Maharashtra Education Society's
Institute of Management & Career Courses, Pune (Autonomous)
End Term Question Paper
AY 2025-26
Semester: III

Course Code: GM13 **Course Name: Enterprise Performance Management**

Time: 2 hours 30 mins **Total Marks: 50**

i. **Instructions: Q1 and Q2 are compulsory**
ii. **From Q3 solve any 2.**
iii. **Only Simple Calculator is allowed**

Question No. 1: Apply the Balanced Scorecard to the healthcare SBU of PQR Ltd. by suggesting one performance measure under each of its four perspectives (financial, customer, internal process, learning & growth). **[10 Marks]**

Question No. 2: Analyze the differences in performance evaluation between the manufacturing and e-commerce divisions of LMN Ltd. Which challenges arise when comparing these two sectors? **[10 Marks]**

Question No. 3: Solve any Two of below (15 marks each) **[30 Marks]**

a) PQR Ltd. operates in multiple sectors—manufacturing, projects, retail, and e-commerce. In manufacturing, the company tracks parameters such as capacity utilization, quality, and cost efficiency. For large-scale projects, performance is measured in terms of timely delivery, budget control, and client satisfaction. The retail division focuses on sales per square foot, inventory turnover, and customer service quality, while the e-commerce unit evaluates website traffic, conversion rate, on-time delivery, and customer reviews. Although each sector uses different performance parameters, management wants to design an integrated evaluation system that links all units to the overall strategy of growth and customer satisfaction. Managers are debating which measures should get priority—financial, operational, or customer-focused.

Case Questions:

1. What performance parameters are most relevant for the manufacturing sector in LMN Ltd.?
2. How does project performance evaluation differ from retail performance evaluation?
3. Which non-financial measures are important for the e-commerce unit in this case?

b) ABC Co. Ltd. is a leading manufacturer of a certain consumer durable product. The company has two divisions - Engineering and Assembly. The output of the engineering division is transferred to the assembly division for further processing and assembling before being sold to the customer as complete product. Verification of the company's records reveals that the variable cost per unit of the product for engineering and assembly are Rs. 350 and Rs. 400 respectively. The fixed cost of engineering division is Rs. 25,000 and that of the assembly division is Rs. 20,000. The product variable cost per unit of engineering division is Rs. 500, and the total output is 200 units which are sold to customer on completion @ Rs. 3000 per unit. If the engineering division decides to price its transfers to assembly division at the prevailing (current) market rate of Rs 2000 per unit for similar products, what is the company's overall profit and so also of its two divisions?

c) A company manufactures and sells three products M, N and O. Following information is available.

	M	N	O
Selling Price per unit	30	25	45
Variable Cost per unit	27	19	38
Volume (Units)	20000	35000	45000

Total Fixed Cost for Company Rs 440000

When the Total fixed cost is apportioned to total quantity, product 'M' shows a loss of Rs 1 per unit.

1) Should product 'M' be discontinued?
2) If product 'M' is discontinued, how many more units of 'N' should be sold to maintain the same amount of aggregate profit?
3) If profit of Rs 3 per unit is desired on product 'M' what should be its selling price?