



ADVANCED STUDIES DIRECTORATE

CERTIFICATE COURSE ON

Enterprise Performance Management and Appraisal Systems

Course Objective:

Performance management and appraisal assumes a very important role in the complex and competitive business environment. Managers at different levels constantly monitor implementation of corporate and functional strategies and operational performance. Therefore, it is important for managers to develop a clear understanding of tools being used for performance management and appraisal.

The course aims to develop proficiency in Enterprise Performance Management & Appraisal System and IT tools by undergoing a learning process with appropriate conceptual and practical blend. The course is an advanced knowledge module that presupposes understanding of management accounting concepts and techniques. The participants will get extensive exposure to the application of tools and metrics through practical case studies and project work.

Eligibility Criteria for Registration:

- ✦ Member of the Institute of Cost Accountants of India, or
- ✦ Member of any Accounting Body/Institute in India or outside (eg. ICAI, ICSI etc), or
- ✦ Senior Executives with relevant experience in Management Accounting

The Board reserves the right to reject any nomination/application without assigning any reason.

Prerequisites:

Fundamental knowledge in management accounting, corporate reporting and IT (e.g., working on spreadsheets and SQL)

Pedagogy:

Participative class room lectures and sessions, analysis and discussions on case studies, completion of a detailed project report/ case study write-up will be used as pedagogy for delivering the course

Faculty:

Faculty will be drawn from academicians associated with top business schools and practitioners engaged in the Performance Management and Appraisal in the corporate sector.

Learning Outcomes:

On successful completion of the course, participants will understand the frameworks and the techniques of used for performance management and able to apply them in real life situations. In particular, participants shall:

1. Develop proficiency in driving a practical view of the performance management, advise improvements and provide means to recognize the next levels of initiatives for improving performance,
2. Develop capabilities to offer advisory/consultancy services in the areas of performance management and appraisal systems.

By the end of this course, the participants should have answers to the following

questions:

- ⤴ What is the scope of Enterprise Performance Management and Appraisal System
- ⤴ Who is responsible for evaluating enterprise performance
- ⤴ What are the strengths and deficiencies of metrics being used by companies in measuring enterprise performance in a complex business environment
- ⤴ What are the non financial metrics being used by different industries to measure enterprise performance
- ⤴ What is the lean management accounting system
- ⤴ How to make budgetary control system more relevant and contextual
- ⤴ How an effective management control system depends on the organization structure
- ⤴ What are the types of risks for business organizations, particularly those which operate across borders
- ⤴ How risks flow from the strategy
- ⤴ How Board of Directors determine and communicate risk appetite
- ⤴ What are the concepts of strategy map, balanced scorecard and dash board
- ⤴ How a balanced scorecard is designed to support strategy implementation
- ⤴ How to establish targets against KPIs at different levels, which are derived from KSFs
- ⤴ How to use IT infrastructure and information management systems around the Enterprise Performance Management and Appraisal System
- ⤴ What are the impediments in implementing an Enterprise Performance Management and Appraisal System
- ⤴ How to write an Appraisal Report

Course Duration:

Course will be of 3 months duration and will involve investment of 70 hours in classroom learning. In addition, a participant will have to invest around 30 hours in

completing a real life project.

Course Fee:

For members of the Institute of Cost Accountants of India, the course fee is Rs. 15,000/- (Rupees Fifteen Thousand only)

For non-members, the course fee is Rs. 20,000/- (Rupees Twenty Thousand only)

The course fee is inclusive of the examination and evaluation fee.

However, additional fee will be charged if any participant intends to appear in the comprehensive exam to improve his/her performance. Only one chance will be given to improve performance.

Centers:

The course will be offered at Chennai, Delhi, Hyderabad, Kolkata and Mumbai and other Centers across India depending on adequacy of the number of applicants

Certification:

The participants will be evaluated continuously and will be issued a certificate of successful course completion which will mention the participant's CGPA. Appropriate grades shall be assigned to them based upon their performance in each component in the evaluation process.

Grading Scheme:

The grading scheme will be on a 9 point scale, as given below:

Points	Grade
9	A+
8	A
7	A-

6	B+
5	B
4	B-
3	C+
2	C
1	D

A participant will be declared successful only if he/she earns a CGPA of 5 and above and earns atleast C+ grade in each subject.

Evaluation Mechanism:

For successfully completing the course, the participants will have to:

- a) undergo a process of evaluation, and
- b) submit a detailed project/ case write-up followed by a viva-voce

The work on the project should be carried out in parallel to the class room teaching.

The detailed guidelines and framework for writing the case study and preparing the project will be issued to the students in due course. The project or case submitted should be an original piece of work with extensive research and hard work put into it. The originality and relevance of work shall be evaluated in the viva voce. Plagiarism of any kind will be punished severely.

Course Contents:

Paper I: Conceptual Framework of Performance Management & Appraisal System (50 Marks)

Understanding the components of Performance Management Framework and related Metrics:

Strategic Management- Strategic assessment, Business environment analysis, competitive intelligence, communication of strategy, result analysis

Operational Management- operational planning, resource allocation, setting targets, monitor measures.

Financial Management- budgeting, financial performance analysis.

Risk Management- risk mapping and key risk indicators

Process Management - process identification, measurement/analytics, continuous improvement

Information Management- Identification of KPIs, modeling and data acquisition

Customer Relationship Management- customer profitability analysis, customer intelligence etc.

Paper II: Performance Management Techniques

(50 Marks)

Understanding of the techniques and their importance in Enterprise Performance Management:

Benchmarking- comparative analysis of business practices and resulting outcomes

Balance Score Card- setting up objectives and measurement through metrics

Value Chain- understanding of all chain of activities and the value gained at each activity

Target Costing- profit planning and cost management

Activity Based Management.- understand cost to improve customers value .

Lean Management; Process Mapping

Whole life costing and Lifecycle costing

Paper III: Importance of IT tools in Performance Management

(50 Marks)

Information leads to more efficient monitoring of the business performance drivers and hence Information management is the key for Performance management and Appraisal.

Understanding of:

Data Availability (Capturing relevant data which is interpretable)

Data Quality (How technology and IT applications are efficient in ensuring data quality)

Software tools (Spread sheets to BI applications)

Different resources of technology: Data Warehouse, Business Intelligence Systems, Scorecards and Dashboards, Decision Support Systems, Management Information Systems ,OLAP - Online Analytical Processing tools

Paper IV: Performance Appraisal Report

(50 Marks)

Deep understanding of the key components of Performance Appraisal Report:

Capacity Utilization Analysis

Productivity/Efficiency Analysis

Utilities/Energy Efficiency Analysis

Key Costs & Contribution Analysis

Product/Service Profitability Analysis

Market/Customer Profitability Analysis

Working Capital & Inventory Management Analysis

Manpower Analysis

Impact of IFRS on the Cost structure, cash flows and profitability.

Application of Management Accounting tools

Inventory Analysis

Input price volatility

Price Sensitivity Analysis

Environment, sustainability and CSR analysis

Risk Mapping Analysis.

Project (Case Study on Performance Appraisal Report)

(100 Marks)

- (a) *Paper I will be taught over 10 hours of classroom teaching since it involves a recap of the course on 'Performance Management Systems' of the final stage of the CMA course. This will be followed by an exam of 50 marks.*
- (b) *Paper II, III and IV will be taught over 20 hours of classroom teaching each.*
- (c) *For the completion of the course, the participants will have to submit three assignments:*
- * On EPMAS based on Cost Accounting Report Rules and Cost Audit Record Rules, 2011*
 - * Risk Management*
 - * Balanced Scorecard*
- (d) *The evaluation for Paper III will be based on Practical Examination*
- (e) *The participants will have to bring their own Wi-Fi enabled laptops to the classrooms*

Note:

- i. No CEP Credit Hours will be awarded to Members pursuing or completing this course.*
- ii. Tentatively the class room delivery of lectures will be scheduled on friday evenings (6:45-8:45pm) and saturdays (9am-1pm)*