Indian Institute Of **Technology** Delhi **Presents** Under the auspices of **National Program on Technology Enhanced Learning NPTEL** (An MHRD initiative) **TECHNOVISION Educational Technology Services Centre** IIT DELHI **PRESENTS** A Video Course On **Management Science** BY Prof. Anuradha Sharma **Department of Humanities and** Social Sciences, IIT DELHI

Lecture # 25

Performance Management

We are talking performance management in today's lecture. (Refer Slide Time: 01:25)



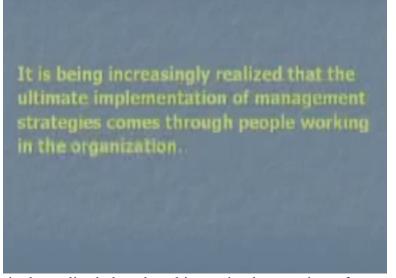
As we are seen our earlier lectures that one of the important aspects of managing is performance management which will eventually results in to better results for the organization n term of whatever we may call it competitive advantage or survival and growth this relates to our earlier lectures.

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Success of an organization depends to a great extent upon its people. Peter F.Drucker has recognized the enormous importance of management of people as resource in his book. The practice of management.

Success of an organization depends to a great extent upon it is people .Peter F. Drucker has recognized the enormous importance of management of people as resource in his book .The practice of management that is book the practice of management thus it is book the practice of management.

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It is being increasingly realized that the ultimate implementation of management strategies comes through people working in the organizations this is what we have discussed sas important aspects of management the human resources.

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The fundamental function of management like planning, organizing, decision making, done by people and for people involved in

So the fundamental function of management like in fact functions of management like panning, organizing, decision making controlling and motivating, all have to be done by people and for people involved in it. Is it that and so?

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importance to the management of human resources in various organizations.

This realization have tremendous impact on the overall management thinking and this as changed the interpretation of the concept of management in the recent years, giving most importance to the management of human resources in organizations.

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Every employee has a crystallised and complex sets of needs, values, way of perceiving the world and his personality which he brings with him to his work place.

Every employee has crystallized set of needs, values ,way of perceiving the world and the personality which brings him to the place of work so a mix of the individual characteristics of the organizations and characteristics of the assume what we have discussed in our earlier discussed papers ,in fact earlier lectures.

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He is, thus, not a raw mould. He tries to fit his psychological make up with the climate of the organization. The fact, that his psychological characteristics influence his behaviour, suggests that his job behaviour and his motivation for job performance will also be influenced by these characteristics.

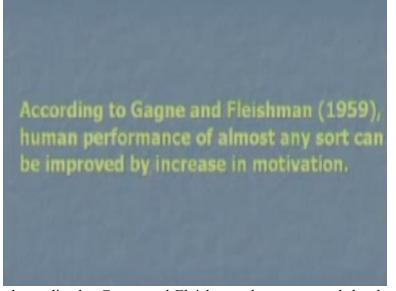
So this individual who has come as a performer is not a raw mould .many times we assume that he comes raw but actually he tries to fit his psychological make up with the climate of the organizations and the fact that his psychological characteristics influences his behavior, suggests that his job,the job behavior and his motivation for job performances will also be influenced by these characteristics.

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In general, productivity of an organization depends upon two major variables, employee job performance and technological factors including equipment, method, job design and raw materials. Disregarding technological considerations, the job performance of the worker depends primarily on employee's ability and motivation to perform.

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One of the very early studies by Gagne and Fleishman they suggested that human performance almost any nothing you know any human performance could be increased to motivation thus the whole idea so there is no short cut you know two human performance. (Refer Slide Time: 06:28)

Human resource forms an important asset of an organization and ultimately the success of an organization depends on performance of its human resources.

Human resource forms an important as set of an organization and ultimately this success of organization depends on the performance of people.

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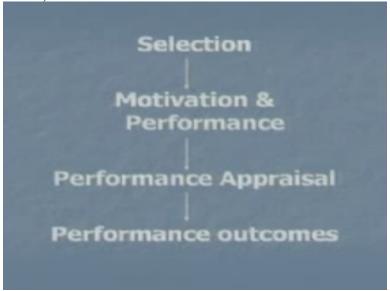
An organization's long-term success in meeting its strategic objectives depends on its ability manage employee performance and ensure that performance measure are in consistent with organizational goals.

An organization's long –term success in meeting its strategic objectives depends on the ability to manage people their performance and ensure that performance measures are assistance with the organizational goals okay they are consists with organizational goals. (Refer Slide Time: 07:13)

Traditional performance measurement most often measures performance in isolation of organization's business strategies but it now accepted that performance has to be linked to strategies of the organization.

Traditional performance measurement most often measures performance measurement most often measures performance in isolation of the organization's business strategies but now we are accepted that performance has to be linked strategies of the organizations.

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So in this section in this lecture we are trying to do discuss the performance management in terms of ethics important for us to study performance management has a student of management and how it is related to other processors. When an employee joins the organization and he selected the next behavior process occurs the socialization. The person gets adjusted, get socialized in the organization.

And then comes is performance in terms of his motivation and performance and this motivation and performance. Whatever he has done well then lead the performance of appraisal and the performance outcomes. So these aspects the motivation and performance, performance of presents, performance outcomes and in fact the performance we can say documentation all this will come under the performance management brought.

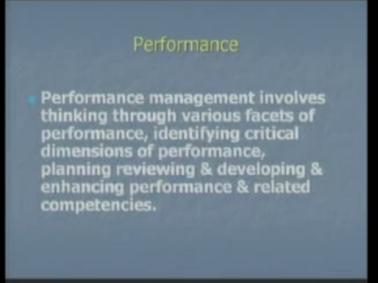
So we have to in fact in every organization today has to keep a very close set of observation on this and some organization are also using the computer bases strategy for monitoring performance of people. In many organization of Indian now so when we look at performance of an individual or people. The factors which related to performance

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Are there involvement there competency, the business strategy of the organization, the reward, a system are we can extend to reward in punishment system. Even though will never set up suggest punishment has a real policy, and the use of technology so performance management involves.

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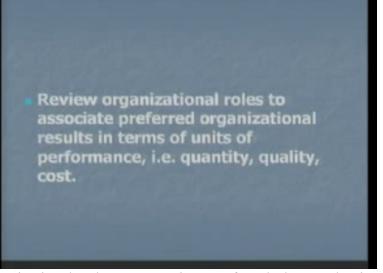
Thinking through various factors of performance, identifying critical, dimension of performance planning reviewing and development and enhancing performance and of course relative competencies for a particular job.

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Performance management involves goal setting, performance appraisal & reward systems that align member work behavior & work strategy, employee involvement & workplace technology.

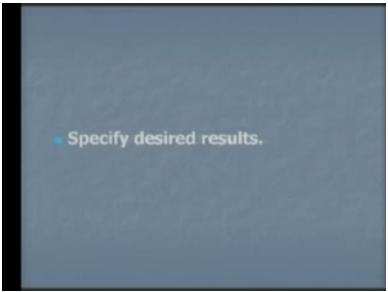
Performance management involves goal setting, performance of presents, reward system that align member work behavior and work strategy, including the employee involvement and workplace technology, this is what I try to shown in that kind of a chart. That what is meaning of performance? Now discuss that also little bit.

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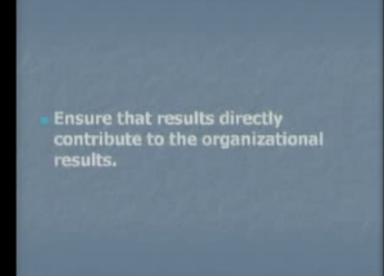
So the review organizational roles to associate preferred the results in terms of unit of performance that is quantity, quality, cost to name of few. May be some other you know other statugical parameters but we are talking about these three mainly. Which are complete the most of the dynamic organization.

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And these will also result into the desired result goals are desire result we can say ensure that result directly contribute to the organizational results.

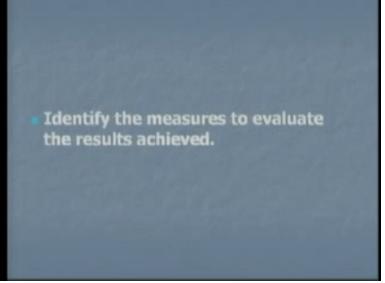
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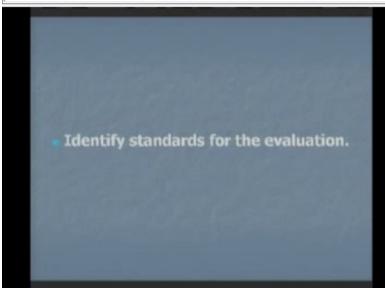


Weigh and prioritize the results. (Refer Slide Time: 12:27)

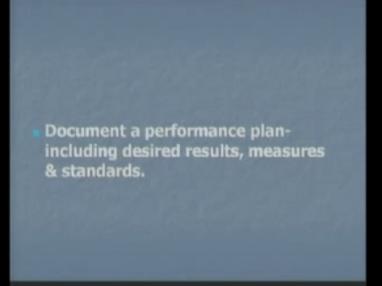


Identify the measure to evaluate the results achieved.

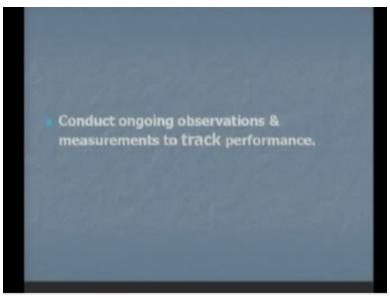
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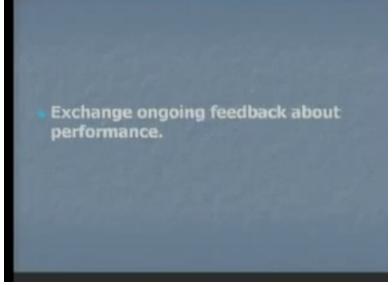
Identify standards of evaluation. (Refer Slide Time: 12:40)



Document a performance plan including desired results, and the measures and standards. (Refer Slide Time: 12:57)



Conduct ongoing observations and measurements to track performance. (Refer Slide Time: 13:00)

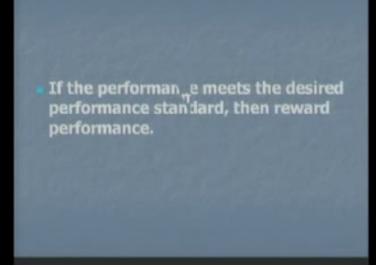


Exchange ongoing feedback about performance. (Refer Slide Time: 13:08)



Conduct a performance appraisal.

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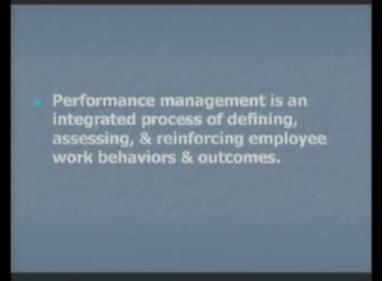


If the performance meets the desired performance standards, then reward performance. (Refer Slide Time: 13:23)



If performance does not meet the desired result then developed update the performance and development plan. Whatever would like to do in terms of our in terms of development may be straining and schedule or whatever both you have want to do.

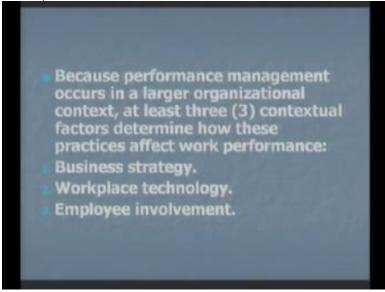
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Performance management is an integrated process of defining, assessing, and reinforcing employees work behavior and outcomes. You understand the word reinforcing? Reinforcing perhaps it mean that whenever they are performing better you have to give them some positive reinforcement. Like you give either a reward part at the back or may be some other incentives could be financial at times.

And no enforcement that means you know the performances is going on just has routine, so if you are really working to make the performance better. We should reinforce that behavior by simple part at the back actually matters. Even if you are not want to give any inventiveness okay your smile is a manager perhaps members will mattered then. So the enforcement has a great we can say psychological power.

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Because performance management occurs in a larger organizational context at least three contextual factors determine how these practices affect performance. These are business strategy, work force technology, employees' involvement.

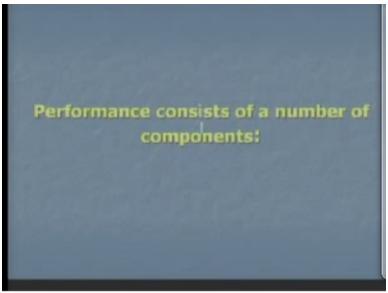
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We have discussed in some of these earlier so the desire results has we can say that desire result will be individual based on the organization based. If you look at in some of the management theories you will find some of the successor that the best management would be which can perhaps the integrate the individual and the organizational goals. Well it may not be possible all the time but that is the very ideal situations.

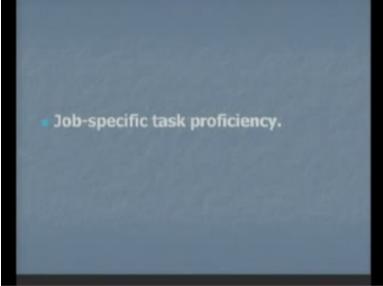
In perhaps you can do that so in terms of desire the person should be appeared the organizational should be happy and both should be willing to perhaps designer better work system. So when we are talking about the whole process for performance.

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Yet cases of a number of a factors.

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These factors some of these I am listing here, job specific task proficiency. (Refer Slide Time: 16:56)



Non job specific task proficiency. (Refer Slide Time: 17:00)



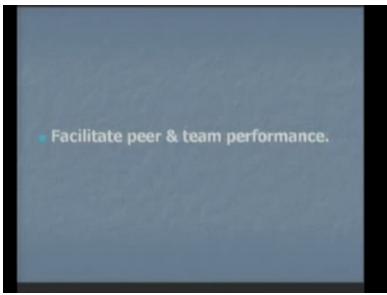
Written and oral communication proficiency. (Refer Slide Time: 17:06)



Demonstrate efforts. (Refer Slide Time: 17:11)



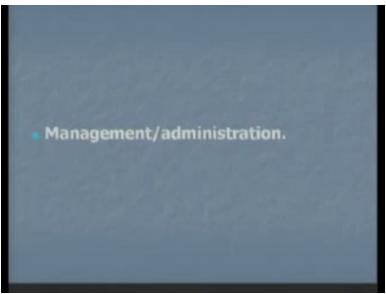
Maintain personal discipline. (Refer Slide Time: 17:14)



Facilitate peer and team performance. (Refer Slide Time: 17:19)



Supervision, leadership style. (Refer Slide time: 17:25)



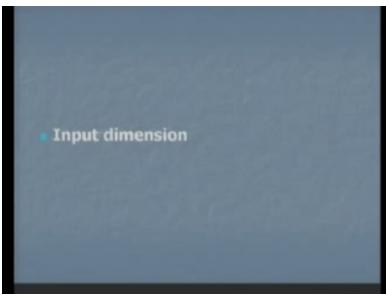
At the place of you know supervisory role, management, administration. (Refer Slide Time: 17:33)

Dimensions of performance

Output or result dimension

These are some of the factors which we need to considered, and some of these in fact we have already delft within some of our earlier lecture. So we move on dimension of performance obtusely output of result dimension that is considered one of the most important factor in performance management.

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Then the input dimension is also there, time dimension is here, then focus dimension, quality dimension, cost dimension.

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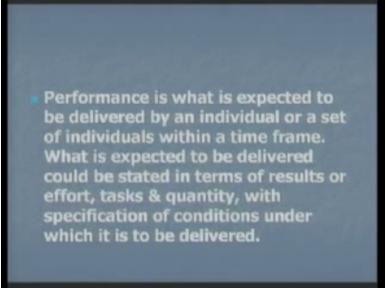
Performance is what is expected to be delivered by an individual or a set of individuals within a time frame. What is expected to be delivered could be stated in terms of results or effort, tasks & quantity, with specification of conditions under which it is to be delivered.

These are the factors, so what we have talked about we talked about the quality, we have talked about the cost, we have talked about the focus, that the organizational might have we know for that particular work requirement. And of course the individual dimension, and the quality, quantity dimension. So there are many dimensions of work performance which are the organization well look into.

In fact one of the studies that we conducted the industrial sector in paid of what we found that quality and quantity these going to be to parameters. Which were main dimension of performance involution in most of the industries at the level of skilled workers? And some industries also added the behavioral aspects, the behavior dimension, the behavior with fears, behavior with supervises and shown.

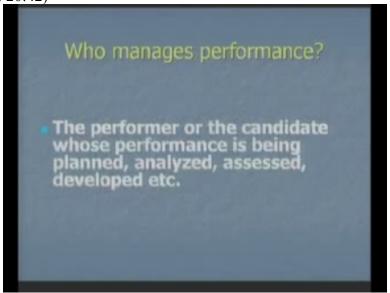
And then we move on to talk about that many other industries are looked at many other parameters. Which will relate to in addition to the work and other parameters which have discussed the other parameters like innovation creativity and shown will just move on to that.

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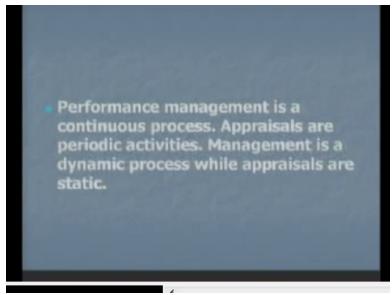
So the performance is what is expected to be delivered by an individual or a set of individuals within a time frame. What is expected to be delivered could be stated in terms of the results of effects, tasks, and quantity. With specification of conditions under which it could be delivered so we have to see that what exactly we have to deliver.

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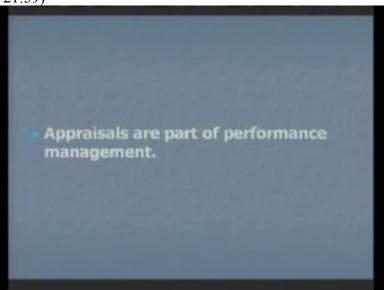
And so the performance of the candidate whose performance is being planned, analyzed, assessed that also becomes important. So perform managers with performance, obtusely when we are looking at.

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The performance they manage this performance that is another question which we are going to discuss also. In addition to certain captions are going to give you again in idea of also one of results studies that we are conducted. So the performance management is continues process, a prices are the activities which are taken periodical and management is a dynamical process while appraisals are static process.

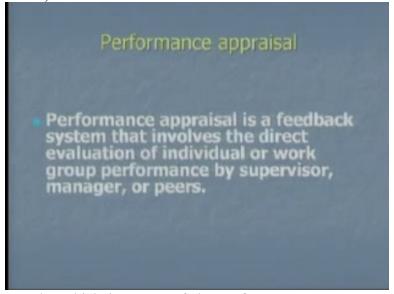
We are discuss the what we mean by static and dynamic in a subject like this, okay in one of our earlier lecture. Dynamic were other factor will continuously affecting a particular aspect. Okay that is mean by dynamic situations so the appraises are part of performance management. (Refer Slide Time: 21:59)



Here give you an idea about the in study that I was just referring to there who does a parser we conducted is survey so some of Indian industry and we found that typically survey was done by the immediate boss only a some industries the immediate boss and then perhaps in high superior person but the as we have coming to discuss may be that going to discuss also just today that the when we have looking at the performance appraisal it in this data are the information come from

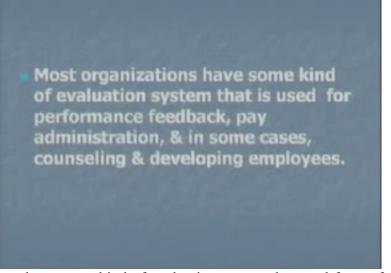
any sources so we are really looking for just one person who searching you because possibility of by this is may be there.

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So this appraisal may be which is a part of the performance management system these are feedback system which involve the direct evaluation of individuals of work group performance by supervisor manager or peers.

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So most organizations have some kind of evaluation system that used for performance feedback the administration and in some cases counseling and perhaps developing employees so when we are looking at the performance management it does not end only the quality and cost of a the product are the quantity of a product something that kind it goes on with a development aspect with goes on to the counseling and developing process and try to also give you feedback so the feedback is in built aspect of the performance management system. (Refer Slide Time: 24:13)

A survey of more than 500 firms found that 90% used performance appraisal to determine merit pay increases, 87% used it to review performance, & 79% used it as the opportunity to set goals for the next period.

A survey of more than 500 firms that found 90% used performance appraisals to determine merit pay increases 87% used it to review performance and 79% used it as his opportunity to set goals for the next period.

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 Abundant evidence, however, indicates that organizations do a poor job appraising employees.

So there is abundance many evidence in fact which indicates that an organization to approve a job of the employee apprises lot of literature I will also suggested that. (Refer Side Time: 24:51)

One of the studies found that 32% of managers surveyed rated their performance appraisal process as very ineffective.

One of the studies found that 32% of manager surveyed rated their performance appraisal process a very ineffective when we ask the managers that was the result. (Refer Slide Time: 25:10)

■ Innovations have been made in

enhancing employee involvement, balancing organizational & employee needs, & increasing no of raters.

So innovation have been made in the enhancing employee involvement balancing organizational and employee needs and increasing the number of raters when I said who is doing the evaluation I mean the raters whose doing the rating? Or who is the judge? In that process so the number of judges and number of many other.

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Abundant evidence, however, indicates that organizations do a poor job appraising employees.

So newer forms of appraisals are being used in a fro by many companies like At and they have Raychem we have many, many other companies intern and so many other company I have just listed names here which have there in available in the literature but there are many other companies the list could be very, very long.

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Performance appraisal (PA) refers to all those procedures that are used to evaluate the personality, the performance, & the potential of its group members.

As per the performance appraisal this refers to those procedures which are used to evaluate the personality the of the performance and the potential of the group members. (Refer Slide Time: 26:25)

Evaluation is different than judgment- the former being concerned with performance, the latter with person. While evaluation deals with achievement of goals, judgment has an undercurrent of personal attack & is likely to evoke resistance.

Now we are actually expanding our understanding of performance management from us simple quality and quantity based approach to the cost based approach then the appraisal based approach feedback based approach and, and how complicated the whole system gets when we are trying to look at the employee needs and the employee personality there which more or less we are finding that in their literature that was not the case most of the companies we can say when sort of neglected, but now we are finding that there is an integrated system of performance management, perhaps most of the industries are trying to adopt.

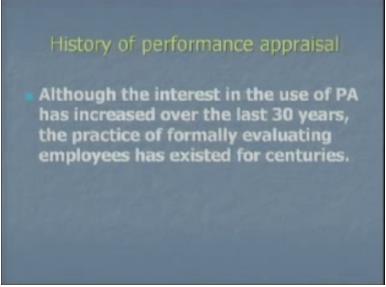
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Evaluation is different than judgment- the former being concerned with performance, the latter with person. While evaluation deals with achievement of goals, judgment has an undercurrent of personal attack & is likely to evoke resistance.

Evaluation is different than judgment, the former being concerned with performance, the latter with person, are you getting this point, we talk about evolution, we talk about judgment, even though we are doing some judgment while evaluating as well, but there is some difference between the two, performance, and the when we are talking about the performance, when we are talking about the judgment.

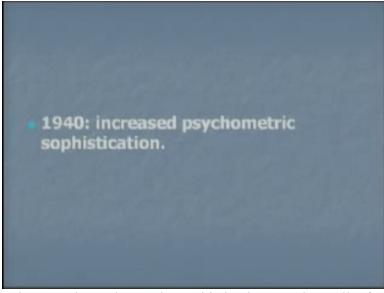
While evaluation deals with the achievement of goals, judgment has undercurrent of some personal kind of attack, some personal attitudes and likely to evoke some kind of a resistance, resistance is the person who is there who know to judge you, now if we look at very, very brief history of a performance appraisal.

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We find although the interest in the use of performance appraisal, this has increased over in the past 30 years, 30 years are little more, the practice of actually, formally evaluating employees, this existed in a centuries ago, this is because ever since there is a work situation, there is a formal work situation, the performance evolution is even table, you have to at the end of that performance you have to say good or bad, that was it time.

So ever since work is there, we have been doing some kind of evolution, so in nineteen hundred some subjective valuation began which have course remain in many organizations even today, but most of the organization have gone quiet objective taken the subjective parameters as well, but designing in a very scientific way of performance management (Refer Slide Time: 29:44)



1940 towards 1940 increased psychometric sophistication to plays all of you understand the words psychometric, psychometric is the measurement of psychological measurement using psychological testing, psychology is a subject when it become very scientific may be some of you do not have any expose to psychology as a subject, but in over earlier lectures when we were talking about the recruitment selection and training.

We have discussed about psychometric, may be you can look back those lectures for this reference, but for now psychometric is psychological measurement, which is turn using certain instruments and there are number of methods, of psychometrics measurement, so this actually got developed after they see the board of values are actually make contribution, but what is the second world war close to that.

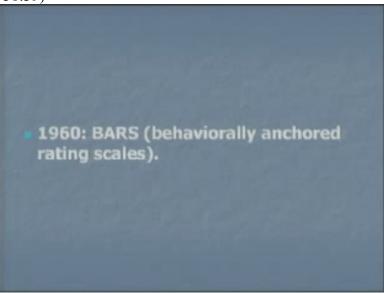
We were finding in lot of psychological measurements did you know develop okay, so forty, forty five that is the time, roughly okay.

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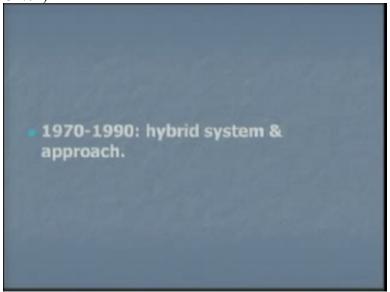
In 1950 the management of objectives, we started talking about management by objectives, and whole tarry of management of objectives, and by objectives, this MBO process that was introduced and we started the performance evolution using the MBO process.

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In 1960 we have the new technical that we evolved we call it BARS, behaviorally anchored rating scales, this we are using most of the organization even today, and this introduction was during the 1960.

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Then 1970 to 1990 the hybrid system approaches began and when then we started using many approaches you know at the same time, so I can say that multiple measurement approach we can use that word, began.

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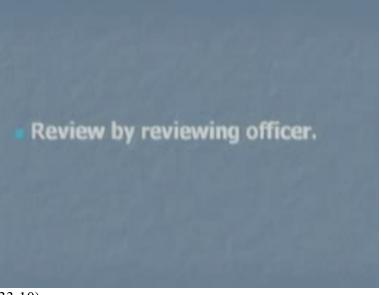
Components Assessment by reporting officer & sharing the ratings with the appraise to arrive mutually at agreed ratings.

So the components of performance sub results then became very, very sort of a organized and we can say the assessment by reporting officer and sharing the rating results with the appraise to arrive at the mutually agreed upon ratings, that became one of the important component. (Refer Slide Time: 32:50)

Performance counseling to help individuals learn from their seniors & improve his performance.

Then performance counseling became another component to help the individuals, to learn from the seniors and to improve in their performance which was not there so organized before these then review by review officers.

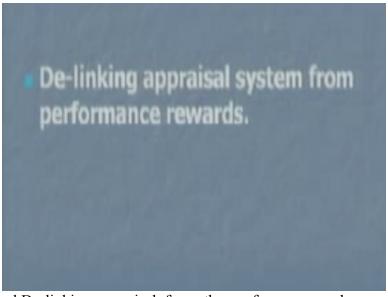
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Development actions by the HRD department.

Development action by HRD departments. (Refer Slide Time: 33:16)



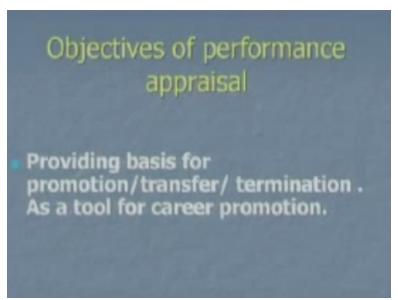
De-linking appraisal, De-linking appraisal from the performance and reward because if you relieve on people to developed positively then we have to do appraisal and give the feedback so that the person has the opportunity of making those corrections and developed so looking positive in that sense but if every time we say that there will be revolt if you are developing perhaps you know then it becomes a every routine kind of a activity and people will not learn for the sake of learning.

People will not developed for the sake of their overall personality development or the development of attitude because when you are a working is a matter of attitude you developed through attitudes so will not do that ,you will look forward to that have done this so I get revolt so there is a difference between the two.

So we should try to de-link these not that the reward should not be given but reward should not be cotangent upon you know each little if you say that the person as done okay we have to see that how much of reward and what type of reward even that is every much important and this whether financial reward and non financial reward perhaps which may be better the non financial reward could be much better.

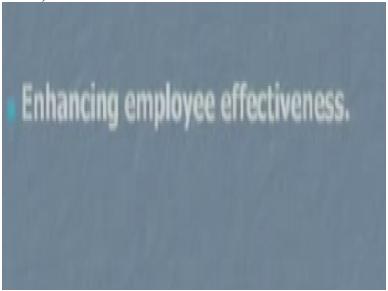
We have seen that also in one of a earlier lectures that the rewards could be of different types that rewards and incentives could be financial and non-financial that we are discussed one of the earlier lectures so the.

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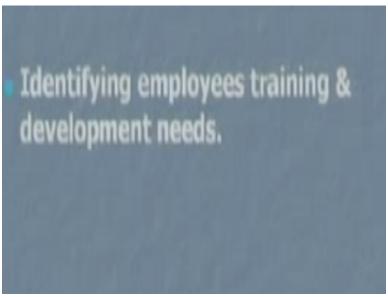
Objectives of performance appraisal we move on to say that these are providing bases for these may provide bases for many things including promotion transfer termination ,and as a toll for career promotion.

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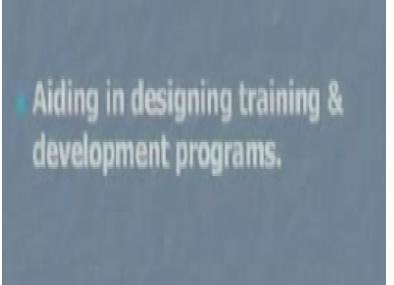
So these also enhance the employee effectiveness.

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Identifying employee training and development needs, we have discussed in our section on training that every employee perhaps as you know some special training need and if organization really wants that the person should developed his a skill and motivation then they need is to identify the training needs and then give him that training so through the appraisal we can also do that then.

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Aiding in designing training & development programs we have also seen in distract the link in this lecture to one of the earlier lectures we have done on the training of employees, because next to that perhaps comes to the performance appraisal even though the processes that we have discussed knowing between much more important and so trying to this to the training our discussions on training so if we have to design

We have also seen in this tranquilling this lecture to one of the earlier lecture that we had done on this selection and training of employees, because next, to that perhaps comes here the performs appraisal even though the processes that we have discussed in between much more important and, so I am trying to link this to the training our discussion and training.

So if we have to design training programs then obviously the data that we have generated to the appraisal systems this is going to help us in the development programs.

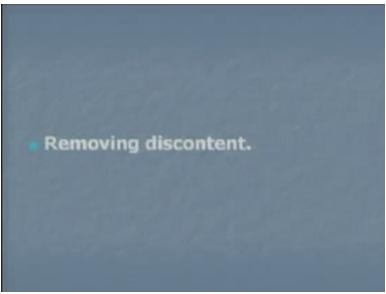
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alienation do you understand the meaning of alienation, see you have motivation ,you have involvement, you get involved in your work and try to devote you know so much time you get committed in work, and every manager would lie that you should be a person whois involved and committed in whatever you do.

But opposite of that almost we can see that the person is alienated who is perhaps not interested withdrawn from the work situation, what do you do he is your employee? You have to give him chance of improvement before you decide you know something serious, so if you do your appraisal I am giving him proper feedback giving him counseling, there is a possibility of removing forth alienation.

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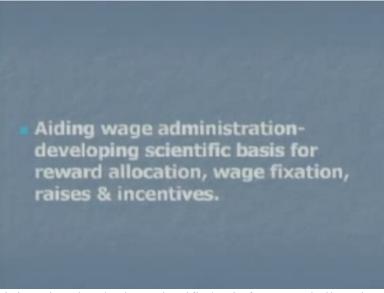
Then also discontent we would like people to be happy at the place of work very much contented, but sometimes it may so happen that some people have this content, so through their places we may be able to mange did this content of people.

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Then developing inter personal relationships, the inter personal relationships is extremely Important for any kind of a organization because it gives you personal satisfaction as well as it gives you the team spirit, it gives a you better work motivation. We do not work alone whenever you are at the place of work we are talking to people, we are discussing our technical issues with others, and sometimes seniors will advice as you know on so many things.

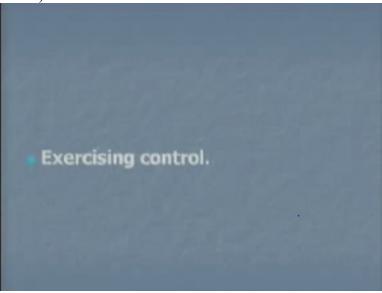
So if you had not having the healthy interpersonal relationship I am trying to say, then may be problems you know for the organization, so using a pesi system also for developing you for better work groups. There is a possibility, performance appraisals also. (Refer Slide Time: 40:21)



The aids wage administration developing scientific basis for reward allocation, wage fixation and perhaps the raises and incentives, so this is the personal functions, the personal department do that and sometimes we are doing that with factors like time promotion. Just so many years and so many increments and things like that, but performance appraisals can help us in this decision time is one important factors but in a decision to that there are number other factors, the quality of work the person is doing.

How much the contribution the person is doing to the organization? So there number of factors which can be seen through the performance appraisals system. And so that it can help the organization in this way also.

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Then you can also exercise certain controls over certain activities when you are doing exhaustive performance appraisal system. And of course we have discussed it can a proof your communication, the organizational communication I mean,

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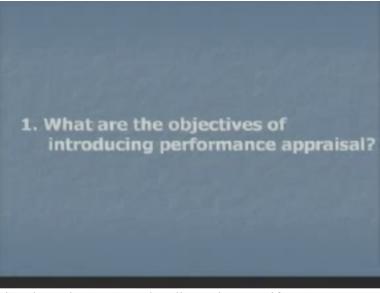
And determine overall approach to performance appraisal includes some with these following factors which I am going to list now.

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Performance appraisal systems

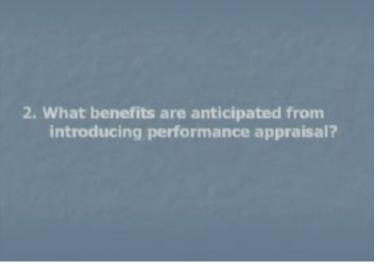
Determine a overall approach to performance appraisal which includes:

What are the objectives of introducing performance appraisal? (Refer Slide Time: 41:57)

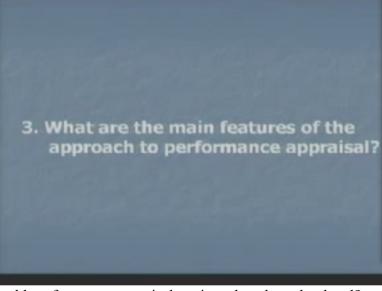


Our earlier discussion has given us to the discussion, so if you are actually designing your performance appraisal system you should be very clear, what are the objectives? That you would like to pick up for your performance appraisal system. What benefits are anticipated including the performance appraisal for promotion and other things, what other benefits you feel should be expected by the organization?

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What are the main features of the performance appraisal in your case? (Refer Slide Time: 42:37)

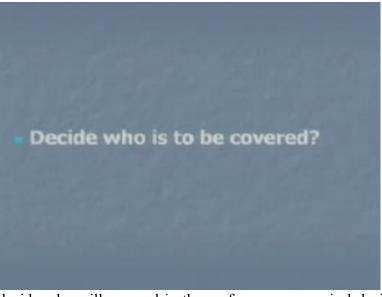


Where and how should performance appraisal we introduced at what level? (Refer Slide Time: 42:46)

Where & how should PA be introduced?

At this senior level or junior level, middle level or in the manufacturing department or in the marketing department or where do you really want the appraisal to be introduced first or in all sections in your organizations.

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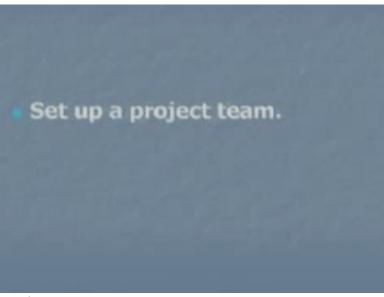
Then you have to decide who will covered in the performance appraisal decide whether the of those should be adopted at each level.

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Decide on whether the same approach should be adopted at each level.

We are talking about the dimensions to design performance appraisal systems for your organization.

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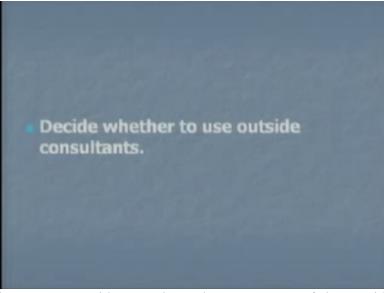


You can set up the project team. (Refer Slide Time: 43:39)

 Define role of human resource department.

define roles of the human resource department because when you are doing this performance appraisals obviously in your organization that's the department which will design and analyze and perhaps give you all the feed back and may be some follow up, so What role they are going to do.

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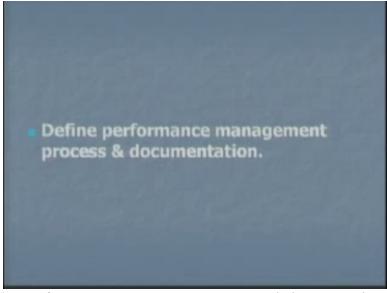


Then decide whether to use outside consultants because many of the outside consultants also help the organizations for many reasons some, some organizations preferred are site consultancy because they believe that if their own managers are doing the process this we are not come to be a very good activity because they I guess they, they fear that there any be some kind of a, some kind of a mind set or some kind of a buyers or something.

Of that kind I recollect that once in fact number of times have gone but once very recently one of the IT industry's then they invited we to become consultant to do the oppressive for all more than perhaps 2000 employees they have in many different officers in all over India and there the when we were doing that the form that was given to you we had ask them to put that in a box because I could not go personally.

It all the units and perhaps they were not feeling that comfortable handling over the whole paper to there officer so we have put in one box everyone was putting there in a box and then all boxes came to me I analyzed everything I got with thing into a computer software then I analyzed it and then prepared the report it was not really the report from the individuals pursing these were the reports for the whole organizations but it is possible in this particular one I was just talking about he over all appraisal in teams of organization development but it is possible and to also give the individual feed aback in this same process so that was one experience very recent experience that I have had this is as a, as a consultant.

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Then we define the performance management process and documentation, documentation is become very important how we are presenting what are we presenting sometimes in the performance of documentation for the individuals it may lead to the council and development opportunities for the departments for the organization maybe need that so many people are the satisfied so many are innovative so many are, are not in favor.

Of many kind of innovation in terms of quality, quality, awareness, cost reduction so, so many aspects are there so we can do that analysis and in documentation it could be a very documentation with all kinds of tables and graphs and other things so, so it becomes a very scientific report if you are looking at the , the performance management for the whole organizations the department of further matter for the individuals but the individuals which will not really put in a , in a meeting or in an discussion that is only for the individual and the organization to take care of that any kind of a any other kind of a further promotion or whatever as we discuss now but for the organizations from the organizations point of view we can present that kind of a document to others.

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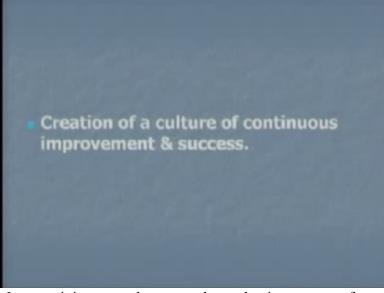
So the pilot trust we do than plan implantation program.

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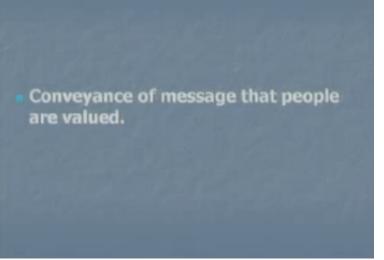
All of you understand what is a pilot trust do you? Pilot test whenever we want to do any research activity or any scientific activity we want to conduct a small study before we take up the final study so pilot test is a replace of the main study okay and 1st we do that and we see the modalities the difficulties the, the time factor and other things and then we redesign our final study and go on so that is how you know is like a pilot car understand now okay so the improve performance through the organizations that is another issue.

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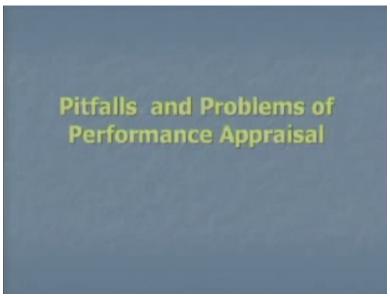
The example that I was giving you that was about the improve performance all about the department and then the creation of culture of continues of improvement and success it was an objective of that study.

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Which I was involve it conveyance of message that people have in mind and which have value by people.

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And with all these we come to our discussion on the pitfalls and problems of performance appraisal system when we design a performance appraisal system we had number of pit falls and which we have to really take care of so now let us see the , the few pit falls going to discuss on the performance appraisal system.

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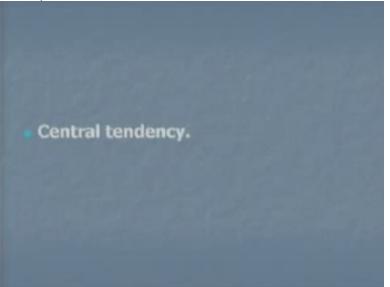


We have some types of shifting standards in the performance appraisal system. (Refer Slide Time: 50:21)



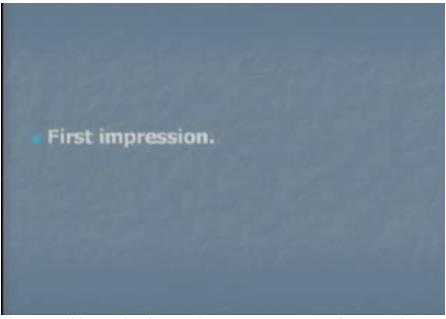
When we are looking at the performance appraisal system there may be different pattern are a rater patterns there are raters when we have discussed they rater means we have the people those who are actually the judges those who are actually doing the appraisal rater when we say so different raters pattern might you know make some impact on negative impact on the performance appraisal system.

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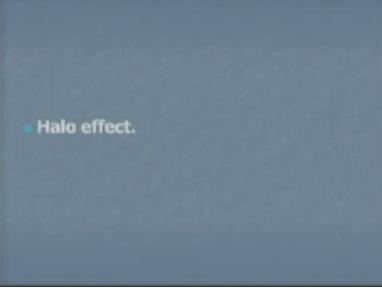
Then we have the center tendency issue central tendency issue you understand here that means the rater has tendency to rate everyone with the average, average say performance standard so if you have a 5 point scale most of the people are put at point 3 so, so that kind of a tendency rater might have which will mean not much because we cannot really, really take out much enough from that but then that happens whenever we have you know this rating, rating system.

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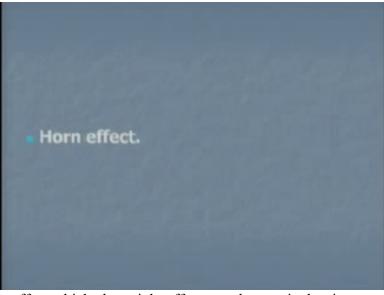


The 1st impression we all know that impression management that is something on that , that is a new field of management coming up and impression management and we cannot detained this factor of this the 1st impression make an impact but if I judge or the rate is good in the process of rating then the possibility is that the 1st impression he could keep a side and look deeper into the whole process so 1st impression in some times know might motivate the person to make a wrong kind of a rating or judgment that possibility is that so this is fit for the whole appraisal process so in other words what we have trying to discuss just now is that if you designing a performance appraisal system is you have to keep what factors you have to keep in mind so the what is the latest behavior that might also effective of a section and that point.

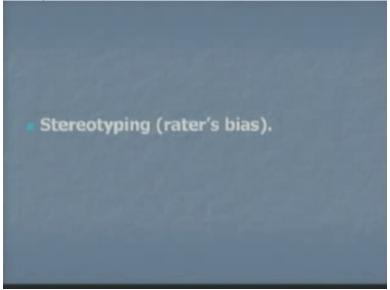
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And the halo effect might also affect you and that particular point of time. (Refer Slide Time: 53:08)



Then there is a horn effect which also might affect you that particular time. (Refer Slide Time: 53:18)

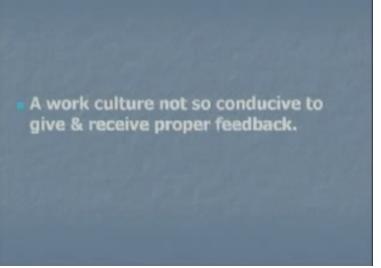


Then stereo typing might also affect you and that time. (Refer Slide Time: 53:26)



This is a by a some king of a buyers then this spillover effect whatever you have done earlier and now that also might effective at this time.

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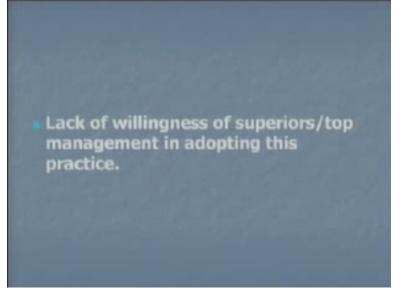
And a work culture not so conductive to give and reduce it you give a proper feedback that might also effect you at the time of performance appraiser.

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Lack of appreciation about the philosophy & benefits of performance feedback.

So lack of appreciation about the philosophy and benefits of performance feedback that may also effect you as the, as the manager in charge of performance appraisal so if you are doing that perhaps it would be a good idea that you also have you know idea some, some set of a light an meant about the philosophy and the benefits of performance feedback okay so in other words what they trying to suggest is that even the manager or the rater who is in charge of doing this has to ready for it is in that so even mentally and also by the learning process one has to be ready this role.

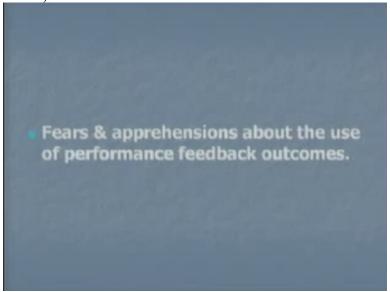
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Then the lack of willingness of supervisor of top management in adopting this practice some time if we going to a very small tiny industry or I am can say that older generation industry were things worked in a without all this people generally have lack of willingness to except in some of these practices which are the other modern in organizations but these become necessary because today we have lot of competition and no more those traditional management strategies or working so we have to adopt to in your systems and sometimes there is lack of willingness to

adopt to know to some of this practices as result of that the go on with the systems so but this pitfall the long run the organizations might, might suffer.

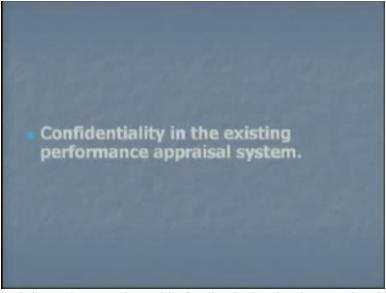
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Because are not doing a modern appraisal practice in their organizations now also some of the pit fall are related to factors like fears and apprehensions about the use of performance feedback outcomes people are sometimes you know not very much fourth coming with the performance feedback outcomes because the fear that others will think and what this person will think and they may think you know.

Bad about me is so what strategies by use for giving this feedback so better not give to this feedback but feedback is always good for the person of that is a very healthy feedback and if it is given in a positive way we do not have give a feedback in a very negative way it has to be a negative thing is also could be spoken in a very positive way so this nothing to really fear or we appraisal about given this feedbacks because that is in negative part of a performance appraisal system and every manager has to wear up to take up also, also this, this role and responsibility now the confident.

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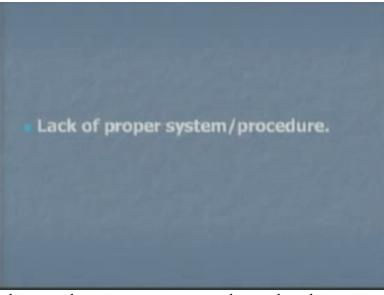


How much confidential you have to keep his feedback that is also another important aspect so you really want to keep system configuration well the years the system you do not have to make it very public yet not confidential from this person whose system has to be actually phased so the (Refer Slide Time: 58:23)

Interference by the trade unions in case of workers.

Interference some types we may find some trade unions in case of the lower level employees we have seen our earlier discussions that the trade union are there and they are actually making impact on the , the employees.

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Then the lack of perhaps you knows proper system and procedure that was a maybe a feedback. (Refer Slide Time: 58:47)



Lack of accountability these are some of the factors that we have which are the fir falls in the whole process of performance appraisal system in our next lecture we will begin with some of this pit falls and continue discussing performance management system in some organizations and I also give you some idea how about some research studies and the results that we have done.

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