

CHAPTER II

ORGANISATION AND MANAGEMENT OF NBSTC

Introduction

After Independence, the Government of India decided to nationalise road passenger transport services. However, after forty years of independence of operation of road passenger transport services by the various forms of transport organisations, the public opinion is not in favour of nationalised services. The commuters bitterly complain that the buses are not only irregular but even unclean. The services of the transport undertakings are hardly reliable and safe. Most of the performance indicators like fleet utilisation, vehicle utilisation, earnings per kilometer, cost per kilometer, vehicle-staff ratio etc. give an impression of utterly poor performance of the transport undertakings. Because of poor performance, some of the

states have started reversing the process and are permitting private buses in large scale. It is a radical change and may have far reaching consequences. If the process of nationalisation is not to be reversed, it assumes that a great responsibility is being cast on the State Transport undertakings to bring an improvement in the service both quantitatively and qualitatively. The existence of qualified, professional and dynamic management can ensure this attainment. It appears that the cause of suffering of most of the transport undertakings is poor and dismal management.

Management as moving spirit is essential in a transport undertaking where fares are sometimes divorced from operational costs with a view to achieving various social objectives. To fulfil economic responsibility to the society, every business requires certain objectives to be clearly spelt out.

The objectives of State Transport Corporation like the NBSTC can be divided into two groups - (1) social objective i.e. to provide efficient, economic and adequate service; and (2) financial objectives, i.e. to run on business principle.

The identified key-result areas arising out of the above objectives in a transport organisation are (a) traffic operation; (b) maintenance management, (c) materials management¹.

To bring co-ordination among these key-result areas, a proper organisational structure is necessary in every undertaking with a well defined authority and responsibility at each level with a proper planning and control system. There are four types of administrative system presently prevalent:

- a) Municipal Corporation City Service.
- b) Departmental Undertakings.
- c) State Transport Corporations.
- d) Limited Companies.

The Government of India and the Planning Commission have been advising the state governments to set up corporations to operate the nationalised road services. The principal reason underlying this advice is that "corporation-form of management" ensures greater autonomy and more efficient administration. "In India the corporation form of organisation is recommended for nationalised road transport as this is supposed to provide a forum for the central and state Government to arrive at mutual understanding with regard to road and railway transport functioning and thus to enable railways to put forward their views effectively in an informal atmosphere"².

Another argument in favour of corporation form of organisation is that it provides ample scope for features

like flexibility, functional authority and responsibility. It is described as "a combination of public accountability and business management"³.

2.1 A Short History of Management of North Bengal State Transport Corporation

The North Bengal State Transport Corporation was first run as a State Department in the year 1950 (1.1.50), but in 1960, the North Bengal State Transport Corporation was established by the State Government under the Road Transport Corporation Act 1950 (vide Notification No.2511-WT, dated 11.4.60 with effect from 15.4.60)⁴. This step was taken in pursuance of a policy laid down by the union Government and Planning Commission that a commercial undertaking in the public sector, should be managed by an autonomous body, functioning under the Corporation Act. As the establishment of the Corporation involved, inter alia, the transfer of assets and personnel, rights and obligations under contracts, and issues relating to pending suits, the Road Transport Corporations (Amendment) Act 1959, was passed by West Bengal Legislature to provide for such matters. In addition, the West Bengal State Transport Corporation Rules 1960 were framed by the State Government under Section 44 of the Road Transport Corporation Act 1950⁵.

The North Bengal State Transport Corporation is controlled by Board of Directors, headed by a Chairman, who was normally from I.A.S. Cadre before the joining of Sri Siben Choudhury a political personality, the present Chairman. In the year 1963-64, the board consisted of four members out of which two members were the representatives of State Government and one from Central Government. The representatives of State Government were also from I.A.S. Cadre. In the year 1966-77, the number of members in the board were fourteen. One was the chairman and others were ordinary members in the board. Out of thirteen ordinary members, the representatives of State Government were twelve and one from Central Government. Two changes were noticed in the said year. One with regard to number i.e. the number of members were four in 1963-1964, and fourteen in 1966-1967 and the other is with regard to qualitative change i.e. previously the State representatives were from I.A.S. Cadre but in the said year political members were also incorporated in the list. Our study period covers not less than twenty years beginning from 1967-1968. At the beginning of the study period there were fifteen members in the board. The changes noticed in that year were —

(a) creation of the post of Vice-Chairman; (b) the inclusion of the Chief Executive Officer on the board; and (c) abolition of Central representation. However, some changes were made afterwards. For example, in the year 1970-1971, the number

of board members was eighteen and the Central Government nominated two members in the board rather than one.

In the year 1974-1975 and 1975-1976, the number of members in the board was nineteen. The vital change followed in that year was that the Chief Executive Officer's post was abolished and the General Manager post was created who was not a member of the board enjoying all the powers, functions, duties and responsibilities as were enjoyed by the Chief Executive Officer. What was done, that a Chief Accounts Officer's post was created and he was included in the board. In the year 1977-78, the number of the members in the board enhanced to twenty seven. In the earlier periods the Vice-Chairman did not act as the General Manager or Chief Executive Officer. But from this year the Vice-Chairman and the General Manager was a single person. During 1978-79 no change was followed except the number of members in the board i.e. twenty four. At present (i.e. 1987-88) the number of members in the NBSTC board is fixed at eighteen (including Chairman). While the RTC Act specifies that the minimum number of directors in the board shall be five and maximum seventeen⁶. Shri Siben Choudhury, Member of the Legislative Assembly, took the charge as Chairman of the N.B.S.T.C. while he was the minister in charge of the transport Department (State Minister).

One of the arguments in favour of Corporation-form was

that it provides a suitable environment and necessary autonomy to recruit qualified and well experienced personnel for the efficient management of public sector undertakings. However the performances of most of the corporations belied such hopes and anticipations. NBSTC is also not an exception to this nature. It has failed to secure the necessary leadership at the top management level.

It is to be stated that the NBSTC Board is full of people's representatives and that too on temporary basis (i.e. for three years). They are expected to serve the purpose by providing feed-back from the travelling public to the Corporation's executive decisions. It is argued that the feed back from them, helps the Corporation to feel the pulse of the travelling public regarding the quality of service provided, their needs, etc. It should be stressed that at the time of framing the policies and monitoring operations, the directors must be professionals as far as possible. The experience in the NBSTC is that in many cases the non-official directors can not fulfil this need⁷.

The inclusion of politicians in the board is highly undesirable. For example Mr. Gorwalla disapproves appointment of legislators not only in order to avoid overlapping of responsibility but also for maintaining the integrity in political life⁸. The Krishnamenon Committee came to the same conclusion that appointment of legislators or

politicians in public enterprise boards is altogether an unhealthy practice and is difficult to justify⁹.

The North Bengal State Transport Corporation could have reorganised their management system on the modern lines with professional managers at the helm of affairs and by vigorously adopting the modern management techniques and tools at every stage of their operation, like route pattern, fleet utilisation, materials management and financial management. Professional managers should have been given a better scope in running the administration of the NBSTC. However, in actual practice politicians or some bureaucrats without prior technical knowledge were given responsibility in managing the NBSTC. The recommendations of the Committee on public undertaking (1974-75) of Karnataka legislative Secretariat is relevant here and quoted below :- "persons with wide experience and who have shown capacity in transport, industrial, commercial or financial matters, applied Sciences, administration, organisation of workers, are appointed to the board, so that the affairs of the Corporation may be managed effeciently"¹⁰.

Short duration of appointments and frequent transfers of top management position worsen the situation of the NBSTC. The incumbent of the top management posts of the Corporation viz. (a) Chairman, (b) Managing Director, should not have been frequently changed and the tenure of

the persons appointed to these posts should have been sufficiently long to enable them to understand the industry in its proper perspective and make real contribution for the NBSTC. The study of the Committee on Public Undertakings, (Karnataka) in this context is as follows :-

"Since deputationists to these posts can not be expected to take-care of this aspect and also to encourage a sense of improvement in the officers of the Corporation to give their best, these top posts should be open to deserving candidates, if available, within the organisation and should not be the monopoly of any particular cadre from outside"¹¹.

At present there is no workers' representatives in the Board. For proper functioning one of the Directors in the Board should have been a nominee of the workers. According to P.G.Patankar "The problem of promoting and maintaining cordial, harmonious and sound relations is, no doubt, a multi-dimensional one. It has several facets-economic, political, social, moral, motivational, environmental, etc. many of which are not amenable to management control and influence. Yet, labour-management relations in an organisation are primarily and basically a product of attitudes and styles of management and constructive responses of trade unions functioning in an enterprise. Both management and labour leaders must create conditioning in which workers can realise their legitimate aspirations for a better life

through economic prosperity"¹².

At present excepting the Managing Director no Corporation official may become a member of the board in NBSTC. The induction of Corporation officials in the board stands to reason that the matters like finance, maintenance and traffic can be discussed to make an effective decision making without any red tapism¹³. It is desirable to reduce the increasing Government interventions in the Board of Management as well as in daily affairs of the Corporation"¹⁴.

Regarding the structure of board, the opinion of the Standing Committee (Administration, 'Labour and General) is as follows :

"... Corporations, should have a well knit and compact Board of Directors. The Board should not have more than 11 persons. Out of eleven, 7 persons should be ex-officio. This is necessary to ensure full Co-ordination with different agencies of the Government. The Committee further stated that "out of the two nominees of the Government of India, one may continue to be nominated from the Railway Board while the other may be selected by the respective undertakings out of an agreed pannel of top executive of road transport undertakings to be maintained by the Ministry of Transport"¹⁵.

2.2 Law and Jurisdiction :

The Corporation is a body corporate with a common seal and perpetual succession. It is authorised to enter into contracts in its own name and to perform obligation for the purpose of the Act (1950). It operates within the limits of three divisions, say (i) Cooch Behar, (ii) Raiganj and (iii) Siliguri Division. The jurisdiction of each division is as follows :-

(i) Cooch Behar division :-

- (a) Cooch Behar (b) Mathabhanga (c) Alipurduar
- (d) Jorai (e) Dinhata Depot.

(ii) Siliguri Division :-

- (a) Siliguri (b) Jalpaiguri (c) Mainaguri
- (d) Darjeeling (e) Kalimpong and (f) Islampur Depots.

(iii) Raiganj Division :-

- (a) Raiganj (b) Balurghat (c) Malda (d) Berhampur
- (e) Chanchal (f) Suri and (g) Calcutta Depots.

(On Feb. '89 No. of Depot is Nineteen).

2.3 Organisation :

NBSTC has three-tier system of management.

- (i) Head office Level.
- (ii) Division.
- (iii) Depot Level.

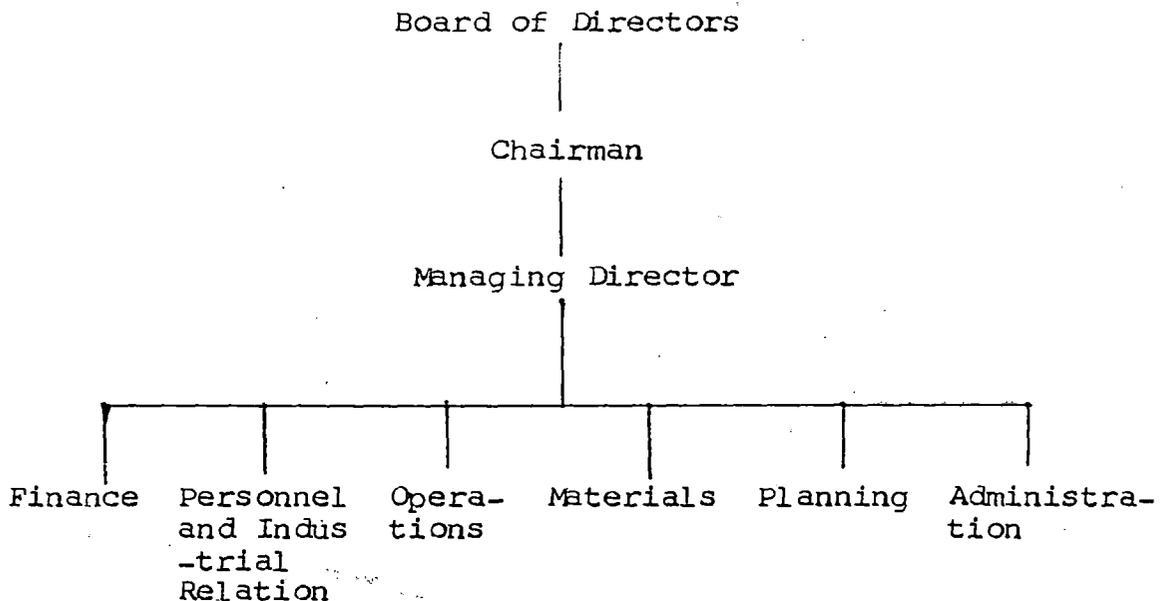
(i) Head Office Level :- In the Head Office, the Managing Director is assisted by a Deputy Managing Director and other officers such as follows :-

- (a) Chief Engineer - Looks after the various workshop, tyre retraining shop, body fabrication, cell and crank grinding shop.
- (b) Statistical Officer - For statistical section.
- (c) Discipline Officer - Looks after discipline section.
- (d) Chief Accounts Officer - Looks after accounts.
- (e) Deputy Managing Director - Administrative and personnel.

The present organisation of NBSTC Head quarter is not an ideal one. Although the choice of kind of organisational structure rests with the management, the following functional type of organisation as illustrated below is acceptable

to many in case of service organisation catering to road passenger transport.

Table 2.1



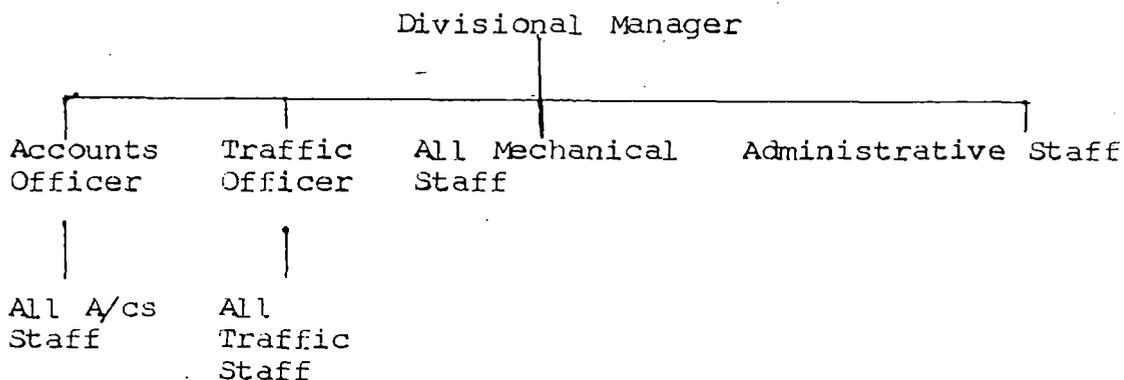
The efficiency with which a transport corporation operates is governed by the organisation set up at all levels. The organisational structure is extremely important for providing adequate transport service and at the same time to run the business on sound commercial principles. The functional structure is the building block of the organisation. It is the module from which emerge other forms. Under this form of organisation all works to be done into major functional department are grouped i.e. all works of similar nature is placed in one organisation component under one co-ordinating functional head. The officer for

manufacturing work is responsible and accountable for all kinds of manufacturing work. Similarly the same will be true for engineering, finance, traffic, personnel, material, planning, etc. The functional type of organisational structure at senior level facilitates specialisation, economies of operation, economic flexibility, integrated decision making and helps to make the abilities of a few outstanding individuals available to the enterprise as a whole.

Another drawback of the present organisational structure of NBSTC is that the same individual is looking at two or more departments. For example, the present Managing Director is also the Chief Executive Engineer of the Corporation.

(ii) Division Level :- The organisation Chart of the division of NBSTC is as follows :

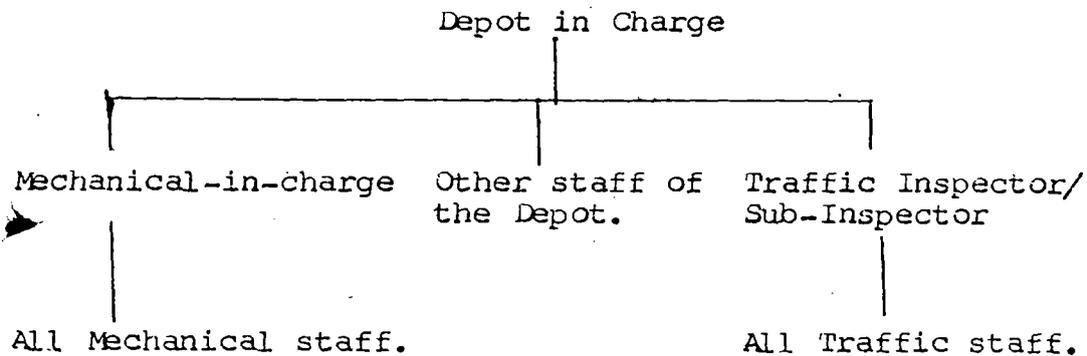
Table 2.2



From the chart it is followed that in the division, the divisional manager is assisted by Accounts Officer, Traffic Officer, Mechanical staff and Administrative staff. The Mechanical staff and Administrative staff are under the direct control of the Divisional Manager while the Accounts staff and Traffic Staff are accountable to the Divisional Accounts Officer and Divisional Traffic Officer respectively.

(iii) Depot Level :- The organisation chart of the Depot Level is as follows :

Table 2.3



From the above chart, it appears that the Depot-in-charge is assisted by mechanical-in-charge, Traffic Inspectors/Sub-Inspector and other administration staff who are under his direct control.

The operations of a Transport Corporation are carried

out basically at two levels in case of both semi-urban and urban undertakings :

- a) Division Level.
- b) Depot Level.

The Depot and Divisional administration are to be backed up by suitable workshops for body buildings and also for supply of major reconditioned units, such as engines, fuel pumps etc. At the depot level all preventive maintenance schedules for vehicles, planning of the area, route net work and bus and crew scheduling are to be carried out. Sometimes decentralisation of such activities is necessary to ensure efficient and adequate service to the largest numbers. "A division must ensure a well integrated and balanced system of operations in its entire jurisdiction comprising of generally 6-8 depots"¹⁶.

As regards the optimum number of buses for depots the opinion of the standing Committee (Administration, Labour and General) is as follows :-

"The Committee suggested 100 buses as the optimum for depots in urban areas and 60 to 70 buses in the mofussil area. The depots should have Depot Manager and Assistant Depot Manager representing both the disciplines such as traffic and engineering"¹⁷.

There is an age old controversy whether a Depot Manager shall be an engineer or a traffic officer. The controversy is mainly restricted to these two departments - traffic and engineering, as in a rural passenger transport organisation, traffic and Mechanical Engineering become the principal departments in terms of the intensity of activities and also the number of persons employed. The accepted norm is that 50% of the depots managers are to be engineers and 50% are to be the officers of traffic discipline. What is needed is that Depot Manager must be transport manager with adequate managerial skills for supervising operations of all sections¹⁸.

The next level is a Division where traffic operations for a revenue district are handled. Here also the unitary system is probably the best, and the Divisional manager is accountable for the operations in the division. The divisional manager must know the art of bus scheduling, crew scheduling as these are the important parts of his responsibilities and many a traffic officer is found to be better suited for the job¹⁹.

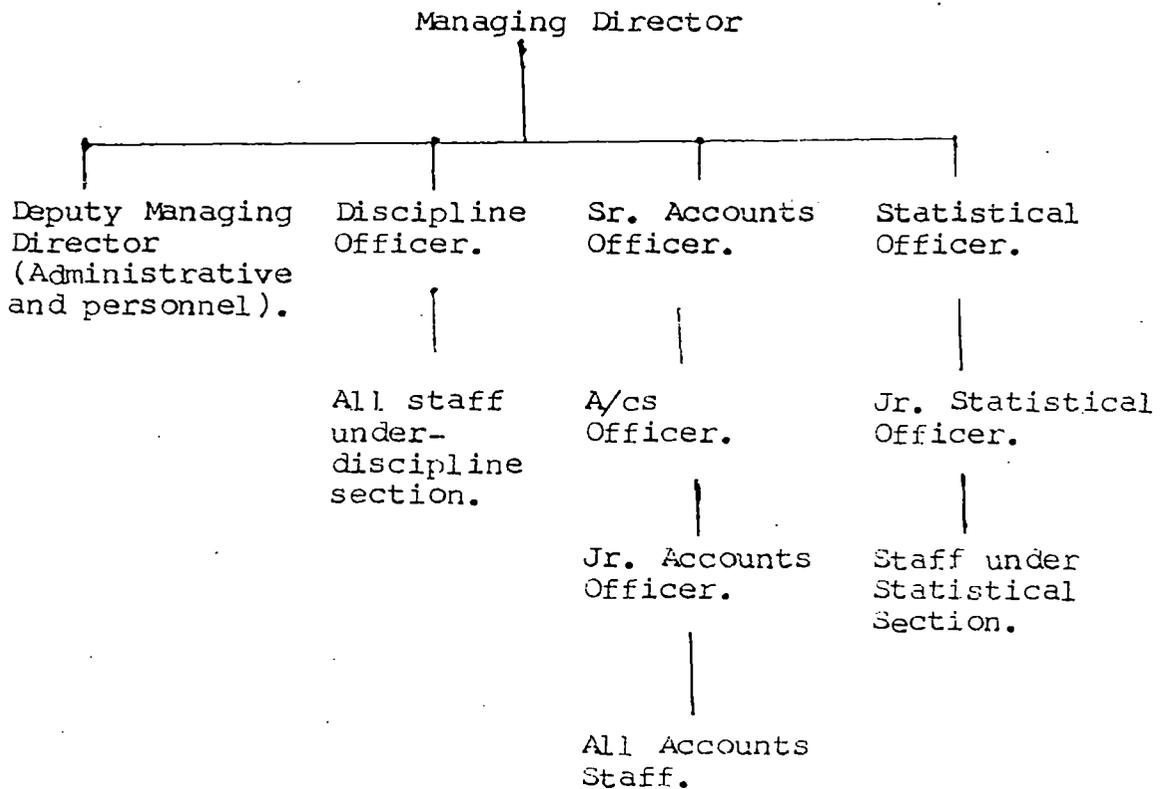
2.4 Controlling System of Different Sections :

Broadly, there are three sections in the NBSTC like other State Transport Corporation, namely Administrative and Accounts, Maintenance and Traffic.

(i) Administrative and Finance Section :

In order to optimise each function within prescribed objectives, it is necessary that there should be an adequate planning and management control system in each Corporation. Success of business enterprise lies in avoiding delays and taking timely decisions. The functions of this section is carried out as per the chart given below :

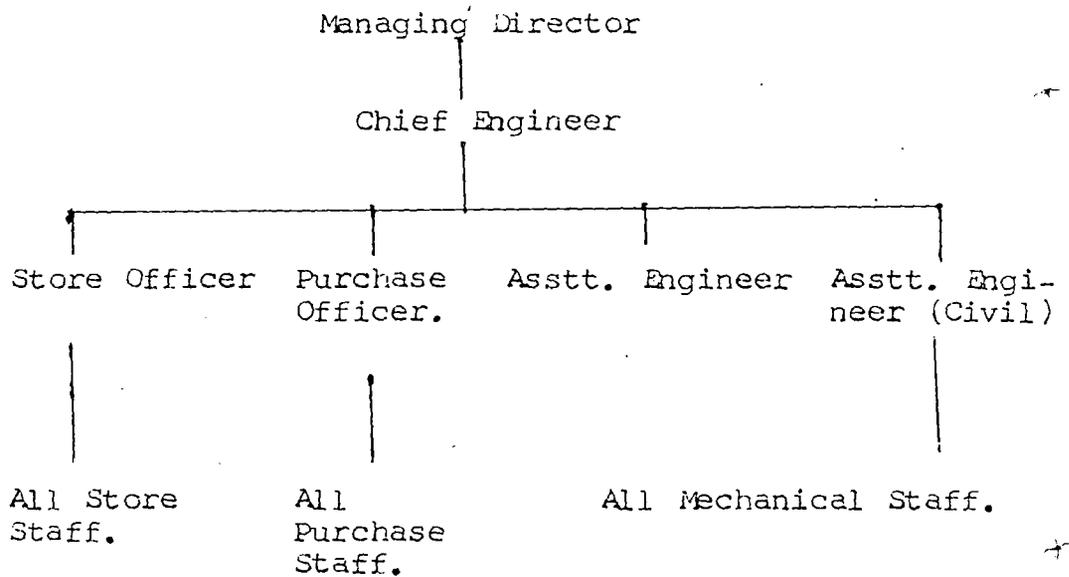
Table 2.4



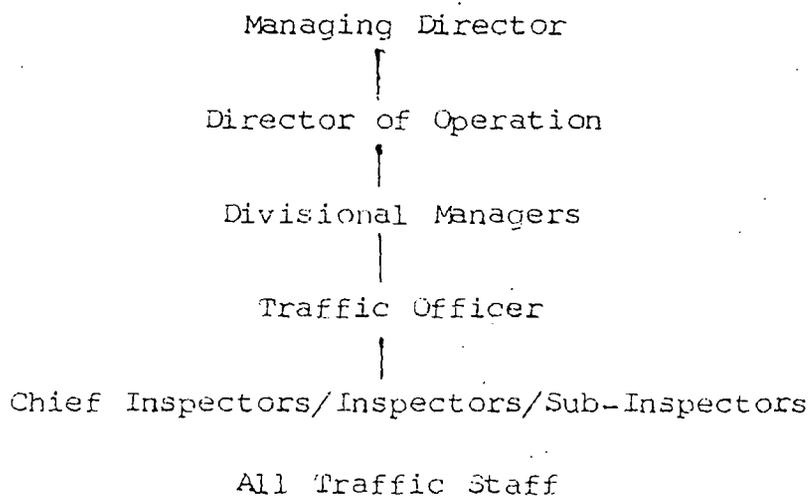
(ii) Maintenance Section :

The function of this section is carried out as below :

Table 2.5

(iii) Traffic Section :

The accountability of this section is being fixed up as per the organisation chart given below :



2.5 Controlling System Between HQR and Divisions, HQR and Depots and Divisions and Depots :

The HQR controls the divisions and depots through different reports and meetings. The present norm is that the divisions and depots are to submit weekly and monthly statements. Moreover evaluation meeting is also held at HQR in the presence of Divisional managers and Depot-in-charges (Depot Managers).

(i) Control at Depot :

A depot is a demarcated Zone for conducting, activities with a specific accounting unit concerning investment costs, revenues and financial operations. It can be termed as a responsibility centre charged with varying levels of performance say, physical, financial and social. The depot manager is to ensure adequacy of services on the routes with the assistance of traffic Inspectors by introducing additional trips, revising the time schedule of existing trips, mooted proposals for augmentation of services or revision of timings if additional buses are required and also laying specific plans for operation of unscheduled services on special occasions such as Fairs and Jathras. The depot manager has also to make traffic survey for assessing the route potentiality.

In order to perform the above duties and responsibilities properly, the depot manager shall convey monthly meetings with Chief Inspectors of traffic, Mechanical Foremen and Store Assistants. There are various problems relating supply of spare parts. The conditions of the fleet should be reviewed thoroughly and coordination and control should be assured at the depot level. But this is hardly found in the NBSTC management. Control is exercised on certain factor to improve efficiency and to make economy with reference to operations. The efficiency variable is measured in terms of reliability, regularity and punctuality ratios as follows :

$$(a) \text{ Reliability} = \frac{\text{Kms. Cancelled for breakdowns}}{\text{Scheduled kms.}} \times 100$$

$$(b) \text{ Regularity} = \frac{\text{Operated Kilometers}}{\text{Scheduled Kilometers}} \times 100$$

$$(c) \text{ Punctuality} = \frac{\text{No. of trips operated in time}}{\text{Scheduled Trips}} \times 100^{20}$$

The operational controls in a transport corporation normally are (a) Controlling breakdowns, non-scheduled repair works etc.; (b) Scheduling production in workshops; (c) Controlling consumption of spare parts; (d) Measuring appraising and improving workers' efficiency; (e) Controlling regularity and punctuality of services and (f) Controlling pilferage on individual services and routes. It is a process of assigning specific task and watching to

ensure that there have been performing effectively and efficiently²¹.

For exercising control on operations, the measuring instrument is the difference between the actual with the standard performance indicators as below :-

- | | |
|--|--|
| (a) Earnings per Kilometer | = $\frac{\text{Total Earnings}}{\text{Total Kilometers}}$ |
| (b) Cost per Kilometer | = $\frac{\text{Total cost of operation}}{\text{Total Kms. run.}}$ |
| (c) Occupation Ratio (O.R.) | = % of actual no. of seats occupied to total no. of seats. |
| (d) Vehicle utilisation | = 300 kms. running per bus per day in case of districts and 200 kms. running per bus per day for city services. |
| (e) Earnings per bus per day | = About Rs. 600/- per bus per day. (given as standard) |
| (f) Kilometer per litre (Kmpl) | = For High speed diesel oil (H.S.D) 4.3 kms. per litre and for lubricating oil 3.50 kms. per litre. |
| (g) Percentage of cancellations and delays | = 5. |
| (h) Tyre performance | = For a new tyre 30,000 kms. running, after first retreading another 20,000 kms. after 2nd retreading another 15,000 kms. running and after third retreading another 10,000 kms. running ²² . |

(ii) Control at Division :

On receipt of the information from the Depot Manager, the Division Manager must prepare schemes for taking over new routes and augmentation of services where additional fleet is required and submits them to the Head Office. The Divisional Manager shall convey meetings of the depot managers under his jurisdiction for reviewing the depot performances every month by comparing the actuals with the standard targets. If there is any variation the concerned depot manager shall be directed to take suitable measures such as surprise checks, closing non-revenue routes and where situation warrants, the depot manager shall be warned of his faltering process²³. But this is hardly found in the NBSTC.

2.6 Reporting Process :

Performance reports serve as an effective instrument of communication among different managerial levels and forms an important phase of the control process. The reports are to be prepared on a standardised format from period to period laying stress on efficient performance.

Reports by Depot-in-Charge to the Head Office and the Divisions should contain the following :-

- (a) Daily earnings statement on the following day by first bus;
- (b) Daily cancellation and delays statement on the following day by first bus;
- (c) Daily statement of service wise earnings within 3 days of the ending of the period;
- (d) Monthly performance report by 10th of the following month;
- (e) Monthly operational review by 10th of the following month;
- (f) Half-yearly road condition statement.

At the Depot, information storage forms are essential factor for the reporting purpose and the registers to be maintained are as follows :-

- (a) Diary of statistical returns,
- (b) Daily operational statistics,
- (c) Route-wise break-even Register,
- (d) Performance Register.

The statistical returns which are to be filled up by the conductors, form the link pin of reporting process. They show route number, date and departure time, downearnings, bus no., names of the crew, date and arrival time,

up earnings, total earnings, number of passenger travelled etc. These and other daily statements provide the data for other register which give information on occupation ratio, cancellation and scheduled and actual kilometers, kilometers per bus per day, cost per kilometers, Gross revenues, profit or loss, fleet position, vehicle utilisation, expenditure on tyres, tubes, H.S.D. oil, lubricating oil, wages, taxes etc. The registers form a basis for preparing various reports to be sent to the Head Office directly for avoiding delay in taking quick decision and initiating prompt action. But this type of repeating system is conspicuous by its absence in the NBSTC.

Performance reports prepared at the divisional level shall make a distinction between controllable and non-controllable items. The controllable items are H.S.D. oil, lubricating oil, vehicle utilisation, tyres, tubes, spare parts, etc. The non-controllable items are accident benefit, taxes, etc. The standard regarding H.S.D. Oil and lubricating oil in terms of Kms. are to be set by the Head Office and to be communicated to the depot.

For maintaining data on operational performance, daily reports pertaining to earnings, vehicle position, cancellation and delays, number of kms. run and oil consumed are prepared. They also show the details of earning per km. for previous day and current day, reasons for variation in

earnings with previous day, number of trips cancelled, causes for cancellation and explanations, scheduled number of trips, occupation ratio.

The reports sent by divisional manager to the Head Office shall contain the following :-

- (a) Daily statement of operational performance within 4 days of the concerned date;
- (b) Monthly performance report before the 15th of the following month;
- (c) Monthly statement of earnings before the 15th of the following month;
- (d) Monthly statement of routewise earnings, before 15th of the following month;
- (e) Annual report on adequacy and co-ordination²⁴.

But again this reporting system is not found in the NBSTC.

Therefore certain broad characteristics of the management of the NBSTC may be noted.

First, it is mainly run by those who are not qualified to run it. For example, the politicians have a major voice in the management of the NBSTC.

Secondly, the transfers of the staff are frequent and it leads to chaos and mal-administration.

Thirdly, there is no proper system of reporting from the lower level to the upper level. And decisions are very often taken on the basis of inadequate data or information.

Fourthly, the controlling system of the NBSTC is not effective. This is mainly because there is no proper co-ordination among the various tiers of the administration.

SUMMARY

After Independence, the Government of India decided to nationalise road passenger transport services. However, after 40 years of independence of operation, the public opinion is not in favour of nationalised services. It appears that the cause of suffering of most of the transport undertakings is the want of effective management.

Management as a moving spirit is essential in a transport undertaking where fares are sometimes divorced from operational costs with a view to achieving various social objectives. The objectives of State Transport Corporations can be divided into two groups - (1) Social objectives; (2) financial objectives.

The identified key result areas arising out of the above objectives in a transport organisation are :

- (1) Traffic operation;
- (2) Maintenance of Management; and
- (3) Materials Management. To bring co-ordination among

these key result areas a proper organisation structure is necessary with a well defined authority and responsibility at each level with a proper planning and control system.

The Government of India and the Planning Commission have been advising the State Governments to set up Corporations to operate the nationalised road services. The North Bengal State Transport Corporation was first run as a State Department in the 1950, but in 1960, the North Bengal State Transport Corporation was established by the State Government under the Road Transport Corporation Act 1950 vide Notification No. 2511-WT, dated 11.4.60 (with effect from 15.4.60).

The study of the board of Directors of NBSTC reveals that it is full of politicians and on temporary basis. The inclusion of member of legislatures in the board is highly undesirable. Mr. Gorwale disapproves the appointment of legislators not only in order to avoid overlapping of responsibility but also from the point of view of maintaining the integrity of political life. The Krishnamenon Committee was also of the same opinion.

The North Bengal State Transport Corporation has to thoroughly reorganise the management system on the modern lines with professional managers at the helm of affairs and by vigorously adopting the modern management techniques

and tools at every stage of their operation.

Short duration of appointment and frequent transfer of top management position in the NBSTC worsens the situation. The tenure of service of the top management posts should have been sufficiently long enough to enable them to understand the industry in its proper perspective and make real contribution for industry.

Excepting the Managing Director other Corporation officials cannot be a member of the board in NBSTC. The induction of Corporation officials stands to reason that the matters like finance, maintenance and traffic can be discussed to make an effective decision making without any red-tapism. It is also desirable to reduce the increasing government interventions in the board of management as well as in daily affairs of the Corporation.

The NBSTC has three divisions namely Cooch Behar, Siliguri and Raiganj. There are nineteen depots on Feb. 1989 within the jurisdiction of the divisions.

NBSTC has three tier system of management : (a) Head Office Level (b) Division (c) Depot Level and there are three sections namely Administrative and Accounts ; Maintenance; and Traffic. The HQR controls the divisions and depots through different reports and meetings. The present norm is that the divisions and depots are to

submit weekly and monthly statements. Moreover, evaluation meeting is also held at HQR in the presence of divisional manager and depot manager.

The depot manager has to make traffic survey for assessing the route potentiality. He is to ensure adequacy of services on the routes with the assistance of traffic inspectors by introducing additional trips, servicing time, schedule of existing trips, mooted proposals for augmentation of services or revision of timings if additional buses are required. He will send reports to the head office and divisions regarding daily earning statements, daily cancellation and delay statements, monthly performance report, monthly operation review and half yearly road condition statement.

On receipt of the information from the Depot Manager the Divisional Manager must prepare schemes for taking over new routes and augmentation of services where additional fleet is required and submit them to Head Office.

However, the NBSTC, is not run on Scientific management. This is mainly run by professional politicians rather than by professional managers. The workers and official members with some amount of professional skill are not represented in the decision-making board. Hence, the NBSTC's management is hardly suitable for either social or profit objective or both.

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24. /The Management Accountant, Feb. '81, op.cit., pp.64-66.