

Semester	III	Specialization	NA
Course Code	302	Type	Generic - Core
Course Title	Enterprise Performance Management		

### Course Objectives:

1	To acquaint the students with a perspective of different facets of management of an enterprise
2	To provide inputs with reference to the Investment Decisions along with the techniques for those decisions
3	To inculcate the evaluation parameters of enterprise in terms of expenses, control systems and pricing
4	To develop the knowledge of the concept of auditing and its applicability as performance management tool

### Syllabus:

Unit Number	Contents	Number of Sessions
1	<p><b>1.1 Performance Management:</b> Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control.</p> <p><b>1.2 Performance Evaluation Parameters:</b> Financial – Responsibility Accounting – Concept of Responsibility Centers, Revenue Centre, Expense Centre - Engineered and Discretionary costs – Committed costs, Profit Centre, Investment Centers. ROI, ROA, MVA, EVA – DuPont analysis. (Numericals Not expected – Interpretation only) Limitations of Financial Measures.</p> <p><b>1.3 Performance Evaluation Parameters:</b> Non-Financial Performance measures – Balanced Scorecard, Malcolm Baldrige Framework.</p> <p><b>1.4 Measuring SBU Level Performance:</b> Concept, Need, Linkages with Enterprise Performance Management – Goal Congruence. Transfer Pricing – Objective, Concept, Methods – Cost based, Market price based &amp; Negotiated, Applicability of Transfer Pricing.</p>	7 + 2
2	<p><b>2.1 Capital Expenditure Control:</b> Concept, Need, Process of Capital Budgeting, Types of capital expenditure decisions – pre-sanction, operational and post-sanction control of capital expenditure.</p> <p><b>2.2 Tools &amp; Techniques of Capital Expenditure Control:</b> Performance Index, Technical Performance Measurement, Post completion audit.</p>	7 + 2
3	<p><b>3.1 Performance Evaluation Parameters for Banks:</b> Customer Base, NPAs, Deposits, RoI, Financial Inclusion, Spread, Credit Appraisal, Investments.</p> <p><b>3.2 Performance Evaluation Parameters for Retail:</b> ABC analysis, Sell</p>	7 + 2

	Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost.	
4	<p><b>4.1 Performance Evaluation Parameters for Projects:</b> Project Control Process: Setting base line plan, Measuring progress and performance, comparing plan against action, Taking action, Schedule variance (time overruns), Project Cost Variance (cost overruns).</p> <p><b>4.2 Performance Evaluation Parameters for Non-Profit:</b> Features of Non-profit organizations, fund accounting, governance, product pricing, strategic planning &amp; budget preparations, social audit..</p>	7 + 2
5	<b>Audit Function as a Performance Measurement Tool:</b> Financial Audit, Internal Audit, Cost Audit, Management Audit – Principles and Objectives (Audit Reports / Formats are expected to be discussed in the class from a performance measurement perspective).	7 + 2

#### Learning Resources:

1	Text Books	<p>Management Control System by Robert Anthony &amp; Vijay Govindrajana, Tata McGraw Hill Publishing Co. Ltd., 12<sup>th</sup> Edition</p> <p>Management Control in Non Profit Organizations by Robert Anthony &amp; David Young, McGraw Hill International Publication, 7<sup>th</sup> Edition</p> <p>Retailing Management by Swapna Pradhan, TMGH, 3<sup>rd</sup> Edition</p>
2	Reference Books	<p>Project Management by K.Nagarajan, New Age International Publications, 2<sup>nd</sup> Edition</p> <p>Principles and Practices of Auditing by Ravindar Kumar &amp; Virendar Sharma, PHI.</p> <p>Principles and Practices of Banking by Indian Institute of Banking &amp; Finance, MacMillan India Ltd.</p> <p>Financial Management by Prasanna Chandra, TMGH, 7<sup>th</sup> edition</p>
3	Supplementary Reading Material	Management Control Systems by R.C. Sekhar, TMGH
4	Websites	-
5	Journals	<p>IUP journal of Business strategy- by ICWFI</p> <p>Enterprise and Society- International journal of business history by Oxford University.</p>