet, Gadwal, Kalwakurthy, Mahabubnagar, Nagarkurnool, Narayanapet, Shadnagar and Wanaparthy. 44 Bus stations are available in the district. The Region consists of 681 Buses and 175 Hired buses put together 856 buses. The type buses are:

<table>
<thead>
<tr>
<th>Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indra</td>
<td>04</td>
</tr>
<tr>
<td>Meghdoot</td>
<td>02</td>
</tr>
<tr>
<td>Super Luxury</td>
<td>28</td>
</tr>
<tr>
<td>Delux</td>
<td>23</td>
</tr>
<tr>
<td>Express</td>
<td>247</td>
</tr>
<tr>
<td>Palle Velugu</td>
<td>552</td>
</tr>
<tr>
<td>Total</td>
<td>856</td>
</tr>
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</table>

---

13 Region at a glance, Mahabubnagar region, APSRTC, 2012, R.M. office, April.
<table>
<thead>
<tr>
<th>SI No.</th>
<th>Zones</th>
<th>DIRECT STAFF</th>
<th>SUPPORTING STAFF</th>
<th>PRODUCTION STAFF</th>
<th>AUXILIARY</th>
<th>GRAND TOTAL</th>
</tr>
</thead>
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<tr>
<td></td>
<td></td>
<td>DRIVERS</td>
<td>CONDUCTORS</td>
<td>TOTAL CREW</td>
<td>MANAGER</td>
<td>ADMN. STAFF</td>
</tr>
<tr>
<td>1</td>
<td>HYD CITY</td>
<td>9511</td>
<td>9761</td>
<td>19272</td>
<td>50</td>
<td>142</td>
</tr>
<tr>
<td>2</td>
<td>HYDERABAD</td>
<td>5456</td>
<td>5665</td>
<td>11121</td>
<td>75</td>
<td>200</td>
</tr>
<tr>
<td>3</td>
<td>KARIMNAGAR</td>
<td>7591</td>
<td>7945</td>
<td>15536</td>
<td>96</td>
<td>249</td>
</tr>
<tr>
<td>4</td>
<td>NELLORE</td>
<td>7520</td>
<td>6691</td>
<td>14211</td>
<td>74</td>
<td>205</td>
</tr>
<tr>
<td>5</td>
<td>KADAPA</td>
<td>6069</td>
<td>5104</td>
<td>11173</td>
<td>74</td>
<td>202</td>
</tr>
<tr>
<td>6</td>
<td>VIJAYAWADA</td>
<td>6809</td>
<td>6501</td>
<td>13310</td>
<td>84</td>
<td>191</td>
</tr>
<tr>
<td>7</td>
<td>VIZIANAGARAM</td>
<td>5856</td>
<td>5789</td>
<td>11645</td>
<td>76</td>
<td>185</td>
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<tr>
<td>8</td>
<td>HEAD OFFICE</td>
<td>89</td>
<td>47</td>
<td>136</td>
<td>161</td>
<td>305</td>
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<td></td>
<td>CORPORATION</td>
<td>48901</td>
<td>47503</td>
<td>96404</td>
<td>690</td>
<td>1679</td>
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<tr>
<td></td>
<td>CORPORATION MAY 2012</td>
<td>49170</td>
<td>47729</td>
<td>96899</td>
<td>694</td>
<td>1703</td>
</tr>
<tr>
<td></td>
<td>CORPORATION JUNE 2011</td>
<td>46336</td>
<td>47168</td>
<td>93504</td>
<td>675</td>
<td>1842</td>
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### Table 2.2
PERFORMANCE OF APSRTC

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Held</td>
<td>19407</td>
<td>19618</td>
<td>19987</td>
<td>20704</td>
<td>21606</td>
<td>22265</td>
<td>22780</td>
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<tr>
<td>2</td>
<td>Volume in Crore KMs</td>
<td>238.08</td>
<td>244.73</td>
<td>253.47</td>
<td>267.49</td>
<td>277.16</td>
<td>289.58</td>
<td>287.15</td>
</tr>
<tr>
<td>3</td>
<td>Earnings in Crore Rs.</td>
<td>3198.97</td>
<td>3667.10</td>
<td>3891.41</td>
<td>4251.25</td>
<td>4427.44</td>
<td>5208.10</td>
<td>5716.69</td>
</tr>
<tr>
<td>4</td>
<td>Earnings Per Kilometer</td>
<td>13.44</td>
<td>14.98</td>
<td>15.35</td>
<td>15.89</td>
<td>15.97</td>
<td>17.99</td>
<td>19.91</td>
</tr>
<tr>
<td>5</td>
<td>Occupancy Ratio</td>
<td>65</td>
<td>68</td>
<td>70</td>
<td>72</td>
<td>69</td>
<td>67</td>
<td>70</td>
</tr>
<tr>
<td>6</td>
<td>Avg. Vehicle Utilization</td>
<td>335</td>
<td>347</td>
<td>352</td>
<td>360</td>
<td>357</td>
<td>364</td>
<td>354</td>
</tr>
<tr>
<td>7</td>
<td>Earnings Per bus</td>
<td>4495</td>
<td>5192</td>
<td>5407</td>
<td>5716</td>
<td>5707</td>
<td>6545</td>
<td>7045</td>
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<tr>
<td>8</td>
<td>Cancellation %</td>
<td>3.04</td>
<td>1.76</td>
<td>2.18</td>
<td>1.76</td>
<td>3.99</td>
<td>2.54</td>
<td>5.21</td>
</tr>
<tr>
<td>9</td>
<td>Crew Productivity in KMs</td>
<td>152</td>
<td>157</td>
<td>160</td>
<td>165</td>
<td>161</td>
<td>160</td>
<td>157</td>
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<tr>
<td>11</td>
<td>Employees Productivity in KMs</td>
<td>53</td>
<td>55</td>
<td>57</td>
<td>59</td>
<td>59</td>
<td>60</td>
<td>58</td>
</tr>
<tr>
<td>13</td>
<td>HSD KMPL</td>
<td>5.27</td>
<td>5.26</td>
<td>5.24</td>
<td>5.25</td>
<td>5.28</td>
<td>5.17</td>
<td>5.13</td>
</tr>
<tr>
<td>14</td>
<td>Break downs</td>
<td>0.13</td>
<td>0.13</td>
<td>0.12</td>
<td>0.09</td>
<td>0.08</td>
<td>0.10</td>
<td>0.08</td>
</tr>
</tbody>
</table>

The number of employees are as below:

- Conductors: 1876
- Drivers: 1635
- Other staff: 944
- Total: 4455

2.4.1 Performance of APSRTC

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Schedules</td>
<td>738</td>
<td>743</td>
<td>750</td>
<td>769</td>
<td>777</td>
<td>772</td>
<td>798</td>
</tr>
<tr>
<td>2</td>
<td>Held</td>
<td>777</td>
<td>781</td>
<td>790</td>
<td>804</td>
<td>814</td>
<td>812</td>
<td>836</td>
</tr>
<tr>
<td>3</td>
<td>Volume in lakh KMs</td>
<td>927.83</td>
<td>958.02</td>
<td>976.38</td>
<td>1024.76</td>
<td>1048.23</td>
<td>1071.16</td>
<td>1050.25</td>
</tr>
<tr>
<td>4</td>
<td>Earnings in lakh RS.</td>
<td>12021.04</td>
<td>13661.85</td>
<td>13887.23</td>
<td>15235.48</td>
<td>15691.11</td>
<td>18533.71</td>
<td>19825.44</td>
</tr>
<tr>
<td>5</td>
<td>Earnings Per Kilometer</td>
<td>12.96</td>
<td>14.26</td>
<td>14.22</td>
<td>14.87</td>
<td>14.95</td>
<td>17.03</td>
<td>18.88</td>
</tr>
<tr>
<td>6</td>
<td>Occupancy Ratio</td>
<td>66</td>
<td>67</td>
<td>67</td>
<td>71</td>
<td>69</td>
<td>68</td>
<td>69</td>
</tr>
<tr>
<td>7</td>
<td>Avg. Vehicle Utilization</td>
<td>330</td>
<td>337</td>
<td>338</td>
<td>349</td>
<td>353</td>
<td>361</td>
<td>343</td>
</tr>
<tr>
<td>8</td>
<td>Earnings Per bus</td>
<td>4276</td>
<td>4805</td>
<td>4811</td>
<td>5192</td>
<td>5280</td>
<td>6253</td>
<td>6476</td>
</tr>
<tr>
<td>9</td>
<td>Cancellation %</td>
<td>2.78</td>
<td>1.86</td>
<td>2.21</td>
<td>1.18</td>
<td>3.03</td>
<td>2.13</td>
<td>9.11</td>
</tr>
<tr>
<td>10</td>
<td>Punctuality %</td>
<td>83.64</td>
<td>88.69</td>
<td>92.60</td>
<td>92.63</td>
<td>94.38</td>
<td>96.81</td>
<td>97.08</td>
</tr>
<tr>
<td>11</td>
<td>Crew Productivity in KMs</td>
<td>156</td>
<td>163</td>
<td>164</td>
<td>171</td>
<td>165</td>
<td>165</td>
<td>153</td>
</tr>
<tr>
<td>12</td>
<td>Employees Productivity in KMs</td>
<td>59</td>
<td>62</td>
<td>61</td>
<td>64</td>
<td>62</td>
<td>62</td>
<td>57</td>
</tr>
<tr>
<td>14</td>
<td>HSD KMPL</td>
<td>5.40</td>
<td>5.40</td>
<td>5.37</td>
<td>5.35</td>
<td>5.41</td>
<td>5.36</td>
<td>5.40</td>
</tr>
<tr>
<td>15</td>
<td>Break downs</td>
<td>0.11</td>
<td>0.10</td>
<td>0.08</td>
<td>0.06</td>
<td>0.05</td>
<td>0.06</td>
<td>0.03</td>
</tr>
</tbody>
</table>
The parameters are explained as below:

1. **Schedule**: Planned buses for operation daily.

2. **Held**: Planned buses for operation plus the spare buses is equal to the total buses herd.

3. **Volume in lakh kms**: Total number of Kms. Operated by all buses put together.

4. **Earnings in Lakhs**: It is the total amount of realised by operating buses.

5. **Earnings per kilometer**: It is the total earnings realised divided by total KMs operated.

6. **Occupancy Ratio**: It is the percentage of total seats occupied in the bus with the total seats available.

7. **Average Vehicle Utilisation**: It is the total KMs operated by all buses divided by the total member of bus held.

8. **Earnings Per bus**: It is the total earnings realised divided by total buses held.

9. **Cancellation %**: It is % of cancelled KMs to the scheduled KMs of operation.

10. **Punctuality %**: It is the total number of services departured punctuality to the schedule time.

11. **Crew Productivity in KMs**: It is the total Kms operated by all buses divided by the total number of Driver and Conductors available.

12. **Employees Productivity in KMs**: If the total KMs operated by all buses divided by the total number of employees available.

13. **Fleet Utilisation**: Total fleet available for operation divided by the held fleet.

14. **HSD KMPL**: It is the total KMs operated by all buses divided by the total diesel oil consumed, i.e., HSD kilometers per litre.
15. **Break downs**: This the total number of breakdowns divided by the total number of KMs operated multiplied by 10,000 KMs, because B.D. rate is calculated for every 10,000 KMs.

From the above, it is clear that the buses in the Region are increasing every year operating more volume of kilometres in getting more earnings compare to 7 years. The Earnings per kilometre increased from 12.96 to 18.88. Similarly, the occupancy ratio increased from 66 to 69. These are the parameters, which are indicators for better service to the passengers. Similarly the Fleet Utilisation is also increased from 99.41 to 99.76. Breakdown rate reduced from 0.11 to 0.03 shows the reliability of services increased abnormally. This shows the positive trend in the Region.

**CONCLUSION**

In this chapter, the total Transport Management System in India is discussed. The different modes of transport systems, for public with their advantages and disadvantages are elaborated.

In focus to Public Road Transport scenario in India, the pattern of public transport in different states with its origin, growth and its trends explained.

Study of different Public Transport Systems in India throws a light not only on comparative study but also the details of inception and expansion.

Then the Andhra Pradesh State Road Transport Corporation establishment during Nizam time in 1932 was narrated. Its step by step growth for the last 80 years was discussed in the chapter. It is understood as how the APSRTC has raised to the need of meeting the passengers demand in different eras.

Its achievements and awards at National level and State level are explained.
It is pioneer in most of the activities in the country compared to other State Transport undertakings of different states.

The performance of the APSRTC in different key parameters for the last 7 years was shown. This shows a very positive trend in the performance represents the perfect planning, organising and execution of different strategies. The profile of APSRTC is also discussed. Subsequently the profile of Mahabubnagar Region of APSRTC along with its performance is also discussed.

In this the trends of Mahabubnagar Region with its growth and meeting the public demand for transportation is explained.

In total, the chapter shows its perfection over the other transport organisations and promise in meeting the transportation needs of the public in Andhra Pradesh.

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