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CHAPTER SUMMARIES:

CHAPTER ONE:

Management Problems of the Road Transport System of Greater Bombay is the subset of Global Managemental Studies. So one should search for their solutions in the soil of System Analysis of Modern Managemental Programmes. The horizontal, vertical and cross-sectional views of these solutions aim at the efficiency of the Bombay Road Transport, increasing national output. On this three-dimensional vision, certain objectives are selected and hypothetical constraints are framed, for the research problem, within the framework of investigative zones, to arrive at concrete solutions, which are highlightened in the subsequent chapters in depth.

CHAPTER TWO:

From the above discussion, it is clear that cosmic womb formation, transportation has suffered in one way or the other, several problems. Some problem could get immediate solutions and the rest have metamorphsized into
'Problems of Management', the nucleus of the current research topic.

CHAPTER THREE

Thus the researcher has culled the research material from different sources and made an analytical study in different facets. One can identify certain common things present in all these sources:

1) Road Transport System is an ever-growing phenomena.

2) The west is leading in all respect production, preservation and propagation.

3) Day by day problems are increasing in this transport sector.

4) Most of the researcher are aimed at -- accidents, congestion, energy and environment.

5) Managemental problems, as a whole, was not touched by any of the researcher so far, Greater Bombay in particular.

So the researcher feels that the selection of the problem is highly justified.
Both 'content' and 'method' are to be fused for better output. Such package systems (content + method = package system) are not readily available in this field of Road Research Transport Area. In such cases, the researcher should seek different avenues to solve his/her problems. Apart from this, even the subject—content is anew. It is the Management of Road-ways. Traditional methods are also restructured in this light of modern management programmes. This is exactly the crux of this research methodology — a meeting point of operational, traditional, structural and computer-oriented research techniques employed in a coherent way while doing so, the Parametric Analysis selected the right variables and rejected the unwanted variables. This is the manipulation of right variables in this methodology.
6.2. CONCLUSIONS OF THE RESEARCH STUDY:

(1) The vehicular traffic on Bombay road could be identified as one of the major problems of the transport, which is in consonance with the research problem selected for the study.

(2) Discipline-oriented management problems have a special role to play in the management of road transport system, Greater Bombay in particular.

(3) Licensed vehicular training programmes are the sub-set of Managemental studies of the road transport system.

(4) The nature of the problems of Greater Bombay Transport are closely linked with the problems of transport systems of other states of India.

(5) i) Lorry services are inversely proportional to bus services and vice versa in the zones A and D respectively.

ii) Lorry and Bus services are more or less same in zones B and C.

One can attribute following reasons for the above phenomenon.

a) Lack of facilities like parking, repairing, fuel
b) Complexity of the lorry and the bus services

iii) Different working systems

iv) Zone-wise concentration of population, offices, markets.

The micro-form of the lorry and the bus services are taken in the sample research study obey the generalisations established in the macro-pattern of Greater Bombay Transport System.

The partnership organisations have a major role to play in the transport system of Greater Bombay at 50% (approx.) than those of Sole proprietorship and Company organisations.

The set of problems, bears a relationship with strength of the organisations scattered in different zones.

There exist an uneven distribution of managemental problems in different organisations with respect to the ownership of different vehicles.

The zones having similar distribution of vehicles have similar problems and vice versa.

Managemental problems have their own distribution systems in different zones for different organisations.
(12) Goods transport managemental problems have a major role to play than any other transport services that are carried out in the region of Greater Bombay.

(13) Managemental Problems are not only based on the availability of services but also on the areas where several factors operate in clusters simultaneously.

(14) Managemental problems of a certain organisations are closely linked with the destinations for which the goods are transported.

(15) On an average 75% of the organisations have not stated their objectives in well defined terms; thus creating cracks in the architecture of the managemental studies of the transport system of Greater Bombay.

(16) The company organisations are not keeping pace with the latest trends of business so far framing the objective suited to the global needs.

(17) The technical and the non-technical administrative problems of various organisations are closely inter-linked in one form or the other.

(18) The managemental problems of females is a negligible factor in the field of
transport system of Greater Bombay.

(19) Different permutations and combinations of the educated and uneducated employees produce different sets of problems in different ratios in different organisations.

(20) The transport organisations in general, the sole proprietorship organisations in particular, have not yet achieved the self-sufficiency fully with respect to staff-pattern. This lacuna has generated many managemental problems.

(21) The need of the hour is to overhaul the present aggressive and strike-oriented transport managemental problems of Greater Bombay right from their grass-root level.

(22) The problems related to the union activities in the transport industry are occasional and random and their nature is not in any way different from the (such) problems of other industrial groups.

(23) Approximately 90% of the transport organisations have the managemental problems with respect 'Conflict between the management and trade the unions'.

(24) Worker's participation in the transport industry of Greater Bombay is not an universal phenomenon. But it is localised
and it is applicable only to certain restricted areas like grievances cell.

(25) Techniques like the "welfare schemes" and the "incentives/Bonus/travelling allowances" play a key role or pivotal factors of motivation in the transport industry of Greater Bombay and other factors practically have no role to function.

(26) The 'Welfare schemes' have a pre-dominant role to play as a motivational factor in the transport organisations of Greater Bombay.

(27) Training programmes, have absolutely no problematic setting in the management system of road transport system of Greater Bombay.

(28) 'Modern selection techniques' designed for the staff are yet to see the day light in the transport system of Greater Bombay.

(29) Sources of recruitment in the transport industry of Greater Bombay are highly traditional, also lack modern out-look.

(30) No place for the foreign collaboration in transport industry of Greater Bombay, since everything has a traditional out-look.
(31) The yielding fruits of the foreign collaboration would be of an enormous value, if the foreign collaboration percolates in the transport system of Greater Bombay.

(32) There is a specific role to play for the specialist in the transport system of Greater Bombay, in solving the problems related to different areas of specialization.

(33) The charges to be levied for transport services are based on "value-of-services" principle rather than "cost-of-service" principle.

(34) Financial policies are to be designed systematically by the educated person, using the latest managemental strategies or consultancy services.

(35) The inherent drawbacks of the policy makers of both the private organisations and the government sector are solely responsible for ushering financial evils at the cost of public behaviour.

(36) The thrust factors for route-choice vary from one organisation to the other organisation, Greater Bombay in particular, in transport industry.
Each organisation of the transport industry, reflects its nature through different medias in different ways, so as to capitalise its market schemes.

Public relations are well maintained by the transport industry of Greater Bombay and as such they have less number of managerial problems in this respect.

Different organisations have different comparative estimate-reations with different transport systems existing at home and abroad.

Evaluation scale in the transport industry of Greater Bombay mainly rests on the "daily report sheet", "inspection report" and the "accident report" at 50% (approx).

The research out put in the transport system of Greater Bombay is vibrating at a low ebb of 20% (on an average), Creating no significant solution sets to the managemental problems.

There are no clear cut guidelines for the revival of the sick units of the transport system of Greater Bombay.
Managemental at problems are cyclic. They are further oriented with multi-facets.

A Centralised Co-ordinate Transport System is the need of the hour for better market services.

6.3. SUGGESTIONS:

(1) Various factors related to the vehicular traffic of Greater Bombay are to be analysed by using a suitable manometer.

(2) We should encourage discipline oriented management problems to make the system more efficient.

(3) The training programme for licensed vehicles are to be well-defined.

(4) We should establish a rapport between different transport systems of India, the Bombay transport system as a nucleus.

(5) Lack of facilities, complexities, complexity of services, working systems and population are to be discussed before giving licences to the vehicles (to run in a particular area).

(6) One should establish generalisation on/and at the international system of thought.

(7) Partnership organisations need special considerations (with respect to their problems)
(8) Strength of the organisations are to be taken into consideration while evaluating the nature of the managemental problems.

(9) The evaluation of distribution system is also essential to find the gravity of a problem.

(10) For management purposes Greater Bombay is to be divided into zones.

(11) Managemental problems are also to be classified on a certain basis.

(12) Goods transport managemental problems need special attention.

(13) The availability of the services and area are also to be evaluated before assessing the nature of managemental problems.

(14) Destinations and management problems are to be linked for better output.

(15) Objectives of the transport organisations are to be well-defined first.

(16) A transport industry should keep pace with the latest trends of the business at the national and international levels.

(17) Technical and Non-technical problems are to be handled in different ways.

(18) More females are to be encouraged to take part in the transport system.

(19) More educated employees are needed for transport organisations.
(20) New techniques are to be employed to achieve the self-sufficiency with respect to staff pattern.

(21) An overhaul is needed in transport management problems from the point-of-view of union activities.

(22) Union activities in transport industry are to be stream-lined.

(23) The conflict between the management and the trade unions are to be amicably resolved.

(24) The broad spectrum of worker's participation in transport industry is to be encouraged to the different fields of activities.

(25) Motivation is essential in transport industry.

(26) Different welfare schemes are to be introduced for better output.

(27) The present training programmes should obey the international norms, established in the west.

(29) The traditional method of recruitment needs immediate check-up.

(30) Foreign collaboration replaces the traditional methods hence it is to be encouraged.
(31) Foreign collaboration should percolate in every segment of transport system of Greater Bombay.

(32) Specialists are essential.

(33) Leakages in the revenue is to be given more attention and transport organisations must charge according to what its cost to them rather than a transport service is worth to a buyer.

(34) Financial policies are to be drawn by the educated persons using managemental strategies or consultancy services immediately.

(35) Financial evils are to be eradicated through new different methods.

(36) The thrust factors are to be identified for en-route choice.

(37) Different media are to be used to reflect the nature of different organisations.

(38) Public relations maintained by transport industry are to be modernised.

(39) Comparative analysis of different transport systems are essential.

(40) New scale of evaluation is to be designed for transport industry.

(41) The research outlook is essential to bring out the significant solutions for the managemental problems.
Clear - cut guidelines are essential for the revival of sick units of transport units of Greater Bombay.

Managemental Problem's are cyclic. They are further oriented with multi-facets.

Transport Industry with the help of Government should make efforts to have a centralised Co-ordinate Transport System for better market services.

6.4. Recommendations

1. A Quarterly news bulletin of the Association of Road Transport undertakings was released by the Maharashtra State Road Transport Corporation. Such many News Bulletins are to be released on war-footing.

2. Just like existing Highway ambulance facilities, Road ambulances are to be introduced immediately, throughout Greater Bombay.

3. R.T.O.S should conduct vigorous oral and written tests for those who want a learner's driving licence. Computer-testing through multiple choice items should include questions related to traffic signs, signals, road rules and regulations.
4. A parallel Road Transport System to railway, connecting the city to the suburbs is very essential.

5. Enhancing parking rates reduces traffic congestion.

6. No parking on the busy roads.

7. Introduction of reversible lanes instead of permanent concrete dividers is the need of the hour.

8. Monthly contributions by commuters could be utilised for their road-safety.

9. Open-Octroi System through the computer justifies the accountability of the public funds.

10. Heavy vehicles are to be controlled at city-limits, Link-Services are to be introduced from thereof.

11. The capacity of the road-vehicular movement is to be calculated first, before permitting the necessary vehicles at different intervals.

12. Compulsion should be made on the Insurance companies to settle the claims of accidents within seven days.

13. Compulsory insurance should be made to the drivers and the cleaners.

14. Social Worker's Association should come forward to help in the rehabilitation
programmes for the accidents victims.

15. Annual/Periodical medical check-up of the drivers and cleaners should be made compulsory.

16. Private Detective Agencies in handling the robbery cases could be introduced.

17. Vehicles carrying inflammable articles should ply on separate roads.

18. Wide range of mini-buses helps in reducing traffic congestion.

19. Issuing of learner's driving licences is to be shifted from R.T.O to traffic police.

20. 'Traffic islands' are to be replaced by 'Traffic Signals'.

21. Government should set-up a corporate body under the Minister of transport to promote construction of bridges, roads, flyovers in the private sector.

22. Petrol pumps should supply petrol only to those vehicle having valid P.U.C certificate.

23. Offenders of the traffic rules need severe Punishment/Penalty.

24. Vehicle-free days should be introduced in some areas.

25. Computerisation of the routine work increase the efficiency of the system.
26. Transporters have to take the services of the specialist to get better output.

27. Accounting System in the transport industry need to be overhauled.

28. Special training programmes for transport workers would definitely enhance the efficiency of the system.

29. Regular vehicle servicing/upkeeping by the owner would reduce the operating cost.

30. Special employment exchanges are to be designed for transport sector.

31. The white-collar job workers in transport industry should form a separate union to solve their managemental problems.

32. Special Provisions in the Act of transport are to be made with respect to over-time, pension and such other things.

6.5. **Follow-up Studies**

The Transport System has generated several problems -- economic, social, political and managemental. The nature, scope and importance of managemental problems are fully discussed in this research. There are many areas left untouched for investigation. A few of them are stated below.

1. To evaluate the mass transit system within the over all transportation planning
2. To study transportation problems in urban areas, Peak-hours in particular.
3. To assess the productivity of the Urban Bus transport system.
4. To study the nature of the administration of the transport organisation of Railways of Greater Bombay.
5. To study the motivational force acting in the BEST.
6. To evaluate the high labour turn-over in the transport Organisations/Agencies of Greater Bombay.
7. Analytical Study of the welfare schemes offered to the workers in different transport Organisations/Agencies.
8. To study the management of accidents occurred on the Highways.
9. To study the importance of training programmes to the Air-Line workers.
10. To study the role of Consultancy Services with reference to transport industry of Greater Bombay.
12. To study the impact of Road Transport on the environmental situation at sion and chembur in particular.
6.6. EPILOGUE

The reader may have noticed that the discussion in this dissertation has attempted to deal in general, with the managemental problems of the Road Transport System. Also an attempt was made to give a detailed description and exploration of the concepts, ideas propositions and techniques of Road Transport System with special reference to Greater Bombay.

Road Transport is going to remain a major mode of transport for many years to come. Unlike the trends in the Western Countries, Indian cities will have to face and solve transport problems with management techniques in future. For these reasons analysis and verification are required on some complex managemental problems relating to Road Transport System stated in the text. Each problem has to be studied in detail, in its relation with other problems as also on its own merits. This research study, particularly designed for this purpose, may act as a beacon light for those who struggle with such problems. The rest is only practical implication.