Organisational Set-up of Traffic Department.

1. Scope of the study.

Enormous investments have already been made from national exchequer to set up a large number of industrial undertakings in the public sector. But to get them all within the scope of a single study is hardly possible. Hence, it has been decided to take up one industrial unit, so that the affairs can be better understood and some guidelines for better performance may be suggested.

The performance of Durgapur Steel Plant, a unit set up by the government of India, is often criticised. The plant was initially designed to produce 1 million ton of steel products and the capacity was subsequently expanded to 1.6 million tonnes in the middle of 1966. The performance of the plant is still restricted to 1 million ton for various reasons of its own. The importance of the plant can hardly be exaggerated. In any way, any sort of set-back in its performance will undoubtedly shatter the whole national expectations around it. There are various essential prerequisites for the success of an industry. Although not traditionally acclaimed as an essential factor of production, the importance of internal transport system can hardly be overemphasized in the operation of a heavy industry like iron and steel.

Durgapur Steel Plant, due to its very nature and entity, is a wide and complex industrial organisation. Its problems are also countless and it is hardly possible to cover them all within the limited scope of a thesis. Hence,
it is proposed to confine the study in the field of internal railway system and its allied fields with special emphasis to managerial performance in these areas. It will be found what a tough and tangible role it has got to play in the entire production systems of the plant. The internal railway in the steel industry is usually termed TRAFFIC and henceforth the term would be used in all such cases.

2. The Set-up.

The TRAFFIC is a complex system of operation, currently consisting of six units under its effective control, each of which is a self-sufficient section. The break-up is detailed below:

Traffic Department


The sections are co-related and interdependent in respect of their operational processes. Any sort of disruption or dislocation in any part of their way of operation ultimately shatters the whole system. However, the units are reasonably free to work in their own spheres. The head of the department normally controls jobs like planning, inter-departmental co-ordinations and personnel matters of the units under his control. Detailed discussions will be taken up gradually in a systematic way in order to highlight the problems and to establish that co-ordination is essential between these sections which together make up the composite system.

The position described appears upto August, 1977.
whole. The operational section of the Traffic Department is responsible only for the systematic operation of the components being kept ready by the composite units. The importance of operational maintenance can hardly be overemphasized and it is given first priority in the chain of discussions. In the courses of detailed discussion, it will be found how the smooth flow of traffic operation has been hampered occasion­ally due to insufficient operational maintenance. Rightly wrote Mr. B. Chakravorty - "The availability of equipment in industry depends largely on the maintenance system of the organisation". He also went on to express that whether in construction or in the process of manufacturing, a well planned approach to all the maintenance tasks is absolutely necessary to achieve the desired availability of the equipment. Again, Garrett and Silver feel that since modern production plants are highly mechanised, the maintenance of production facilities must be considered both in operating and in designing the plant. They observe, machine failure have far-reaching effects and may result in thousands of man-hours of idle time or even in a complete shutdown of the plant.

The studies are mainly based upon field surveys and discussions held with the concerned staff and executives of the plant, as well as with those of similar units of the Indian Railways to where similarity of work is found in the apparent outlook. The observations will be placed side by

side only when tenable. It will help to locate the exact areas and the extent of deficiencies in the plant units and a scheme of suggestive measures for the future betterment of the plant may be presented conveniently. Unnecessary and unwarranted comparison has been carefully avoided owing to the very fact that their scope and tension of ultimate operation often differ widely. Only when particular aspects of operation are absolutely identical leaving no scope of confusion, comparative discussions have been attempted to get a meaningful picture in the right context.