

Enterprise Performance Management



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Enterprise Performance Management

Unit
Contents
Sessions

1

1.1 Performance Management: Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control.

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.

1.3 Performance Evaluation Parameters: Non-Financial Performance measures – Balanced Scorecard, Malcolm Baldrige Framework.

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.

2

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.

2.2 Tools and Techniques of Capital Expenditure Control: Performance Index, Technical Performance Measurement, Post completion audit.

3

3.1 Performance Evaluation Parameters for Banks: Customer Base, NPAs, Deposits, RoI, Financial Inclusion, Spread, Credit Appraisal, Investments.

3.2 Performance Evaluation Parameters for Retail: ABC analysis, Sell Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost.

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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).

4.2 Performance Evaluation Parameters for Non-Profit: Features of Non-profit organizations, fund accounting, governance, product pricing, strategic planning & budget preparations, social audit.

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).

Details

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