Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore
M.B.A. (Industrial Management)
SEMESTER I

COURSE CODE	CATEGORY	COURSE NAME	L	T	P	CREDITS	TEACHING & EVALUATION SCHEME				
							THEORY			PRACTICAL	
							END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*
MBAIM101	DC	MANAGEMENT OF PRODUCTIVITY	4	0	0	4	60	20	20	-	-

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical; **C** - Credit;
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Course Objectives:

This course would help students develop an understanding about the productivity concepts, value analysis, work study and measurement to maximize profit.

Course Outcomes:

After attending the course, the students will be
1. Familiarized with the use of Productivity Management in manufacturing and service sector.
2. Equipped with the use of method study and work measurement techniques.

Syllabus:

UNIT I: Introduction
1. Introduction: Productivity concepts
2. Macro and Micro factors of productivity
3. Productivity benefit model, productivity cycles

UNIT II: Productivity Measurement

1. Productivity measurement hierarchy
2. Productivity measurement at international. national and organisational levels
3. Productivity measurement in companies & organizations
4. The system of productivity measurement: partial productivity, total factor productivity, total productivity, measures

UNIT III: Productivity Evaluation

1. Productivity evaluation in companies & organizations
2. Total productivity change, and evaluation of total productivity between successive time periods & within a given time period

UNIT IV: Productivity Planning

1. Productivity planning in companies and organizations
2. Short term and long term methods of productivity planning
3. Productivity planning executives and their responsibilities
4. Total Productivity–profit model

UNIT V: Productivity Improvement
1. Productivity improvement in companies & organizations
2. Productivity improvement techniques (technology based, material based, employee based, product based and task based productivity improvement)
3. Improving productivity in software development
4. Creation and organization of the department of productivity management in a firm
5. Productivity improvement programmes and their implementation
6. Organisational structure for productivity improvement programmes
7. White-collar productivity measurements and evaluation techniques, evaluation of knowledge worker productivity

References:

1. Edsomwan, J.A. (1996). *Organizational transformation and process re-engineering.* UK; British Library Cataloging in Pub. data.
2. Harrington H. James (2006). *Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness.* New York; McGraw-Hill.
3. Rastogi, P.N. (1995). *Re-engineering and re-inventing the enterprise.* New Delhi; Wheeler publications.
4. Sumanth, D.J. (1990). *Productivity engineering and management.* New Delhi; Tata McGraw-Hill
5. Thor Carl G, (1998). *Handbook for Productivity Measurement and Improvement.*New York; McGraw-Hill
6. Vrat, P., Sardana, G.D. and Sahay, B.S. (1998). *Productivity Management – Systems approach.* New Delhi; Narosa Publications

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							THEORY			PRACTICAL	
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MBAIM102	DC	WORK SYSTEMS DESIGN	4	0	0	4	60	20	20	-	-

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical;   **C** - Credit;
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Course Objectives:

To introduce the basic concepts and issues of ergonomics and human factors engineering and its applications, method and time study techniques, for work systems and product design

Course Outcomes:

After attending the course, the students will be able to
1. Conceptualise, design and evaluate work systems from ergonomics principles
2. Improve existing methods of working, and measure work using various scientific methods.

Syllabus:

UNIT I: Work Study Fundamentals
1. History of Motion and Time Study
2. Definition and Scope of Motion and Time Study
3. Work Methods Design – the Broad View and Developing a Better Method
4. Reducing Work Content and Ineffective Time
5. Human Factors in the Application of Work Study.

UNIT II: Method Study

1. Objectives of Method Study
2. Different Charts and Diagrams Used - Process Analysis, Activity Charts, Man-Machine Charts, Operation Analysis
3. Basic Procedure
4. Micro Motion Study, Fundamental Hand Motions, Principles of Motion Economy, Use of Films in Method Analysis.

UNIT III: Work Measurement

1. Purposes and Uses of Work Measurement
2. Basic Procedure, Techniques of Work Measurement – Work Sampling, Stop-Watch Time Study
3. Concepts of Rating and Allowances, Learning Effects
4. Setting Standard Times for Jobs, Standard Data,
5. Predetermined Time Standards : Work-Factor, and Methods-Time-Measurement.

UNIT IV: Ergonomics

1. Introduction to Ergonomics, Simple and complex work systems
2. Ergonomic aspects in workstation design and analysis, history of ergonomics, modern ergonomics
3. Ergonomics practices – human body measurement – layout of equipment – seat design - design of controls and compatibility – environmental control – vision and design of displays, design of work space, chair table.

UNIT V: Job Evaluation

1. Basic Concepts
2. Different Methods (Objective and Subjective) and their Use
3. Compensation Schemes, Relationship of Work Study to Incentive Schemes, Wage Incentive Plans

References:

1. Barnes, R.M, (2002).*Motion and Time Study*. John Wiley
2. Benjamin W.Niebel, (2009). *Motion and Time Study (9th ed)*. Richard, D. Irwin Inc
3. Bridger R.S, (2008). *Introduction to Ergonomics*. McGraw Hill
4. International Labour Organisation. (2001). *Introduction to work study (Latest Edn)*. Oxford & IBH publishing
5. Prem Vrat, (1998). *Productivity Management- A systems approach*. Narosa publishing

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SEMESTER I

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							THEORY			PRACTICAL	
							END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*
MBAIM103	DC	MANAGERIAL ECONOMICS	4	0	0	4	60	20	20	0	0

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Course Objectives:

The objectives of the course are
1. To impart knowledge and understanding of Managerial Economics
2. To explain how the application of the principles of managerial economics can aid in achievement of business objectives
3. To explain the modern managerial decision rules and optimization techniques.

Course Outcomes:

After completion of this course the students are expected to be able to:
1. Be equipped with the tools necessary in analysis of consumer behavior as well as in forecasting product demand
2. Apply latest pricing strategies
3. Analyse the macro environment affecting the business decision making.

Syllabus:

UNIT I: Basic Concepts and principles

1. Definition, Nature and Scope of Economics
2. Micro Economics and Macro Economics
3. Managerial Economics and its relevance in business decisions
4. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle
5. Utility Analysis, Cardinal Utility and Ordinal Utility.

UNIT II: Demand and Supply Analysis

1. Theory of Demand, Types of Demand. Determinants of demand , Demand Function, Demand Schedule , Demand curve , Law of Demand, Exceptions to the law of Demand , Shifts in demand curve

2. Elasticity of Demand and its measurement. Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making
3. Demand forecasting meaning, significance and methods
4. Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.
5. Price of a Product under demand and supply forces

UNIT III: Production and cost Analysis

1. Production concepts & analysis; Production function, Types of production function, Laws of production : Law of diminishing returns , Law of returns to scale.
2. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run.
3. Estimation of Revenue. Average Revenue, Marginal Revenue

UNIT IV: Market structures

1. Perfect and Imperfect Market Structures
2. Perfect Competition, features, determination of price under perfect competition.
3. Monopoly: Feature, pricing under monopoly, Price Discrimination.
4. Monopolistic: Features, pricing under monopolistic competition, product differentiation
5. Oligopoly: Features, kinked demand curve, cartels, price leadership.

UNIT V: National Income

1. Concepts of national income
2. Various methods of measurement of national income
3. Circular flows in 2 sector, 3 sector, 4 sector economies
4. Inflation, types and causes
5. Business Cycle & its phases.

References:
1. Aryasry, A. R. and Murthy, V.V. R. (2004). *Engineering Economics and Financial Accounting*. Tata Mc graw Hill Publishing Company Ltd.
2. Mote, V.L., Samuel and Gupta, G.S. (1981). *Managerial Economics – Concepts and cases.* Tata McGraw Hill Publishing Company Ltd.
3. Nag, A. (1999). *Macro Economics for Management Students*. MacMillan India Ltd.

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							THEORY			PRACTICAL	
							END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*
MBAI102	**DC**	**MARKETING MANAGEMENT**	4	0	2	4	60	20	20	-	-

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical; **C** - Credit;
*Teacher Assessment** shall be based following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives:
The objective of the course is to
1. Provide the learners exposure to modern marketing concepts, tools, and techniques.
2. Help them develop abilities and skills required for the performance of marketing functions.

Course Outcomes:
After attending this course, the students will be able to
1. Demonstrate understanding of marketing management.
2. Apply the concept of marketing in business operations.
3. Develop an understanding of the linkages of marketing management and other functions of an organization.

Syllabus:

Unit I: Marketing Concepts
1. Introduction- Nature and scope of marketing, Evolution, Various marketing orientations
2. Marketing Vs Selling concepts
3. Consumer need, Want and Demand concepts
4. Marketing Environment
5. Marketing challenges in the globalized economic scenario

Unit II: Market Segmentation, Targeting, Positioning and Branding
1. Segmentation-Meaning, Factors influencing segmentation, Basis for segmentation
2. Targeting-Meaning, Basis for identifying target customers, Target Market Strategies
3. Positioning-Meaning, Product differentiation strategies, Tasks involved in positioning
4. Branding- Concept of Branding, Brand Types, Brand equity, Branding Strategies

Unit III: Products and Pricing
1. Product Decisions- Concept and Objectives, Product mix
2. New product development process
3. Product Life cycle strategies

4. Pricing Decisions- Pricing concepts and Objectives
5. Pricing strategies-Value based, Cost based, Market based, Competitor based
6. New product pricing – Price Skimming and Penetration pricing

Unit IV: Distribution Decisions
1. Importance and Functions of Distribution Channel
2. Channel alternatives
3. Factors affecting channel choice
4. Channel design
5. Channel conflict and Channel management decisions, Distribution system
6. Multilevel Marketing (Network Marketing)

Unit V: Integrated Marketing Communications
1. Concept of communication mix, Communication objectives
2. Advertising- Advertising Objectives, Advertising Budget, Advertising Copy
3. AIDA model, Advertising Agency Decisions
4. Sales Promotion: Sales Promotion Mix, Tools and Techniques of sales promotion, Push-pull strategies of promotion
5. Personal selling- Concept, Features, Functions, Steps/process involved in Personal selling
6. Publicity / Public Relation- Meaning, Objectives, Types, Functions of Public Relations
7. Digital Marketing- Basic concepts of E-Marketing

References:

1. Etzel M. J, Walker B J and Stanton William J. (1997). *Fundamentals of Marketing Management*. Tata McGraw Hill, Latest Edition.
2. Karunakaran K. (2009). *Marketing Management*. Himalaya Publishing House, Latest Edition.
3. Kotler, Keller, Koshy and Jha (2009). *Marketing Management: A South Asian Perspective*. Pearson Education, Latest Edition.
4. Kumar Arun and N Meenakshi (2009). *Marketing Management*. Vikas Publications, Latest Edition.
5. Lamb, Hair, Sharma, McDanniel (2012). *Marketing. Cengage Learning*. Latest Edition.
6. Masterson Rosalind and Pickton David (2014). *Marketing: An Introduction*. Sage Publications, Latest Edition.
7. Panda Tapan (2008). *Marketing Management. Excel Books*. India Latest Edition.
8. Ramaswamy V. S. and Namakumar S. (2009). *Marketing Management*. Macmillan Publishers, Latest Edition.
9. Saxena Rajan (2009). *Marketing Management*. Cengage Learning, Latest Edition.

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MBAI105	DC	BUSINESS COMMUNICATION	4	0	0	4	60	20	20	0	0

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Course Objectives:

The objective of this course is to develop communication skills, discover what business communication is all about and to learn how to adapt communication experiences in life and college to the business world.

Course Outcomes:
After completion of this course the students will be:
1. Proficient in written and verbal communication.
2. Understand the dynamics of communication and correspondence.
3. Able to recognize and appreciate quality written pieces.

Syllabus:

UNIT I: Introduction

1. Defining Communication
2. Process of communication
3. Principles of effective communication
4. Importance of business communication and Importance of feedback
5. Barriers to communication

UNIT II: Communication Networks

1. Formal : Upward, Downward, Lateral
2. Informal : Grapevine; Advantages and Disadvantages of the grapevine
3. Verbal Communication
4. Non-Verbal Communication: Importance of non-verbal communication, Kinesics, Proxemics, Paralanguage

UNIT III: Business Letters and Reports Writing

1. Introduction to business letter, Types of Business Letters , Writing routine and persuasive letters: Positive and Negative messages
2. Writing Reports: Purpose, Kinds and Objectives of reports: Organization and Preparing reports
3. Short and Long reports

UNIT IV: Writing Proposals, Memos, Resumes and Applications

1. Writing Proposals: Structure and preparation
2. Writing Memos
3. Writing Resumes, Application letters

UNIT V: Employment Communication

1. Interview skills: Interviewing and being interviewed
2. Group Discussions
3. Presentation Skills

References:

1. Chaturvedi, P.D. (2004). *Business Communication Concepts Cases and Applications.* Pearson Education, India, Latest Edition.
2. Courtland L. Bovee (1989). *Techniques of Writing Business Letters, Memos and Reports.* Jaico Publishing House, Latest Edition.
3. Jawadekar, W. S. (2009). *Management Information Systems: Text and Cases.* Tata McGraw Hill, Latest Edition.
4. Kaul, A.(2015). *Business Communication.* PHI Learning, Latest Edition.
5. Krizan (2008). *Effective Business Communication .*Cengage Learning, India, Latest Edition.
6. Loudon, Kenneth C. and Loudon Jane P. (2013). *Management Information Systems.* Pearson Education Limited, Latest Edition.
7. Penrose (2003). *Business Communication for Managers.* Cengage Learning, India, Latest Edition.

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							THEORY			PRACTICAL	
							END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*
MBAI106	DC	**OPERATIONS RESEARCH**	4	0	0	4	60	20	20	-	-

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Course Objectives:

The objective of this course is to help the students
1. Acquaint themselves with quantitative tools for decision making.
2. Apply quantitative techniques for the analysis and solution of business problems.

Course Outcomes:

After attending this course, the students will be able to
1. Understand the role of operations research in business decisions.
2. Plan effective and efficient use of productive resources of an organization.
3. Develop an understanding of the linkages of operations research and other functions of an organization.

Syllabus:

UNIT I: Introduction to Operations Research
1. Definition, scope of Operations Research, characteristics, advantages and limitations
2. Quantitative approach to decision making
3. Models and modeling in Operations Research

UNIT II: Linear programming
1. Meaning of Linear Programming, Assumption, Advantages, Limitations
2. General Mathematical Formulation of LPP
3. Graphical Analysis
4. Simplex Method
5. Duality and Post Optimality Analysis

UNIT III: Transportation and Assignment Models
1. Transportation problem – Mathematical Formulation
2. Initial Basic Feasible Solution - (NWCM, LCM and VAM),
3. Test for optimality (MODI Method)
4. Assignment Model as a Particular Case of Transportation Model,
5. Formulation of Assignment Problems
6. Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization)
7. Route Allocation

UNIT IV: Game Theory and Markov Chain Analysis
1. Introduction to Games
2. Maxim in and Minimax Principles
3. Pure and Mixed Strategies
4. Solution of Games Using-Algebraic and Graphical Methods
5. Computation of Sequential Probability of States for Different Periods
6. Steady State Probability of States
7. Application of Markov Chain.

UNIT V: Waiting Line Models
1. Introduction
2. Scope in Management Decisions
3. Queuing Models M/M/1 (Infinite and Finite Population)
4. Probability Calculations
5. Application of M/M/C (Infinite Population)

References:

1. Anderson (2008). *Introduction to management science*. Cengage Learning, Latest Edition.
2. Sharma, A. (2009). *Operations research*. Himalaya Publishing House, Latest Edition.
3. Sharma J. K. (2006). *Operations research: Theory and applications*. Macmilan, India, Latest Edition.
4. Sharma S.D. and Sharma H. (2002). *Operations research: Theory, methods and applications*. Kedar Nath, Ram Nath and Company, Latest Edition.
5. Taha H. A. (2008). *Operations research: An introduction*. PHI, Latest Edition.
6. Vohra N. D. (2007). *Quantitative techniques*. Tata McGraw Hill, New Delhi, Latest Edition.
7. Wagner H.M. (2008). *Principles of operations research with application to managerial decisions*. Prentice Hall, Latest Edition.