

STELLA MARIS COLLEGE (AUTONOMOUS) CHENNAI – 600 086.
(For candidates admitted during the academic year 2020–2021)

B.COM. DEGREE EXAMINATION NOVEMBER 2023
HONOURS
FIFTH SEMESTER

COURSE : MAJOR – CORE
PAPER : PERFORMANCE MANAGEMENT
SUBJECT CODE : 20BH/MC/PM54
TIME : 3 HOURS **MAX. MARKS: 100**

SECTION – A

ANSWER ALL QUESTIONS: (10 x 2 = 20)

1. What do you mean by total shareholder return?
2. Give the formula for ROCE.
3. What is revenue centre?
4. How do you arrive at traceable divisional profit?
5. What is target costing?
6. Write a note on Six Sigma.
7. What do you mean by outsourcing?
8. State the need for Supply chain coordination.
9. List any four features of activity-based management.
10. What is VBM?

SECTION – B

ANSWER ANY FIVE QUESTIONS: (5 x 8 = 40)

11. Give any four advantages and four disadvantages of Financial Ratio Analysis.
12. Explain the term, Managerial performance and how do you assess it?
13. What do you mean by NFPI? Give any five advantages of NFPI.
14. Explain the essential elements of JIT.
15. List and explain few benefits of effective outsourcing decisions.
16. Explain Blue whip effect.
17. Explain the concept of activity-based management and any FIVE benefits that its adoption could bring for a business.

SECTION – C

ANSWER ANY ONE QUESTION: (1 x 20 = 20)

18. Explain the different approaches of transfer pricing in detail.
19. Discuss the meaning, need, features and limitations of total quality management. Illustrate the application of TQM in any two industries.

20. XYZ is running a pizza restaurant they want to improve is business. Though they are doing well, they have appointed you advise on balance scorecard techniques. The management is not clear on the technique but recently, the managing director came across it while conversing with one of the bankers.

Required:

- a. State the meaning of score card (2 marks)
- b. What are the four perspectives? (2 marks)
- c. State a goal for each of the four perspectives and mention how to measure it? (2 marks)
- d. What are the features of the scorecard? (8 marks)
- e. What are the problems with using the scorecard? (6 marks)

21. Case Study (Compulsory)

(1 x 20 = 20)

Alpha Electronics, a leading global electronics manufacturer, is facing challenges in its supply chain management. The company relies on multiple suppliers, including ABC Components and DEF Manufacturing, to source raw materials and components for their products. Recently, disruptions in the supply chain have led to delays in production, affecting the company's ability to meet customer demands and maintain market competitiveness.

Imagine you are the Supply Chain Manager at Alpha Electronics. The company is aiming to enhance its supply chain resilience, responsiveness, and overall efficiency. In light of this, address the following points in your response:

Required:

- a. What are the obstacles to Coordination in a Supply Chain? (10 marks)
- b. How to Build Trust in Supply Chain? (10 marks)
