APPENDIX : C
RESEARCH TOOLS

(QUESTIONNAIRE)
GENERAL INFORMATION

1. Name of the Institution :

2. Year of Establishment :

3. Place of Registration : Head office :

4. Location :

5. Address :

Kindly tick ( ) the relevant items.


7. Total number of agencies / branches :

8. Services designed for : tourist/Paratransport/
   Goods/Passengers.
   Buses Lorries Other

9. Total Number of vehicles:

10. Average Life :

OBJECTIVES

11. Kindly state your objectives of establishment :
   (a) Policy Objectives :
   (b) System Objectives :

12. Have you changed your initial objectives? :
    YES/NO

13. If 'YES', what are the new changes you have made?
    (A = less than 1 year, B = 2 to 5 years,
    C = More than 6 years.)

(a)  
(b)  
(c)  
   A   B   C
   A   B   C
   A   B   C
14. What are your reasons for above envisaged changes? :
   (a) 
   (b) 
   (c) 

15. In future, what sort of changes are you anticipating to undergo? :
   (a) 
   (b) 
   (c) 

16. What are your reasons for such an outlook? :
   (a) 
   (b) 
   (c) 

17. Kindly draw a flow-chart showing the structure of your administrative set-up.
   (a) Strength of Staff :
   (b) Nature and Classification :
      1) Technical Personnel :
      2) Non-Technical Personnel :
      3) Experts/Specialists :
      4) Matriculates :
      5) Illiterates :
      6) Males :
      7) Females :

18. Do you have sufficient staff? : YES/NO

19. If 'Less', why is it so? :
   (a) 
   (b) 
   (c) 

20. Are your staff members belong to any union? :
    YES/NO

21. If 'YES', to which union? :

22. How long? :
23. What are the reasons for joining/participating in such unions?

(a) Low wages/Allowances
(b) Low rate of Bonus
(c) Bad working conditions/Timings/Rationalisation
(d) Trade Union Leadership
(e) Conservative attitude of employer/employees
(f) Miscellaneous

24. Could you kindly suggest recent incidents occurring through such unions?

(a) Strikes
(b) Agitations
(c) Gherao/Morcha
(d) Go Slow/Work to rule/Absenteeism
(e) Damaging property

25. What are the final outcomes?

(a)
(b)
(c)

26. Is there any conflict between your management and the Trade Union?  YES/NO

27. If 'YES', why it is so?

(a)
(b)
(c)

28. Are these differences temporary/permanent?  :

29. What are the different strategies have you employed in solving the administrative problems?

(a)
(b)
(c)
30. Are any of your problems still left without solution? : YES/No

31. If 'YES', kindly state some such problems :
   (a)  
   (b)  
   (c)  

32. Are your workers participating in the management programmes? : YES/No
   (a) Workers Committee  
   (b) Employees Directors  
   (c) Co-Partnership  
   (d) Grievance Procedure/Suggestion Scheme

33. If 'NO', why is it so? :
   (a)  
   (b)  
   (c)  

34. What are the different methods employed in the motivation of workers and raising their morale? [A = Very frequently, B = Rarely, C = Never, D = Negative motivation rarely, E = Negative motivation frequently]
   (a)  
   (b)  
   (c)  

35. Do you have any staff/worker's welfare schemes? : YES/No
   [A = Highest facilities, B = Less facilities, C = No facilities, D = No chance to create such facilities, E = Even in future, no chances of creating such facilities]
36. Have you employed any time the latest foreign-model solutions to handle such problems? : YES/NO

TRAINING AND RECRUITMENT PROGRAMME

37. Has your staff/workers taken part in any training programmes? : YES/NO

[A = Regular, B = Very often, C = Not at all, D = No chance for taking part in programme, E = Will never be given such training in future]

(a) Induction A B C D E
(b) On the job A B C D E
(c) Promotion A B C D E
(d) Refresher A B C D E

38. If 'YES', when and how long? :

39. How many of them are the participants? :

40. In what way you are benefitted by such training programmes? :

(a) 
(b) 
(c) 

41. Do you encourage such training programmes? : YES/NO

42. If 'NO', why? :

(a) 
(b) 
(c)
43. Have you any staff selection/recruitment procedure? : YES/NO
   (a) Scrutiny of applications
   (b) Trade/Written Test
   (c) Psychological test
   (d) Personal interviews
   (e) Reference Check
   (f) Medical examination

44. What are your sources of recruitment? :
   (a) Internal transfers/Promotions
   (b) Advertisement
   (c) Labour Contractors
   (d) Recommendations of Present Employees
   (e) Employment Exchanges
   (f) Colleges/Institutions/polytechnics
   (g) Trade Associations/Unions
   (h) Management Consultants/Private Employment Exchanges

45. Have you taken help from 'foreign collaboration' in solving some of your problems? : YES/NO

46. Are your problems solved by such collaborations? : YES/NO

47. If 'YES', kindly furnish the details :

   Year  | Area  | Nature of Problem | Extent
   A     | B     | C               | D
   A     | B     | C               | D
   A     | B     | C               | D

48. Do you believe in the encouragement of such collaborations for other institutions? : YES/NO

49. If 'NO', why it is so? :
   (a)
   (b)
   (c)
50. Have you got in your panel any experts/ professionals to handle such problems? : YES/NO

51. If 'YES', kindly furnish the details :
Nature of Area of Percentage of specialists specialisation problem solved

52. How are you handling such problems, when such specialists are not available? :
(a)
(b)
(c)

**FINANCIAL MANAGEMENT**

53. Kindly furnish the following details :
(Average Basis per vehicle)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a&gt;Gross Profit/Earnings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b&gt;Net profit before tax</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c&gt;Net profit after tax</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

54. Kindly state reasons for losses :
(a)
(b)
(c)

55. What different methods have you employed to overcome such losses? :
(a)
(b)
(c)

[A = Always employed, B = Very often, C = Not at all, D = No chance to employ, E = Even in future will not be employed]
56. Have you employed latest management strategies to such financial problems? : YES/NO
   (A B C D E)

57. If 'NO', why it is so? :
   (a)
   (b)
   (c)

58. If 'YES', what are such methods? :
   (a)
   (b)
   (c)

59. What is the impact of such methods :
   (a)
   (b)
   (c)

60. Are you referring such problems to any other consultancy services/Agencies? : YES/NO
   (A B C D E)

61. If 'YES', since how many years? :

62. Do you have educated/expert staff? : YES/NO
   (A B C D E)
   (For example Economist, Traffic Manager, etc.)

63. If 'NO', why you have not employed them? :
   (a)
   (b)
   (c)

64. Name Consultancy Services, you are referring to your financial problems :
   (a)
   (b)
   (c)
65. Have you got financial plans/policies to expand your economic horizons? : YES/NO

66. If 'YES', what made you to think in this direction? :
   (a)  
   (b)  
   (c)  

67. Are you satisfied with current financial/liquidity position? : YES/NO

68. If you don't want to expand your financial competitiveness, why it is so? :
   (a)  
   (b)  
   (c)  

69. Do you feel certain malpractices/manipulations, etc. are the essential evils present in the financial development? : YES/NO
   (A B C D E )

70. If 'YES', to whom are you to blame? :
   (a) Government Policies  
   (b) Public behaviour  
   (c) Your organisation  
   (d) Trade Unions  
   (e) Competitors
71. To overcome such things, what remedies do you suggest? :
(a)
(b)
(c)

MATERIAL MANAGEMENT AND SYSTEM ANALYSIS

72. Kindly furnish the details of annual percentage of loss incurred in your system:

<table>
<thead>
<tr>
<th>ITEMS</th>
<th>YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Accidents</td>
<td>91</td>
</tr>
<tr>
<td>b) Loading/Unloading</td>
<td>92</td>
</tr>
<tr>
<td>c) Strikes, etc. by workers</td>
<td>93</td>
</tr>
<tr>
<td>d) Government interference</td>
<td>94</td>
</tr>
<tr>
<td>e) Replacement of vehicles</td>
<td></td>
</tr>
<tr>
<td>f) Agents/Brokers</td>
<td></td>
</tr>
<tr>
<td>g) Maintenance and Repairs</td>
<td></td>
</tr>
</tbody>
</table>

73. Efficiency of certain items maintained by your Institution:

<table>
<thead>
<tr>
<th>ITEMS</th>
<th>YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Effective Fleet</td>
<td>91</td>
</tr>
<tr>
<td>b) Fleet utilisation</td>
<td>92</td>
</tr>
<tr>
<td>c) Effective vehicle k.m.</td>
<td>93</td>
</tr>
<tr>
<td>d) Average Fleet</td>
<td>94</td>
</tr>
<tr>
<td>e) Carrying Capacity</td>
<td></td>
</tr>
<tr>
<td>f) Passenger k.m.</td>
<td></td>
</tr>
<tr>
<td>g) Route k.m.</td>
<td></td>
</tr>
<tr>
<td>h) Load Factor</td>
<td></td>
</tr>
</tbody>
</table>

74. Do you have modern maintenance facilities? : YES/NO

75. What are the factors you have taken into consideration for your route-choice? :
(a) Population density
(b) Transit Patronage
(c) Competition
(d) Socio/Political Factors
(e) Peak hour demand
(f) Area Specialisation
(g) Life Style and Movement of People.
76. Through which media do you advertise?:

[A = Frequently,  B = Daily,  C = Rarely,  
D = Not at all]

(a) News Papers
(b) Magazines
(c) Professional Journals, etc
(d) Modern Media

77. Acts and governing principles:

(a) Kindly state the Act/Rules applicable to your business:

(b) Do you feel that some necessary changes must be brought in? : YES/NO

(c) If 'YES', where?

78. In what way these changes are beneficial to you?

(a)
(b)
(c)

79. Have you compared your transport systems with the other systems of Greater Bombay or other states/countries: YES/NO

80. What are the positive aspects noticed by you at the dominating leading companies:

(a)
(b)
(c)
81. Kindly state your relationship with the following Agencies:

[A = Very good, B = Good, C = No Neutral, D = Good, E = Enemical]

<table>
<thead>
<tr>
<th>Party</th>
<th>Mode of Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Government Agencies</td>
<td>A B C D E</td>
</tr>
<tr>
<td>b) Banks</td>
<td>A B C D E</td>
</tr>
<tr>
<td>c) Insurance Companies</td>
<td>A B C D E</td>
</tr>
<tr>
<td>d) Other transport agencies</td>
<td>A B C D E</td>
</tr>
<tr>
<td>e) Women/Disabled/Children</td>
<td>A B C D E</td>
</tr>
<tr>
<td>f) Pedestrians</td>
<td>A B C D E</td>
</tr>
<tr>
<td>g) Manufacturers of vehicles</td>
<td>A B C D E</td>
</tr>
<tr>
<td>h) Agents</td>
<td>A B C D E</td>
</tr>
<tr>
<td>i) Customers</td>
<td>A B C D E</td>
</tr>
<tr>
<td>j) Traveller's Associations</td>
<td>A B C D E</td>
</tr>
</tbody>
</table>

82. What are the draw-backs you noticed with the companies that are inefficient?

(a)
(b)
(c)

83. Which tools do you employ in the evaluation of performance?

[A = Regularly, B = Rarely, C = Not at all, D = Not necessary, E = Never attempted at all]

(a) Daily report sheet A B C D E
(b) Inspection report A B C D E
(c) Accident report A B C D E
(d) Passenger tour evaluation sheet A B C D E
(e) Vouchers for services rendered A B C D E
RESEARCH AND DEVELOPMENT

84. Have you taken part in Research and Development Programmes with reference to your transport problems? : YES/NO
   (a) Research — (i) Basic
   (b) Development — (i) Exploratory
                   (ii) Advanced
                   (iii) Technological

85. If 'YES', since when :

86. What are your research out—comes? : 
   (a)  
   (b)  
   (c)  

87. Have you implemented them in your day—to—day operations? : YES/NO

88. Do you feel that more Research is necessary in this direction? : YES/NO

89. What are your suggestions for the sick unit of transport business? :
   (a)  
   (b)  
   (c)  

90. How will you re-establish such sick units? :
   (a) Restructuring
   (b) Turnaround
   (c) Other

MISCELLANEOUS ITEMS

91. Kindly state your problems with reference to vehicle management :
   (A) (i) Acquisition of vehicles :
       (ii) Maintenance of vehicles :
       (iii) Repairs of vehicles :
       (iv) Disposal of vehicles :
       (v) Designes and body of vehicles :
(B) (i) Quality and workers:
   (a) Drugs and Alcohol:
   (b) Absenteeism:
   (c) Labour turnover:
   (C) Fare fixation and collection:
   (D) Transport information system:

92. Kindly state problems faced by you with respect to the management procedures:
   (a) Financial Management:
   (b) Tourism Management:
   (c) Human Resource Management:
   (d) Banking Management:
   (e) Insurance Management:
   (f) Traffic Management:
   (g) Police Management:

93. Kindly state some problems faced by you with respect to the 'Roads':
   (a) Symbols/Signals
   (b) Traffic rules:
   (c) Fly-overs/Tunnels:
   (d) Surface and carriage width:
   (e) Speed limit/No entries:
   (f) Parking facilities:
   (g) Terminal facilities:

94. Kindly state some problems with reference to Environmental Situation:
   (a) Pollution:
   (b) Accidents:
   (c) Godowns and Preservation:
   (d) Weather Condition:
   (e) Traffic Congestion:

95. Do you want any centralised co-ordinate transport authority to maintain various problems of transport systems?: YES/NO
   (a) Safety
   (b) Pollution
   (c) Design Standards of Vehicles
   (d) Financial Matters
   (e) Construction and maintenance of roads
96. Do you have any concrete solution relating to the above stated problems?

(a)
(b)
(c)

97. Do you operate your transport beyond the limits of Greater Bombay?  YES/NO

98. If 'YES', kindly state some problems faced by you beyond the jurisdiction of Greater Bombay:

(a)
(b)
(c)