**ST. JOSEPH’S COLLEGE (AUTONOMOUS), BENGALURU -27**

Registration Number:

Date & Session

**B.Com–6th SEMESTER**

**SEMESTER EXAMINATION: APRIL 2024**

**(Examination conducted in May /June 2024)**

 **BCIFADEA 6423 ADVANCED PERFORMANCE MANAGEMENT II**

**(For current batch students only)**

**Time: 2 Hours Max Marks: 60**

**This paper contains 2 printed pages and 4 parts**

**Section A**

**I.** Answer ***any five*** of the following (**3 x 5 = 15 marks)**

1. Mention any 3 objectives of profit seeking organisation.
2. What is responsibility accounting?
3. Describe Vroom's expectancy theory.
4. Elucidate the types of NFP organisations with suitable example.
5. Illuminate data visualisation.
6. Define artificial intelligence.

**Section B**

**II.** Answer ***any two*** of the following (**5 x 2 = 10 marks)**

1. Discuss the pros and cons of EVA
2. Write a short note on Kaizen Costing.
3. Briefly explain four essential activities which have to be executed rigorously if the implementation of the balanced scorecard has to be succeeded.

**Section C**

**III.** Answer ***any two*** of the following (**10 x 2 = 20 marks)**

1. “The organisation begins by establishing its corporate vision and this is then translated into strategic, tactical and operational objectives” Explain and justify the above statement with the performance pyramid model with suitable example.
2. Explain in detail the problems associated with divisional structure.
3. How does Six Sigma improve the quality of performance? Explain the steps in the six-sigma process.

**Section D**

**IV. Answer the following (15marks)**

1. Lead times are becoming increasingly important within the clothing industry. An interesting example of a company going against the conventional wisdom is Zara International:

• Zara produces half of its garments in-house, whereas most retailers outsource all production. Although manufacturing in Spain and Portugal has a cost premium of 10 to 15%, local production means the company can react to market changes faster than the competition.

• Instead of predicting months before a season starts what women will want to wear, Zara observes what is selling and what is not and continuously adjusts what it produces on that basis. This is known as a ‘design-on-demand’ operating model.

 • Rather than focusing on economies of scale, Zara manufactures and distributes products in small batches.

• Instead of using outside partners, Zara manages all design, warehousing, distribution, and logistics functions itself.

 • The result is that Zara can design, produce, and deliver a new garment to its 600-plus stores worldwide in a mere 15 days. By comparison, a typical shirt manufacturer may take 30 days just to source fabric and then a further ten days to make the shirt. For some firm’s overall lead time could be between three and eight months from conception to shelf.

1. Comment on the importance of IT systems to Zara’s competitive strategy and review their current system.