

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>1.1 Performance Management: Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control.</p> <p>1.2 Performance Evaluation Parameters: 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>1.3 Performance Evaluation Parameters: Non-Financial Performance measures – Balanced Scorecard, Malcolm Baldrige Framework.</p> <p>1.4 Measuring SBU Level Performance: Concept, Need, Linkages with Enterprise Performance Management – Goal Congruence. Transfer Pricing – Objective, Concept, Methods – Cost based, Market price based & Negotiated, Applicability of Transfer Pricing.</p>	7 + 2
2	<p>2.1 Capital Expenditure Control: Concept, Need, Process of Capital Budgeting, Types of capital expenditure decisions – pre-sanction, operational and post-sanction control of capital expenditure.</p> <p>2.2 Tools & Techniques of Capital Expenditure Control: Performance Index, Technical Performance Measurement, Post completion audit.</p>	7 + 2
3	<p>3.1 Performance Evaluation Parameters for Banks: Customer Base, NPAs, Deposits, RoI, Financial Inclusion, Spread, Credit Appraisal, Investments.</p> <p>3.2 Performance Evaluation Parameters for Retail: 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>4.1 Performance Evaluation Parameters for Projects: 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>4.2 Performance Evaluation Parameters for Non-Profit: Features of Non-profit organizations, fund accounting, governance, product pricing, strategic planning & budget preparations, social audit..</p>	7 + 2
5	Audit Function as a Performance Measurement Tool: 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 & Vijay Govindrajan, Tata McGraw Hill Publishing Co. Ltd., 12th Edition</p> <p>Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication, 7th Edition</p> <p>Retailing Management by Swapna Pradhan, TMGH, 3rd Edition</p>
2	Reference Books	<p>Project Management by K.Nagarajan, New Age International Publications, 2nd Edition</p> <p>Principles and Practices of Auditing by Ravindar Kumar & Virendar Sharma, PHI.</p> <p>Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd.</p> <p>Financial Management by Prasanna Chandra, TMGH, 7th 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>