

A LOGISTICS CONUNDRUM

Prof. Vasudev Rao, the Dean at T.A Pai Management Institute (TAPMI) had after a long meeting, just eased into his chair in his ground floor cabin of the academic block, when he heard a knock on his door. Through the gap in the half opened door, he could see Prof. Sulagna Mukherjee (SM), the ladies hostel warden trying to get in. Though absolutely tired, he ushered her in.

Dean: Yes, Prof. Sulagna what makes you come to me late in the evening?

SM: Sir, it is the same old problem that brings me yet again to your cabin. Yes, it is the transportation issue. As many students have to get their summer internship reports printed and bound, they keep coming to me for permission to leave the campus. Invariably, the students have a grievance that they are forced to cough up a huge amount as to and fro auto rickshaw fare, so much so that it is in excess of the printing and binding cost of Rs.150 they incur.

Dean: Prof. Sulagna, I am aware that it is a genuine problem; cheaper means of transport is not currently available to students because the bus trips are erratic and few and far in between. But can't the students go together and finish the job in one go?

SM: In fact, earlier it was proposed that students go in groups to bring down the per capita transportation cost. But unfortunately, it doesn't work that way because they have all opted for different electives and hence when one is free, the other is engaged in classes. To make matters worse, we have disallowed them from bringing two-wheelers to campus.

Dean: Prof. Sulagna, I understand the gravity of the situation and I promise to study the alternatives and come up with an early solution.

SM: Thank you Sir, I shall follow up the matter next week.

(Prof. Sulagna Mukherjee leaves the Dean's cabin).

For Prof. Vasudev Rao, being the Dean (Administration) of TAPMI, a renowned B school in the southern part of India, definitely was a challenging task but having no convincing solution for a recurring problem that appeared so simple was even worse. Since 1998, he had held this position with success and had solved a myriad of problems in the past. He said it was a pleasure to deal with young minds, with their maverick ideas, big dreams and watch them come true too. But for now, this problem has been bothering him for a long time. The campus was located on the outskirts of Manipal and hence arranging means of communication remained a challenge for the institute. Different stakeholders, especially the student community had approached him time and again to solve the transportation problem which they had been facing for a long time.

There were various options available to him but which would be a viable one remained a puzzle to him.

T.A Pai Management Institute (TAPMI)

Popularly known as TAPMI, the T.A Pai Management Institute was situated in the picturesque hamlet of Badagabettu, 5 km away from the education hub of Manipal, Karnataka. Apart from having a long legacy of producing many big names in the corporate sector, its academic approach to teaching had won accolades not only from the Industry but even from the competitors. Established in 1984, TAPMI operated out of its rented building with limited facilities, and was situated in the heart of Manipal. It accommodated over hundred students in the hostels which were taken on lease from Manipal University. But with the increase in the student strength and the faculty, it was an obvious decision to move into a bigger campus. It was only in 2009 that a fully residential sprawling new campus was established in the 42 acre pristine stretch of Badagabettu. It accommodated around 1000 people in its three hostel blocks, twenty four faculty quarters, library, canteen, and guest house besides two academic buildings. The need for frequent travel to Manipal/Udupi was all the more since there was only one *kirana store* (mom and pop store) located in the campus. This store catered to limited needs and was grossly insufficient to meet the multi cultural needs of students, faculty, staff and their families.

Ensnored in a green valley, the lush green campus was no doubt breathtakingly beautiful but the only problem was its poor connectivity with Tiger circle bus stand, the nerve centre of Manipal. For commuters depending on public transport, the only mode of communication was a bus service (Krishna Prasad) which operated twice daily from the nearby village Hirebettu to Udupi via Manipal (**Exhibit-1**). If the students missed this bus, then they had to hire an auto and go to the city which was expensive for them as the auto rickshaws charged Rs. 180 for a round trip. The recently laid road leading to the new campus had some difficult curves and steep gradients, making motoring risky during monsoons which lasted for a good 4-5 months. Located in a hilly terrain, the campus also had winding and steep roads inside. This consideration from safety point of view had forced TAPMI management to disallow students from bringing their own two wheelers during the first year. Though a few of the faculty and students made use of their own cars, the students, the administrative staff and the housekeeping people were mostly left to their own devices. It has taken two years to set up the campus well and you simply cannot ignore the sense of pride while looking at the immaculate white academic building standing tall over the stretch of green. However, with complaints flooding from various quarters, the time had come to look into this transportation problem and solve it well.

As a student from Kolkata pointed out, “We are used to having fish every day of the week. Since we did not get fish in the canteen, we end up visiting a Keralite Fish joint in Manipal at least twice a week to eat fish. While a rava fried pomfret cost Rs. 80, the trip costs more than double the amount”. The problem didn’t stop there either. Whether to visit the church, to get your shoes and sandals done up when it needed mending due to incessant rains, or to get your phones and laptops repaired, to eat out and enjoy the beauty of this small city... for everything, you had to reach Manipal or Udupi.

In addition to the bus 'Krishna Prasad' which operated two trips, there was another fleet 'Vishwajyothi' buses owned by Mr. Shantharam Shetty which operated from Manipal to Manchi. However the only arrangement TAPMI had made on its own was a hired 20 seater minibus called 'Sumukh'. This minibus ferried the staff members in the morning from Tiger circle to TAPMI and dropped them back in the evening after office hours. But this facility existed exclusively for staff use.

Many students and faculty members suggested the Dean to request the existing bus operator to increase the number of trips so that their problem would be taken care of. This suggestion seemed quite interesting to him and he thought that if he was able to convince either of the fleet owners, then the problem would be automatically taken care of. Accordingly Prof. Vasudev Rao fixed up separate meetings with the existing bus operators i.e., Krishna Prasad and Vishwajyoti Travels. The first meeting was with Mr. Rajesh, the owner of Krishna Prasad Travels (KPT), who operated the two trips from Hirebettu to Udupi via Manipal. It had just one trip in the morning, another in the evening and did not operate along this route during other times of the day. Even for the two trips the average occupancy was around thirty passengers against the seating capacity of forty. The Dean tried to convince him to increase his number of operations in this route. In this context the secretary to the Dean fixed up a meeting with Mr. Rajesh, the owner of KPT.

Dean Exploring Options with Bus Operators

Dean: Your bus 'Krishna Prasad' currently runs only two trips towards TAPMI side, one at 8 AM and the other at 5.30 PM which does not meet the transportation requirements of about 1000 inmates in our campus.

Rajesh: Yes, we operate two trips to Hirebettu, via TAPMI from Udupi. But your PGDM programmes are fully residential and there is hardly any movement of students. For this reason, it is not viable for us to operate trips throughout the day time.

Dean: True, the programmes are residential but students are not fully engaged in classes throughout the day. The students of the first year are generally free after lunch break and the senior students are free whenever their electives are not on. If not throughout the day time, can't we at least have three additional trips, one at 12 PM, another at 3.00 PM and the last at 9 PM? You see the campus has faculty, staff and their family members in addition to students and hence they will also be benefited.

Rajesh: Sir, it is not easy to make amendments in the existing route permit. There is a bus plying from Udupi to Manipal side for every 4 minutes and even a minor change in one bus's schedule could cause much disruption. Nevertheless I can certainly think about adding a trip at 12 PM if you can ensure a minimum number of passengers. But the trips at 3 PM and 9 PM will not be possible.

Dean: Why, is it difficult? Does the existing bus have other trips during day time? Mere addition of just one more trip will not serve our purpose. The night trip is all the more important because a good

number of students go outside to have dinner and then they are forced to find their way back by hiring autos or riding as pillion in their friend's bikes. In monsoons, bike rides are risky you know.....

Rajesh: Well my bus has trips towards Udyavara (around 10 Kilometres south of Udupi) between the two trips it has towards TAPMI side. You see it is practically impossible to get any new permit approved by RTO for additional trips from Udupi to Hirebettu side because the Udupi-Manipal route is already cluttered.

Dean: Then what is the solution?

Rajesh: Please talk to Mr. Shantharam Shetty who is the fleet owner of 'Vishwajyothi' buses which ply towards Manchi side from Manipal. In fact he stays very close to your campus.

Dean: Thank you Mr. Rajesh for sparing your time. Have a good day.

Though this meeting was not fruitful for the Dean, he was happy that there was still a ray of hope. He was quite optimistic that his conversation with Mr. Shetty would bring some positive outcome. His meeting with Shetty was fixed up by his secretary

Dean: Mr. Shetty, I believe you have a number of bus trips which operate from Manipal to Manchi. Could you extend a few of them to TAPMI so that the students and the other inmates residing in the campus are benefitted?

Shetty: True, that my buses operate a number of trips from Udupi to Manchi via Manipal. However it is not easy to include an extension to TAPMI campus in the existing schedule, given that the route is already cluttered.

Dean: Can't you help us at least with one trip at 3 PM and another at 9 PM?

Shetty: It is impossible to consider any extension at 3 PM because going to and fro Shantinagar-TAPMI can take 10 minutes and this delay cannot be accommodated in the given scheme of things. However I can consider the extension of my last trip at 9 PM to Manchi, via TAPMI as it will not cause disruption in any other schedule. But you should assure me a minimum number of passengers to cover my running costs.

Dean: It is difficult for me to assure you any minimum number of passengers because I have little control over the movement of inmates. But, can't you try for a new permit so that both 3 PM and 9 PM trips can also be accommodated?

Shetty: Assuming that I pay extra fee to the RTO for a new permit to TAPMI or Hirebettu, I am really not optimistic of breaking even on any day given the number of potential travellers. Life is not easy for a bus operator these days. One has to cough up a huge amount of Rs.27000 per quarter as road tax, about Rs.30000 as annual Insurance premium as fixed costs not to speak of skyrocketing spares costs. Besides these a driver's daily wages is about Rs.450 against the conductor's wages of Rs.350 and the cleaner's wages of about Rs.200.

Dean: What is the solution then?

Shetty: Why don't you then consider a subsidy on each trip to cover my running costs? Every time a trip is made, we could get the signature from your security staff at the main gate to corroborate.

Dean: That's a proposal worthy of consideration. I shall certainly examine it. Thank you, Mr. Shetty for your time.

More Options for the Dean

Prof. Vasudev Rao was full of hope before meeting both these bus operators that some solution would definitely come out but contrary to his expectation, no viable solution surfaced. So, he planned to present before the Governing Council, a proposal to purchase a bus that would be operated by the staff employed by TAPMI. For this purpose he had taken quotations from various companies like Tata motors (Starbus), Force and Eicher motors.

On examining the quotations he could see that he had quite a few options before him.

- a) A 26 seater minibus from Tata motors, called Starbus costing Rs.10,62,528 (**Exhibit 2**)
- b) A 20 seater minibus from Force motors, costing Rs.9,36,011 (**Exhibit 3**)
- c) A 32 seater bus from Eicher motors, costing Rs.13,48,500 (**Exhibit 4**)

Prof. Vasudev Rao felt that the 26 seater would be an ideal choice and then started exploring the financing options. Since Syndicate Bank was already operating from TAPMI premises, he felt they would give the best deal. He knew that apart from diesel costs based on the number of trips, the Institute would incur maintenance costs of about Rs.3000 per month, annual road tax of about Rs.3696 & annual insurance charges of about Rs.30000. Appointment of a new driver would also result in a monthly expenditure of Rs.9000 as wages. Prof. Rao was aware that ticket pricing also would be a tricky issue, given the fact that it was difficult to correctly estimate the number of users each day. There was even a possibility of the Institute having to subsidize the trips in the initial days. Nevertheless, as it was a solution from a long term perspective, he wanted to put up the proposal before the TAPMI governing council.

Prof. Vasudev Rao presented the above proposal before the Governing Council with a ray of hope that they would accept the proposal for TAPMI to purchase the minibus. But in the meeting the Governing Council members were not convinced by the idea of buying the bus. Instead they suggested working on other options. Though the Dean was physically present, he was pre-occupied, calculating the pros and cons of the other options suggested. One of the options suggested by the Governing Council was that of going into a partnership with either of the transport operators, requesting them to operate a few additional trips a day to the city. What could be the basis of the partnership was also discussed in the meeting and the Dean was convinced by the proposal suggested by them. It appeared to the Dean that this was a good alternative since maintenance and associated

operating expenses need not be taken care by the management. But how to make this option a viable one was a challenge to him. Thinking deeply over the issue, it struck him that TAPMI, being an educational institute, the main source from which it could earn revenue was through the student fees. There could not be any other source from which it could earn surplus revenue though the subsidy was alright. Doing so meant violating the laws in place. This point did not really strike him at the meeting so he again broke his head trying to find out whether any other possibilities existed or not.

Tips from a New Source

In the meantime a very good friend of Prof. Vasudev Rao who happened to be Dean of another reputed B-school had visited the campus. Upon meeting the Dean (Admin), he enquired the reason for so many autos being lined up outside the campus. The Dean explained that it was the last day of their mid-term exam and the students would have plans to go to the city. Since there was neither any institute owned bus nor other commercial buses plying at that time, the autos were the only resort to the students. Hearing this, the Dean from the other B-school shared his experience with him since their problem was quite similar to what TAPMI was facing right now. Prof. Vasudev Rao probed further into the solution which the other B-school had. The Dean of the other B-school suggested him to look into the option of hiring the bus as this model was working fine with them. Prof. Rao wanted to look out for the option of making it viable in his Institute so he asked Manager (Administration) to seek quotations from various bus operators who normally give bus on hire. There were only two tour operators namely M/S Sumukh Tours and Travels owned by Mr. Girish and M/S J N Travels owned by Mr. Haridas who gave their quotations. Both the tour operators gave their options to operate in the evening. The Dean asked his secretary to fix up a meeting with both the tour operators.

Dean: Thank you for responding to our advertisement and also giving your quotation. Mr. Girish you seem to have given a number of options for giving us the bus on hire. Can you elaborate on each one of them?

Girish: Yes Sir, you are right. I have two types of buses which can be given on hire. I have a 20 seater Tata 407 and a 14 seater tempo traveller.

Dean: What about you, Mr. Haridas?

Haridas: Sir, I have a 22 seater Tata 407- Maxi Cab which I can give on hire (**Exhibit-5**).

Dean: What is the particular time in the evening in which you want to operate?

Haridas: Sir we can do one to and fro trip to Manipal in the evening. The bus will start from the campus at 6.15 PM and will begin its return journey from Manipal at 8.45 PM.

Dean: Is the timing proposed by Mr. Haridas fine with you Mr. Girish?

Girish: Yes Sir, I also want to operate during that point of time.

Dean: Mr. Girish, could you kindly elaborate on the options that you have specified in the quotations

Girish: Sure Sir, I have already mentioned that I have two types of buses. The rates will vary on the basis of the type of bus as well as the number of days it plies in a week. If the 20 seater Tata 407 operates daily, then I will charge Rs. 1100 per day and when it is 4 days per week, the charges goes up to Rs.1300 per day. I have quoted the same price differentiation even for the tempo traveller. If it is operating daily, then it is Rs. 900 per day and for 4 days in a week, it is Rs. 1100 per day. Moreover I would be providing a new vehicle if the contract agreement is for 2-3 years (**Exhibit-6**).

Dean: Are the rates going to vary with the changing diesel prices?

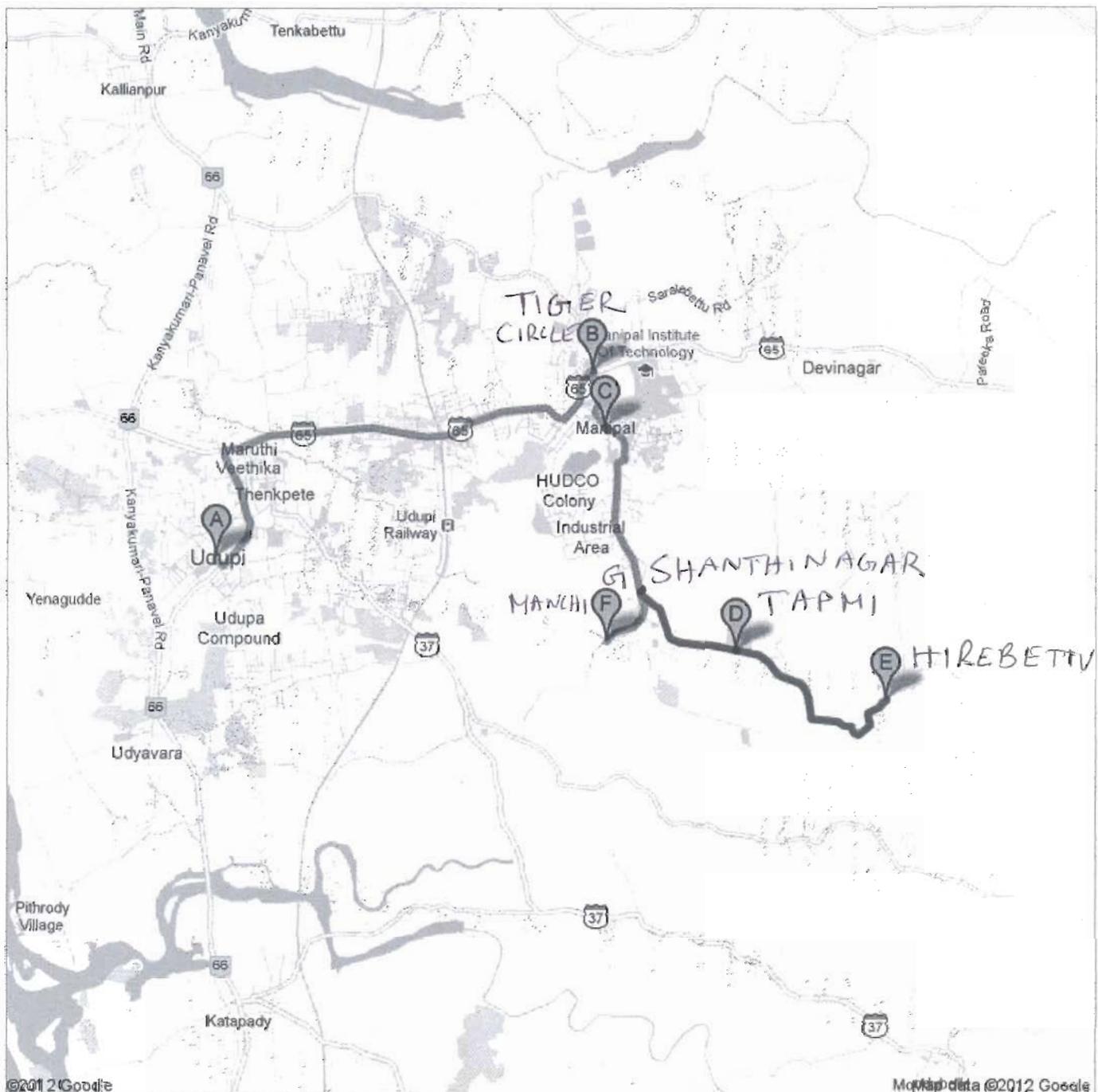
Girish: Yes Sir, the rates will vary if the diesel price is hiked above Rs.3 per litre and the revised rate will be finalized after discussion with you.

Haridas: Yes Sir. The rates would vary for me too, but only if the diesel rate goes above Rs.4 per litre. As Girish pointed out, I am also of the opinion that the revision of the price will be based on the discussion with TAPMI authorities.

Dean: Thank you so much for coming and discussing the different options and the modes of operation with us.

The Dean then decided to sit with Manager (Finance) to discuss the various pros and cons of the options given by the tour operators. The maximum price of the bus ticket was considered at Rs. 20 (for both Institute bus purchase and hire options) irrespective of whether the commuter would take the return trip. But this option would end up with the institute bearing a huge amount in the form of subsidy. Even though this model was successful in the other B-school the odds for success for the same model in TAPMI was extremely low in view of much lesser volumes.

Prof. Vasudev Rao again found himself in a quandary.

Directions to Manchikere Bus Stop, Manipal, Karnataka
18.8 km – about 38 mins
EXHIBIT NO – 1
ROUTE MAP


POINT TO POINT DISTANCES

- (1) UDUPI (A) – TIGER CIRCLE (B) → 6.7 KM
- (2) TIGER CIRCLE (B) – MANIPAL (C) → 0.8 KM
- (3) MANIPAL (C) – SHANTHINAGAR (G) → 3.8 KM
- (4) SHANTHINAGAR (G) – MANCHI (F) → 1.1 KM
- (5) SHANTHINAGAR (G) – TAPMI (D) → 1.7 KM
- (6) TAPMI (D) – HIREBETTU (E) → 1.2 KM

EXHIBIT-2


ARVIND MOTORS (P) LTD.
TATA MOTORS

Commercial Vehicle Dealer

Revised Quotation Cum Proforma Invoice

 Name: DEAN,
 T.A PAI MANAGEMENT INSTITUTE,
 P.B-NO 9,MANIPAL,
 UDUPI DIST-576104

04-Jul-12

Model	Qty	Unit price Rs	Amount Rs
Cost of TATA MODEL LP 410/3400 mm Wheel base BSIII Full Forward Control 26+1 Seater Hi Back Fully Built School Bus fitted with TATA 497 Turbo Charged & Intercooled Engine, GBS 27 Gear Box, Variable Steering, Fail safe Parking Brake, 07 wheels, 07 Tyres size (7.50X16) Price including of Excise Duty and VAT (Value Added Tax) @ 14% ex our showroom at Mangalore	1	1,092,242.00	1,092,242.00
LESS DISCOUNT	1	50,000.00	50,000.00
TOTAL			1,042,242.00
OTHER EXPENSES TO BE PAID EXTRA			
INSURANCE	1	38,500.00	38,500.00
APPROX 1YEAR TAX	1	3,700.00	3,700.00
APPROX REGISTRATION CHARGES	1	6,500.00	6,500.00
SPEED GOVERNER FITMENT CHARGES	1	14,500.00	14,500.00
TOTAL			63,200.00

Please note : The above price & discount offer is valid till 31-07-2012

For ARVIND MOTORS PVT LTD.

 Authorised Signatory

Terms and conditions

- Above prices are current ex-showroom prices. Buyers will have to pay prices prevailing at the time of delivery
- Optionals, accessories, insurance, registration, taxes, octroi, other levies etc will be charged extra as applicable
- Prices are for current specifications and are subject to change without notice.
- Prices and additional charges as above will have to be paid completely to conclude the sales
- Payment for all the above items will be by demand draft/cheques, favoring ARVIND MOTORS PVT LTD payable at MANGALORE. Post-dated cheques will not be accepted.
- Delivery will be effected after two days of completion of finance documentation, submission of PDCs, approval & disbursement of loans etc
- Acceptance of advance/deposit by seller is merely an indication of an intention to sell and does not result into a contract of sale
- All disputes arising between the parties hereto shall be referred to arbitration according to the arbitration laws of the country
- Only the courts of MANGALORE shall have jurisdiction in any proceedings relating to this contract.
- The company shall not be liable due to any prevention, hindrance, or delay in manufacture, delivery of vehicles or accessories/optionals due to shortage of material, strike, riot, civil commotion, accident, machinery breakdown, government policies, acts of god & nature, and all events beyond the control of the company
- Taxes as applicable
- This is to inform all our esteemed customers that any advance payments for purchase of vehicles made by them to us are our own liability and our principals M/S Tata motors Ltd are in no way, implicitly or explicitly responsible for any vicarious liability for the refund of advance or delivery of vehicles thereof, as they deal with us on a principal to principal basis.
- I/we hereby certify that my/our registration certificate under the LST & CST ACT is in force on the date on which the sale of the goods specified in this bill/cash memorandum is made by me/us and that the transaction of sale covered by this bill/cash memorandum has been effected by me/us in the regular course of my/our business

H.O.: Balmatta Road, Mangalore - 575 001

 PBX: 2425633/34, 4255631/33/34/35. Phone: 2441544 Fax: 0824-2422877/4255636 E-mail: sales.hcv@arvindmotors.com
 Workshop, Lav Kujur, Mangalore - 575 013 Phone: 2454308, 2459237, 2458977, 2458987
 CST No.: 30167863 TIN: 29030082203

EXHIBIT-3

MANGALORE FORCE

NO. 6-146/12, Urwa Stores Road, Kottara Chowki

MANGALORE - 6

Phone : 2532095

TIN : 29330494385

PROFORMA INVOICE

Date : 08.05.2012

Customer Name & Address :

T.A.PAI MANAGEMENT INSTITUTE
MANIPAL
UDUPI

Particulars

Qty

Amount
(Rupees)

Tempo Traveller Smooth school bus power steering fitted with TD 2650F Deisel Engine
(4) 215 R 14 Tyres with ETT 20+D seater (BSIII)
Insurance Charges
Handling charges
Tax & Registration

1

875111 00
31400 00
1500 00
28000 00

TOTAL

936011 00

Rupees nine Lakh Thirty six Thousand eleven Only

Payment : By D.D. in favour of Mangalore Force payable at MANGALORE

Delivery : With in week

For MANGALORE FORCE

Authorised Signatory

TERMS & CONDITIONS

1. Please note that the prices stated in this proforma invoice are not final but only provisional and they are liable to change without notes for which we are not responsible and the final selling retail price for the one that is fixed by our principle at the time delivery of the vehicle. Irrespective of the date of placing the order for the vehicle with us by the customer.
2. Please note that this proforma invoice is not a proposal
3. The price tags attached to equipment, specification etc, are the ones which are likely to change from time to time depending upon the date of order for the vehicle or its acceptance by the customer.
4. Payment should be Demand Draft in Favour of Mangalore Force payable at Mangalore.
5. The customer are required to bear with us, in case there is any delay in our delivering of the vehicle to the customers on account on delay in dispatching the same to us by the principle.
6. No interest will be paid on booking amount as well as on balance payment
7. No interest will be paid for delayed for supplies.
8. Speed governer charges extra

EXHIBIT - 4



AUTOMOTIVE MARKETING PVT. LTD.

(ISO 9001 : 2000 Certified Company)

NH-48, Near Somanatha Katte, Adyar, Mangalore - 575 009.

Tel.: 0824-2276150 Telefax : 2276151

(32 Seater)



EICHER

TIN : 29520706856

CST : 25016212 dt. 21.2.97

PROFORMA INVOICE 6627				Date: <u>12/02/2012</u>	
To The Dean (Administration) T.A.Pa Management Institute. P.O. Box - 09 Manipal - 576104					
Eicher with tools and accessories _____ HP Direct injection _____ stroke Diesel Engine with one spare wheel with tyre and tube and with standard as per model specified below:					
Sl. No	Wheel Base M M	Configuration	Unit Price Rs.	Qty.	Total Rs.
1.	4265	Eicher 10.75 Skyline School bus with special features (32 seater) Discard Insurance Registration Special govt	13,44,341/- 55,341/-		12,89,000/- 39,000/- 7500/- 13,000/-
Total				Rs.	13,48,500/-
Price inclusive of V A T					

TERMS AND CONDITIONS

1. Advance payment by Demand Draft in favour of AUTOMOTIVE MARKETING PVT. LTD. payable at Mangalore.
2. Balance payable by Demand Draft in favour of AUTOMOTIVE MARKETING PVT. LTD. Payable at Mangalore.
3. The prices indicated above are inclusive of K VAT as applicable.
4. Prices prevailing at the date of delivery will be applicable.
5. The delivery of the vehicle will be normally effected within two weeks from the date of confirmed booking, at our showroom at Mangalore and will be subject to availability, and receipt of full payment.
6. Arranging finance for new vehicle will be the sole responsibility of the customer.
7. Advance payment will be refunded only after deducting Rs. 5000/- as Cancellation Charge, if the order is cancelled by the customer.
8. In case of cancellation, cancellation request letter has to be forwarded along with the original order booking form and original receipt. Refund will be made within one month without any interest.
9. In the case of exchange deal, Exchange price will be as per terms & conditions mentioned in the exchange vehicle agreement signed by customer and exchange vehicle in charge of the company.
10. Price allowed for exchanging old vehicle will be valid only if customer takes delivery of new vehicle from AUTOMOTIVE MARKETING PVT. LTD.
11. Vehicle once sold will not be taken back.
12. Subject to Force Majeure clause.
13. Subject to jurisdiction of Courts at Mangalore.
14. The customer shall not be entitled to transfer the booking effected into the name of any other person and the vehicle would be delivered and invoiced only in the Name & Address of the person specified in the Delivery Order of the Financier.

For AUTOMOTIVE MARKETING PVT. LTD.

I have gone through / have been Explained the terms and conditions stipulated above and this order is being placed after accepting the same.

A. [Signature]
Authorised Signatory



88 YEARS OF REPUTATION AND TRUST

EXHIBIT-5

J.N.Travels

"Prasad", Near bus stop, Pangala -- 576122, Udupi Dist.

Mob : 9448445496, 9902203951

06.01.2012

Pangala

QUOTATION


P. Haridas

To,

The Dean
Academic,
TAPMI
Manipal.

Dear Sir,

We hereby submitting our quotation for providing transport facility of 1 no. "TATA 407 -- Maxi cab" vehicle of 22 seats. Our lowest price for the above facility is Rs. 1,200/- per day.

Kindly provide an opportunity to serve your esteemed Institution.

Thanking you and looking forward your favorable reply.

Yours faithfully

For J. N. TRAVELS Pangala

P. Haridas Bhat

Pangala.

(Proprietor)


Proprietor

EXHIBIT - 6

SUMUKH Tours & Travels

Deluxe VCD Coach

PANDURANGA TOWERS, PARKALA 576 107 UDUPI DIST

Cell : 9448529696 9845384433 Tel : 0820 2545444

ST NO: AQCPKO7088PSTOO1

TO : TAPMI Manipal

NGS

Sub : Travelling Van Quotation For New TAPMI College to Manipal Tiger Circle

- (1) 20 Seater 407 Tourist Van Charges for New TAPMI Campus to Manipal Tiger Circle (Dropping & Pick up) (6.15 Pm to 8.45 Pm) (Everiday ---- Yearly) } Rs 1100/- Per Day
- (2) 14 Seater T.Traveller Van Charges for New TAPMI Campus to Manipal Tiger Circle (Dropping & Pick up) (6.15 Pm to 8.45 Pm) (Everiday ---- Yearly) } Rs 900/- Per Day
- (3) 20 Seater 407 Tourist Van Charges for New TAPMI Campus to Manipal Tiger Circle (Dropping & Pick up) (6.15 Pm to 8.45 Pm) (Weekly---- 4 Days) } Rs 1300/- Per Day
- (4) 14 Seater T.Traveller Van Charges for New TAPMI Campus to Manipal Tiger Circle (Dropping & Pick up) (6.15 Pm to 8.45 Pm) (Weekly ----- 4Days) } Rs 1100/- Per Day

NOTE : New Vehicle will be Provided if the Contract Agreement will be For 2 - 3 Years

Rate will be Verrying if the Diesel Rate Hike (Above Rs 3/-)