

# MGT 253: Productivity Management

Lecture Hours: 150

Full Marks: 100

Pass Marks: 35

## Course Objectives

The course aims to provide the students with the knowledge of the productivity management, and the develop the knowledge and skill of the students of using the tools and techniques of productivity improvement.

## Course Description

This course contains introduction to productivity management, factors affecting productivity management, productivity improvement tools and technique, productivity movement and international and regional cooperation, productivity in Nepal.

## Course Details

### Unit 1: Introduction

LH 33

Definition of Productivity; Concept and Misconception of Productivity (Production vs. Productivity, Efficiency, Profitability); the importance and role of productivity, productivity management system, productivity policy, approaches to productivity appraisal- total productivity, labor productivity, government and public sector productivity appraisal, comparing and analyzing productivity; approaches to productivity analysis in the enterprises- the Kurosawa structural approach, Lawlor's approach, Gold's approach, quick productivity appraisal approach, Inter-firm comparison, Quality and Productivity Management.

### Unit 2: Factors Affecting Productivity and Productivity Improvement

LH 37

Internal factors: Hard factors and Soft factor; External factors: Structural adjustments, Natural resources, Government, Infrastructure and Others, General considerations, productivity improvement programs: concepts and key elements, organizational approaches to productivity improvement programs, Levels of Productivity Measurement: Macro Level and Micro Level; Types of Productivity Measurement: Total Productivity; Total Factor Productivity; Partial Productivity (Labor, Capital and Materials); Productivity Measurement Approaches (Physical Measurement, Value Measurement and Value-Added Measurement) major variations of productivity programs, productivity improvement techniques- industrial engineering and behavioral, productivity improvement strategies and action plans.

### Unit 3: Productivity Measurement

LH 28

Concept, objectives of productivity measurement, Levels of Productivity Measurement: Macro Level and Micro Level; Types of Productivity Measurement: Total Productivity; Total Factor Productivity; Partial Productivity (Labor, Capital and Materials); Productivity Measurement Approaches (Physical Measurement, Value Measurement and Value-Added Measurement), management by objectives and productivity measurement, system approach and productivity measurement, performance objectives- productivity (PO-P), identification of key performance areas (KPA's), setting of performance objectives, ranking and weighting and sub-systems, KPA's and PO's performance indices- calculation and evaluation.

#### **Unit 4: Productivity Improvement Tools and Technique**

Software Oriented; Hardware Oriented

**LH 15** Productivity

#### **Unit 5: Productivity Movement and International and Regional Cooperation**

**LH 14** Productivity Movements in Different Regions: European Countries, Asia-Pacific and others; International and Regional Productivity Organization; International Labor Organization (ILO); Asian Productivity Organization (APO) and member NPO's

#### **Unit 6: Productivity in Nepal**

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##### **H 13**

Productivity Movements in Nepal; Productivity Policy in Nepal; Productivity Organizations of Nepal; Productivity in Nepalese Organizations: Issues, Problems and Prospects.

#### **Project Work**

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##### **H 10**

After the completion of fourth year concentration classes the students shall have to prepare and submit a project work in the area they have specialized. The subject teachers have to discuss with students on possible topics of the project work, availability and sources of literature, availability of data, data collection methods, appropriate tools of data analysis, etc relevant to the subject within 10 lecture hours.

#### **Basic Books**

Prokopenko, J., **Productivity Management**, New Delhi: Oxford & IBH Publishing Co. Pvt. Ltd.

#### **Reference Books**

Vrat, P., Sardana, G.D., & Sahay, B.S., **Productivity Measurement for Business Excellence**, Alpha Science International Ltd, London: Oxford UK.

Sawhney, S.C., **Productivity Management: concepts and Techniques**, New Delhi: Tata

McGraw-Hill, India Kongkiti, P. **Productivity Management in an Organization: Measurement and Analysis**, To Know Press.

Economic development and National Productivity Center, **Productivity in Nepal**.

Pant, D., Bajracharya P., Pradhan M., (edit): **Current Issues on Productivity**, Kathmandu:

National Productivity & Economic Development Centre.

National Productivity & Economic Development Centre, **Productivity Measurement (Macro Level)**, Kathmandu: National Productivity & Economic Development (NPEDC).

Asian Productivity Organization (APO), **Changing Productivity Movement in Asia and the Pacific-Challenges and Lessons**, Tokyo: Asian Productivity Organization.

Asian Productivity Organization, **Enhancing Productivity, Competitiveness and Quality of Jobs – The Asian Experience**, Tokyo: Asian Productivity Organization.