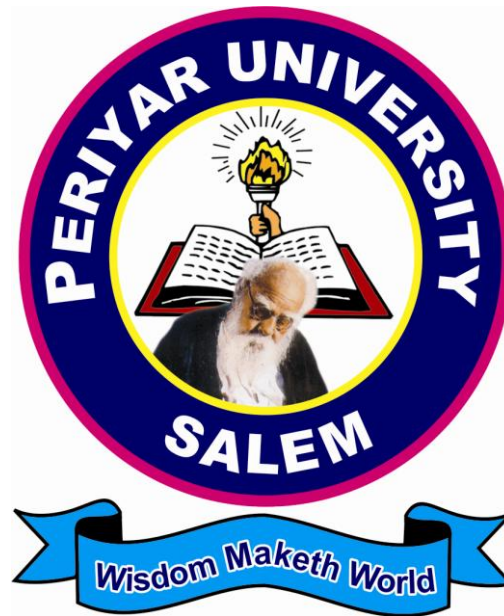


**PERIYAR UNIVERSITY
SALEM -11**



PERIYAR INSTITUTE OF DISTANCE EDUCATION

(PRIDE)

REGULATIONS AND SYLLABUS

**(MASTER OF BUSINESS ADMINISTRATION)
TRANSPORT MANAGEMENT**

(STUDENTS ADMITTED FROM 2014- 2015 ONWARDS)

REGULATIONS

1. ELIGIBILITY FOR ADMISSION:

Candidates for admission to the first year of the Master of Business Administration degree course shall be required to pass to Bachelor's Degree of any discipline in any Recognized University.

2. DURATION OF THE COURSE:

The course shall extend over a period of two academic years / calendar years. The subjects of study shall be in "accordance with the syllabus prescribed from time to time.

3. SUBJECTS OF STUDY:

The total number of subjects of study will be 16 out of which 15 will be compulsory and the remaining 1 will be electives / project.

The candidates shall take 8 subjects in the First year and the remaining subjects / project in the second year.

All subjects carry a maximum of 100 marks each. The project carries 100 marks. There will be no viva voce examination on project.

4. SCHEME OF EXAMINATION:

In each Examination for the written paper, 25% of marks shall be awarded by the continuous internal assessment and 75% of marks by external valuation, by the University. Each examination for the written paper shall be of 3 hours duration and carry 75 marks.

The distribution of examination shall be as follows:

FIRST YEAR:

- 1.1 Principles of Management
- 1.2 Managerial Economics
- 1.3 Managerial Communication
- 1.4 Legal Environment of Business
- 1.5 Organizational Behavior
- 1.6 Business policy & Strategic Management
- 1.7 Financial and Management Accounting
- 1.8 Research Methodology

Second Year

- 2.1 Production Management
- 2.2 Financial Management
- 2.3 Human Resource Management
- 2.4 Marketing Management
- 2.5 Principle and Practice of Transport Management
- 2.6 Transport Planning & Decision making
- 2.7 Essentials of Transportation

Elective: 2.8 Project work/ Elective paper: Transportation methods

- 1. The Project Guide should possess MBA / M.Phil /degree with two year of Teaching Experience in the concern syllabus and approval must be obtained from the Director PRIDE**
- 2. The copy of the approval must be enclosed at the time of submission of the projects Reports.**
- 3. Other conditions will apply as per PRIDE rules and regulations.**

Question Paper Pattern (Common to all Theory Exams)

Duration: 3 hrs.

Total Marks: 75

PART-A (5x 5 = 25 Marks)

Answer all questions each answer not to exceed one page

1. (a) Question from Unit-I or
(b) Question from Unit-I
2. (a) Question from Unit-II or
(b) Question from Unit-II
3. (a) Question from Unit-III or
(b) Question from Unit-III
4. (a) Question from Unit-IV or
(b) Question from Unit-IV
5. (a) Question from Unit-V or
(b) Question from Unit-V

PART-B (5 x 10 = 50 Marks)

Answer all Questions each answer not to be exceed four pages

6. (a) Question from Unit-I or
(b) Question from Unit-I
7. (a) Question from Unit-II or
(b) Question from Unit-II
8. (a) Question from Unit-III or
(b) Question from Unit-III
9. (a) Question from Unit-IV or
(b) Question from Unit-IV
10. (a) Question from Unit-V or
(b) Question from Unit-V1.1

1.1. PRINCIPLES OF MANAGEMENT

UNIT-1- Introduction

Definition and Meaning - Introduction - characteristics of Management - Scope and functional areas of management - Levels of Management and Administration.

UNIT-II - Planning

Planning - Nature, Process, Types, Steps - Process -Objectives - Policy making - importance - Types, formulation and administration -Decision making Process.

UNIT-III - Organizing

Organizing and staffing - Nature - Principles - Types - Departmentation - Committees - Centralization Vs Decentralization authority and Responsibility - Span of control - MBO and MBE -Staffing process.

UNIT-IV - Directing

Meaning and nature - Leadership styles - Theories of Motivation - Importance of Financial and Non-Financial incentives - Communication – Types, Process, Barriers to effective Communication.

UNIT-V - Co-ordination and Control

Co-ordination and Control - Meaning - Need – Principles of effective Co-ordination - Problems - controlling - importance of Controlling – process of controlling.

Reference Books:

1. L.M. Prasad, Principles of Management, Sultan Chan & sons.
2. C.B, Gupta, Business organization and Management, Sultan Chand & sons.
3. P.C. Tripathi and P.N.Reddy, Principles of Management, TataMcGraw-Hill Publishing co., Ltd., New Delhi.
4. Dingar Pagare, Business Management, Sultan Chand & sons.
5. J. Jayashanlcar, Principles of Management, Margnam Publications. Lewis A. Atten, Management and Organisation 5 McGraw-Hill Publications.

1.2. MANAGERIAL ECONOMICS

UNIT-1

Managerial Economics – meaning, nature and Scope – Managerial Economics and Business decision making – Role of Managerial Economist – fundamental concepts of Managerial Economics – Demand Analysis – Meaning, determinants and types of demand – Elasticity of demand.

UNIT-II

Supply - meaning and determinants – production decisions – production functions – Isoquants, Expansion path – Cobb – Douglas function. Cost concepts – cost – output relationship – Economies and diseconomies of scale – cost functions.

UNIT-III

Market structure – characteristics – Pricing and output decisions – methods of pricing – differential pricing – Government intervention and pricing.

UNIT-IV

Profit – Meaning and nature – Profit policies – Profit planning and forecasting – Cost volume profit analysis – Investment analysis.

UNIT-V

National Income – Business cycle – inflation and deflation – Balance of payments – Monetary and Fiscal Policies.

Reference Books:

1. Gupta G. S.- Managerial Economics
2. Varshey RX & Maheswari.KX. -Managerial Economics.

1.3 MANAGERIAL COMMUNICATION

UNIT-I

Role of Communication in Business - Main forms of Communication in Business -Communication process - Coding and decoding - Non-verbal symbols - Verbal symbols - Seven communication roadblocks.

UNIT-II

Active listening - Anatomy of poor listening - Contributors to poor listening -Anatomy of poor speaking - Good listening - Logical Traps.

UNIT-III

Business presentation - Features of good presentations - Planning, Structuring and Delivering presentations - Handling questions - Coping with nervousness. Procedure for reduce wastage, call a meeting - Conducting meetings - minutes.

UNIT-IV

Business letters - Stationery - Format and layout -E-mail - Presenting mail - Commonsense and etiquette. Report Writing - Parts of a report - Qualities of a good report - Improving writing skills.

UNIT-V

Recruitment Correspondence - Application Letter - Curriculum Vitae / Resume -Invitation' to interview - Offer of employment - Letter of acceptance -letter of resignation -Recommendation letter.

Reference Books:

- 1.Matthukutty M Monippally, Business Communication Strategies, Tata McGraw-Hill. Chaturvedi P.D. et ai, Business Communication; Concepts, Cases, & Applications, Pearson Education.
- 2.Shirley Taylor, Communication for Business, Pearson Education.
- 3.Lesiicar and Flatley, Basic Business Communication, Tata McGraw-Hill.
- 4.Courtan L. Bovee et al., Business Communication Today, Pearson Education.
- 5.Rajendra Paui et al., Business Communication, Sultan Chand & Sons.

1.4 LEGAL ENVIRONMENT OF BUSINESS

UNIT-1

Indian Contract Act-1872 - Meaning and Nature of Law - Offer and Acceptance -Consideration - Capacity of Parties - Free Consent - Legality of Object and Consideration - Agreements Expressly Declared Void - Contingent Contract - Performance of Contracts- Discharge of Contract

UNIT-II

Contracts of Indemnity and Guarantee- Contract of Bailment and Pledge-Contract of Agency

UNIT-III

Sale of Goods Act-1930 - Conditions and Warranties - Transfer of Ownership or Property in Goods - Performance of the Contract of Sale - Remedial Measures.

UNIT-IV

Indian companies Act-1956-Kinds of companies-Formation-Memorandum of Association- Articles of Association-prospectus-Statement in lieu of prospectus-Misstatements in prospectus

UNIT-V

Central of Agency- Indian Partnership Act- Nature of Partnership- The Negotiable Instruments Act, 1881.

Reference Books:

- 1.Nirmal Singh - Business Law - Deep & Deep Publication Pvt., Ltd., New Delhi.
2. N.D. Kapoor - Business Law - Sultan Chand - Ne'w Delhi.'

1.5 ORGANISATIONAL BEHAVIOUR

UNIT-I

Meaning, Nature and Scope of Organizational Behaviour - Need for studying Organizational Behaviour - Disciplines contributing to Organizational Behaviour -Organizational Behaviour process - Approaches to the study of Organizational Behaviour .

UNIT-II

Personality - Types of Personality - Theories of Personality - Perception - Perceptual Process - Perception and its application in Organizations.

UNIT-III

Motivation - Meaning - Nature of Motivation - Theories of Motivation and Techniques - Motivation Process- Job satisfaction - Measuring Job satisfaction.

UNIT-IV

Group Dynamics - theories of Groups -Group cohesiveness - Group role - Group decision making techniques - Group conflict.

UNIT-V

Leadership - Leadership styles - Theories - Leadership styles in Indian Organizations - Power - Sources of Power - Organization Culture - Types of Culture -Function of Culture - Organization Effectiveness.

Reference Books:

- 1.Stephen P. Robbins, Organizational Behaviour, Pearson Education. Newstrom & Davis, Organizational Behaviour, Tata McGraw-Hill.
- 2.Jit S Chandan. Organizational Behaviour, Vikas Publishing House.
3. K.Aswathappa, Organizational Behaviour, Himalaya Publishing House.
- 4.Fred Luthans, Organizational Behaviour, Tata McGraw-Hill. L.M. Prasad, Organizational Behaviour, Sultan Chand & Sons.

1.6 BUSINESS POLICY AND STRATEGIC MANAGEMENT

UNIT-I

Introduction to Business Policy: Evolution, Nature, Purpose - Importance and the objectives of Business Policy. An overview of strategic Management: Policy-Strategy-Tactics -Levels of strategy-Strategic decision making-Strategic .

UNIT-II

Strategy formulation: Strategic Intent-Vision, Mission, Business Definition, Goals and Objectives. External Environment: Market-Technological-Supplier-Economic-Regulatory-Political-socio-cultural and International environment-Techniques of Environmental Analysis.

UNIT-III

Strategy Alternatives: Corporate level strategies-Grand strategies: Stability-Expansion — Retrenchment- Combination. Business level strategies.

UNIT-IV

Strategy Analysis and Choice: Corporate level strategic analysis- Boston consulting group (BCG) matrix-General Electric (GE) matrix - Business level strategic analysis.

UNIT-V

Strategy Implementation and Evaluation: Project and Procedural Implementation-resource allocation- structures-leadership- functional and operational Implementation.

Reference Books:

1. Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw-Hill.
2. Charles W.L. Hill & Gareth R.Jones, Strategic Management Theory : An Integrated approach, Houghton Mifflin Company.
3. Arthur A. Thompson Jr, A.J. Strickland III and John E.Gamble, Crafting and Executing strategy: The quest for competitive advantage- Concepts and Cases-Tata McGraw-Hill.
4. Fred R. David, Strategic Management: Concepts and Cases, Pearson Education.
5. Thomas L. Wheeien, J.David Hunger, Concepts of Strategic Management and Business Policy Pearson Education.

1.7 FINANCIAL AND MANAGEMENT ACCOUNTING

UNIT-1

Introduction to Financial Accounting - Meaning, Scope, Principles, Concepts and Conventions - Preparation of Financial statements, Trial Balance - Manufacturing, Trading Account - Profit and Loss Account - Balance sheet.

UNIT-II

Financial Statement: Analysis and Interpretation - Meaning in Types of Financial Statement - Types of Financial Analysis - Steps involved in Financial Statement Analysis Techniques of Financial Analysis - Limitations of Financial Analysis.

UNIT-III

Ratio analysis - Meaning - Classification - Advantages of Ratio Analysis – Fund Flow Analysis - Cash Flow Analysis.

UNIT-IV

Budgeting Control - Meaning of Budget - Classification of Budgets – Performance Budgeting - Zero base budgeting - Standard Costing - Determination of Standard cost -Variance Analysis - Cost and sales Variances - Control of Variance.

UNIT-V

Marginal Costing and Profit planning - Cost Volume Profit Analysis - Break even analysis.

Reference Books:

1. R.S.N. Pillai & Bagavathi - Management Accounting S.Chand & Co.Ltd., New Delhi (2002)
2. R. Narayanaswamy - Financial Accounting - A managerial perspective Prentice Hall India Pvt, Ltd., New Delhi.
3. Bhattacharya S.K.John Dearden Accounting for Management text and cases – Vikas publishing house, New Delhi, 2000.
4. Dr. S.N. Maheswari - Financial Management Accounting - Sultan Chand and sons, New Delhi.
5. P.C. Tulsiar - Financial Accounting - Tata McGraw Hill, Publishing Company, New Delhi.
6. Dr. VR. Palanivelu University Sconce press New Delhi (2013).

1.8 RESEARCH METHODOLOGY

UNIT-I

Nature and significance of management research - Concepts of social science research - Stages in research process - Research Design - Hypothesis.

UNIT-II

Kinds of data - Methods of data collection - Sampling techniques - Survey method ~ Case Study - Interview techniques ~ Interview schedule - Questionnaire - Data processing -Report writing.

UNIT-III

Measures of central tendency - Measures of dispersion - Measures of asymmetry -Measures of relationship - Simple regression analysis - Multiple correlations and regression analysis.

UNIT-IV

Testing of hypotheses - Procedure for hypothesis testing - Chi-square test -t test - F test - Limitations of the tests of hypotheses.

UNIT-V

Analysis of Variance (ANOVA) - Setting up ANOVA table - One way and two way ANOVA - Analysis of covariance - Non-parametric tests - Multivariate techniques.

Reference Books:

1. Wilkinson *S.L* Bhandarkar - Methodology and Techniques of Social Research
2. Kothari C.R - Research Methodology: Methods and Techniques
3. Gopal M.H - An Introduction to Research Procedure in Social Sciences
4. Gupta S.P- Statistical Methods
5. Uma Sekaran - Research Methods for Business.

2.1 PRODUCTION MANAGEMENT

UNIT-1

Production Management - Definition - Production System - Difference between services and goods production - Historical development of production management -Product design - Steps - Designing for the customer.

UNIT-II

Facility location - Factors affecting plant location - Plant location selection methods Process analysis - Types of processes - Process selection - Methods - Production layout techniques - Process layout.

UNIT-III

Capacity planning - Concepts - Economies of scale - The Experience curve -Determining capacity requirements - Enterprise resource planning - Production scheduling - Nature and Importance of work centers.

UNIT-IV

Materials management - Materials requirement planning - Master production schedule - Purchase management - Vendor selection - Methods - JIT system- Inventory control - Purposes - Inventory models - EOQ models (without shortages) - Break models.

UNIT-V

Quality control - Acceptance sampling - Statistical quality control -Maintenance management - Purposes - Types - Break down and Preventive maintenance Work measurement - Work study - Time study- Standard time - Measurement techniques.

Reference Books:

1. Production and Operations management - B.S. GoeJ - Pragati Prakashan (2005)
2. Production and Operations management - S.A.Shunwalla & Patel, Himalaya Publishing (2006)
3. Production and Operations Management - R. Panneerselvan - Prentice Hall (2005).

2.2 FINANCIAL MANAGEMENT

UNIT-I

Introduction - Finance and Related Disciplines - Scope and objectives of Financial Management- Finance function and its organization.

UNIT-II

Capital Expenditure Evaluation - Methods and Appraisals - Pay back period, simple and Discounted - Net Present value, Internal Rate of Return - Accounting Rate of Return and Profitability Index - Capital rationing.

UNIT- III

Cost of Capital - Importance, Measurement of specific cost - Computation of Overall Cost of Capital - Capital structure - Determinants and theories.

UNIT-IV

Dividend policy Decision - Determinants – Leverages and its types – simple Problems.

UNIT-V

Sources of Finance - Short term and Long term sources – Working capital management – Determinants a WC – Estimation of WC requirement – Simple Problems.

Reference Books:

1. Pandey I.M., Financial Management, Vikas Publishing House.
2. Prasanna Chandra, Fundamentals of Financial Management, Tata McGraw-Hill
3. James and Van Home, Financial Management and Policy, Prentice Hall
4. Maheswari. S.N., Financial Management: Principles and Practice, Sultan Chand & Sons.
5. Khan. M and Jain.P, Financial Management; Principles and Practice, Tata McGraw-Hill.
6. Dr. VR Palanivelu Sultan chands suns Ltd New Delhi.

2.3. HUMAN RESOURCE MANAGEMENT

UNIT-1

Perceptive in Human Resource Management: Evolution - importance Objectives - Role of Human Resource Manager.

UNIT-II

The Concept of best-fit employee : Importance of Planning -Forecasting - Internal and external sources. Selection process screening.

UNIT-III

Training and executive development; Training Needs - Types of training methods, purposes, benefits resistance.

UNIT-IV

Sustaining employee interest; Compensation plan - Reward - Motivation - Theories of motivation.

UNIT-V

Performance evaluation and control process: Method of performance evaluation -Feedback - Industry practices. Promotion, demotion, transfer and separation - The control process - Importance - Methods - Requirement of effective control systems.

Reference Books:

- 1.Decenzo and Robbins, Human Resource Management, Wilsey.
- 2.Biswajeet Pattanayak, Human Resource Management, Prentice Hall of India.
- 3.Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company.
- 4.Dessler, Human Resource Management, Pearson Education Limited.

2.4 MARKETING MANAGEMENT

UNIT-1

Markets and marketing - Scope of Marketing - Fundamental concepts, trends and tasks - Marketing and customer value - Nature and contents of a marketing plan.

UNIT-II

Marketing Research Process - Measuring marketing productivity - Demand Measurement - Building Customer Value, Satisfaction and Loyalty - Maximizing Customer Lifetime Value - Customer Relationship Management.

UNIT-III

Levels of Marketing Segmentation - Segmenting Consumer Markets - Bases for segmenting Business Markets - Market Targeting - Building and managing Brand Equity -Developing and communicating a positioning strategy - Differentiation Strategies - Product Life Cycle Strategies.

UNIT-IV

Product Characteristics and Classification - Product and brand relationships -Developing Pricing Strategies and Programmes - Setting and Adapting the Price.

UNIT-V

Role of Marketing Communication - Developing Effective Communication -Deciding and managing Marketing Communication Mix - Advertising versus Promotion -Direct Marketing and Interactive Marketing - New Product Development Process.

Reference Books:

1. Philip Kotler and Kevin Lane Keller; Marketing Management, Prentice Hall India.
2. Kotler and Armstrong: Principles of Marketing, Prentice Hall India.
3. V.S. Ramaswamy and S.Namakumari; Marketing Management, Macmillan India.
4. Rajiv Lal et al: Marketing Management: Text and Cases, Tata McGraw-Hill.
5. Etzel, Stanton and Walker: Fundamentals of Marketing, McGraw-Hill.

2.5 PRINCIPLES AND PRACTICE OF TRANSPORT MANAGEMENT

UNIT – I

Origin and Growth of Transport – Organization Structure – Top level Management – Middle level Management – Operating level Management - Transport system in India.

UNIT -II

Capacity Development and its Utilization – Factors of Capacity Development – Aspects of Capacity Development – Capacity utilization and Operating efficiency – Measures of capacity utilization.

Unit – III

Cost Analysis – Variables of Cost Analysis – Composition of Costs – Operating Cost Analysis – Non-operating Cost – Revenue Analysis – Composition of revenue.

Unit – IV

Profitability Analysis – Concept of Profitability – Profit and efficiency of Enterprise – Measurement of Profitability – Operating Profit Margin – Return on Capital employed - Variables of Profitability Analysis.

UNIT – V

HR Structure of Transport Management – Role of Operational Management – Responsibilities of Transport Management – Vehicle Planning – Steps and Procedures of Vehicle Planning.

References

1. Briggs, K. (1972) *Introducing Transportation Networks*, London: University of London Press Ltd.
2. Banister, D. (2002) *Transport Planning*. 2nd ed. London: Spon Press.
3. Black, W. (2003) *Transportation: A Geographical Analysis*. New York: Guilford.
4. Stutz, R. and A. de Souza (1998) *The World Economy: Resources, Location, Trade and Development*, Third Edition, Toronto: Prentice Hall.

2.6 TRANSPORTATION PLANNING & DECISION MAKING

UNIT- I

Transport planning and Decision making- Introduction- Importance of Transportation planning- Role of Transportation planning- Concept of Transport Planning - Benefits of Transportation planning - Transport and Sustainable development.

UNIT- II

Methods of Transport Planning - Strategic Planning, Role of Land use Planning – Interrelationship of Planning and Environmental Process – Approaches of Transport Planning.

UNIT - III

Transportation Improvement Program (TIP) – Basic steps in Transportation planning – Basic Components of Transportation planning – Key products of TP – Long Range Transportation Plan (LRTP) - Long range plan Goals and Objectives.

UNIT - IV

Decision making Models – Decision making approaches – Elements of Decision making – Characteristics of Decision oriented planning process – Linkage between Transportation Planning and Stages of Decision making.

UNIT- V

Traffic Impact Assessment – Various Stages of traffic impact assessment – Institutional environment – Functions of Metropolitan Planning Organization (MPO) - Barriers – Function – Mix of Transportation Strategies.

References

1. Michael D Meyer Eric J. Miller (2001), “Urban Transportation Planning”, second edition, McGraw-Hill Higher Education.
2. Braybrooke, D and C. Lindblom (1970), “A Strategy of Decirm, NewYork: Press.
3. Anita F.P., (1962), “Transport in Developing Economy” Forum of Free Enterprise, Bombay.
4. Argenti , John ., (1977)”Corporate Planning”, London

2.7 ESSENTIALS OF TRANSPORTATION

UNIT – I

Transportation Operations – Better asset utilization, improved service levels, reduce delivery time, better transportation procurement – Characteristics of Transportation – Importance of Transportation in Micro and Macro level perspective.

Unit – II

Transportation and Economic Development – Economic impacts of Transportation – Transport of Economic factors - Geographical specialization - Large scale production - Assess current state of Transportation Operation.

Unit – III

Transport Terminals – Nature and Functions of Transport Terminals – Importance and Performance of Transport Terminals – Passenger Terminals – Freight Terminals – Terminals cost.

Unit – IV

Managed Transportation Management System – Managed Transportation Services – Difference between TMS & MTS- Road Map Improvement – Benefits of Improvement Transportation.

Unit – V

Transportation and Travel Evolution - Role in Tourism Development - International Trade & Freight Distribution – Role of Transportation in Logistics Chain – Interrelationship between Transportation and Logistics.

References

1. Timoto B. Aquino Ramon Paul L. Hernan do (2011), “ Essentials of Transportation and Public utilities law”.
2. Patanker, P.G. (1985), “ Road Passenger Transport in India”, New Delhi,
3. Locklin (1977), “Economics of Transport”, Homewood.
4. Hanson, Susan, ed. and Genevieve Giuliano, ed. The Geography of Urban Transportation. New York: The Guilford Press, 2004. Print.

2.8 TRANSPORTATION METHOD

UNIT- I

Introduction of Transport System – Classification of Transportation - Choices of Transport – Primary intercity carries – Co-ordinated Services – Small Shipment Carries – Agents – Others.

Unit – II

Transport infrastructure – Transport Functionality and Principle - Different of Modes of Transport – Rail network – Motor Carries – Water transport – Pipelines – Water transport - Air transport.

Unit – III

Selection of Transport - Methods of Selection - Operational factors – Environmental factors - Transport Regulation – Economic regulation & Social regulation – Inter state regulation – Indian Reservation Roads Program (IRR).

Unit – IV

Multimodal transport operations - Regulation of Multimodal Transportation – Registration for Multimodal Transportation – Multimodal Transport Document – Issues of Multimodal Transport – Liability of Multimodal Transport.

Unit V

Transportation Management – Economic factors – Cost structure – Pricing strategies – Rating – Transport documentation – Fleet Sizing and Configuration – Routing and Scheduling - Responsibilities of Traffic Department.

References

1. Diamond, H. and P. Noonan, (1996), Land use in America, Washington, D.C., Island Press.
2. Barry, W.S. (1963), “Managing A Transport Business”, London.
3. Beckmen, M., M.C., Guire, C.B., and Winsten C.B., (1956), “Studies in Economics of Transportation”, Yale University Press.
4. Foster, C.D., (1963), “The Transport Problem”, London.