

Hrm, performance mgmt.

Business, Management



HR03 Performance Management Assignment No. I Assignment Code:

2013HR03A1 Last Date of Submission: 15th April 2013 Maximum Marks: 100

Attempt all the questions. All the questions are compulsory and carry equal marks. Section-A Ques. 1 Discuss the role of Performance Planning in setting performance criteria for achievement of goals of an organization. Explain with an example how an organization attempts to synchronize individual performance targets with organizational goals. Ques. 2 “ Performance Management –It’s about performing not just appraising” comment on the statement using theoretical concepts to support your answer. Ques.

Elucidate the role of HR departments in the successful implementation of performance appraisal system in organizations. Ques. 4 Explain why KPAs and performance targets form the building blocks of any good performance planning system? Section-B Case Study In response to an advertisement Murali Dhar Yadav applied for the post of an assistant supervisor at Kanpur unit of Manorama Industries (P) Ltd. , leading manufacturers of telephone cables. He was 22 and had passed the intermediate examination in science from Uttar Pradesh Board securing a second class as well as a three-year Diploma in mechanical engineering from Allahabad Polytechnic.

The selection was made in the last week of December, 2005 through scientific procedures including screening, psychological tests, group discussion, interview and medical check-up and as Yadav was found to be the most suitable person among 34 applicants, the management was pleased to offer him the position. Yadav joined the company and after completing six months’ training successfully he was formally placed as an assistant supervisor on Rs. 8000/- p. m. in the extrusion section dealing with the

coating of polyvinyl chloride on copper or bunched cables. He supervised approximately 60 workers and reported to the general supervisor.

His duties and responsibilities in this position included planning, training new operators, chasing schedules, developing new methods, inspection and quality checks etc. etc. Yadav's performance as assistant supervisor from the very beginning was found to be uniformly efficient. His general behavior in the company towards his superiors, fellow-supervisors and workers was highly appreciable. He used to participate actively in informal get-togethers and parties in the canteen of the company. He inspired confidence, respect and enthusiasm in his subordinates.

He was instrumental in increasing production and did not hesitate to work with his own hands. He welcomed responsibilities and did not pass on the buck. On the recommendation of the general supervisor, he was confirmed in his position. Later on, Baldev Prasad Sinha, an assistant supervisor in the cabling section, took three months' leave, and Yadav was transferred to this section for the specified period of time. Yadav again demonstrated his ability and leadership qualities while handling responsibilities of the new section. Then, he was placed again in the extrusion section. In course of time, Rakesh Kochar, a production supervisor (shift in-charge) of the extrusion section was transferred to Kolkata unit of the company and to fill-up the vacancy thus created the general supervisor recommended the name of Yadav on the following grounds: 1. He had fair knowledge of extrusion, cabling and tinning. 2. He could get things done and had a control over the workers. 3. He was the senior most diploma holder in the extrusion department. 4. He took responsibilities willingly. 5. He had potential for leadership. The management

was pleased to accept the above recommendation and promoted Yadav as a Production Supervisor (shift in-charge) at a salary of Rs. 5, 000/- p. m. Gradually the factory expanded, more workers were employed and more machines were brought. However, it was found that despite the expansion, the production in cabling section was not increasing proportionately as expected because of low motivation among workers. Yadav was transferred to this section to get the expected results. He attempted to motivate the workers by providing them good facilities for work, valuing their ideas, recognizing good work, and by changing the programmes and schedules according to the capacity of each individual.

He also tried to inject team spirit among the workers by encouraging competition between the two shifts of workers. His techniques proved to be very effective and consequently production in the section increased 1.35 times. Besides this, he also made useful suggestions for cooling the cables at the die for getting a mat finish which was implemented and since then being practiced. Later on, his services were rendered to the wire drawing section where production was suspected to suffer because of poor personal relations among the workers as well as between the supervisors.

He attempted to create a healthy atmosphere in the section, to settle the disputes among workers through mutual understanding and to inject a sense of brotherhood and respect for each other. He succeeded in his attempts to build-up good relations and consequently, production increased 1.2 times. Then, he was again placed in the extrusion section and by the end of the year, the general supervisor and the works manager appraised his

performance as almost “ outstanding”. Subsequently, Yadav was promoted as a general supervisor in production planning and control department.

He was to be paid a salary of Rs. 17000/- p. m. The duties and responsibilities in this section included the following: 1. Coordination of wire drawing, extrusion and cabling sections. 2. Assessment of target requirements of raw materials. 3. Programming, coordinating and controlling the processes for machines. 4. Assessment of customer requirements 5. Delivery scheduling 6. Export order execution. Yadav showed mixed reactions to his promotion as a general supervisor in production planning and control department.

On the one hand, he was glad to acquire the status of the general supervisor as well as accompanying financial benefits. On the other hand, he felt uneasiness for he was completely removed from the shop floor team of workers, which he enjoyed to supervise. He put his best efforts to perform his functions in the new position. However, despite his efforts, next month, 70 km of wrong colour-coded twisted wires worth about Rs. 22, 000 were produced because of his incorrect planning for which he was warned to be careful in future.

Again after 3 weeks, he was responsible for wrong twisting of 75 km of switch-board wire for which he was asked to submit an explanation by the works manager. Though since then such mistakes did not occur in his planning, a number of different kind of mistakes crept in because of miscalculations. Next, considerable work accumulated in the coiling section due to his incorrect planning. Again, the process was held up because he

planned 200 kg of 0.4mm wire for cables but only 185kg of the wire could be actually available for it.

The works manager reprimanded him privately several times for such inaccuracies in planning and did not know what to do. It was extremely surprising why Yadav's performance tended to fall substantially below the standards expected of him by the company. Questions 1. Discuss critically performance appraisals of Mr. Yadav. 2. What are the reasons for declining performance of Mr. Yadav in the context of his performance appraisals?

HR03 Performance Management Assignment No. II Assignment Code: 2013HR03A2 Last Date of Submission: 15th May 2013 Maximum Marks: 100 Attempt all the questions.

All the questions are compulsory and carry equal marks. Section-A Ques. 1 Write a note on 'Improving managee performance in rapidly changing organization' Ques. 2 Performance management is a critical final element of the performance appraisal process. Explain how effective managers help employees improve performance. Ques. 3 We are living in a world of teamwork and collaboration, so much so that even, the Government at the Center and that in a number of states are being sustained through coalition politics. In such a scenario can you suggest any new way of measuring erformance of employees so that they are better performers in the new organizational context. Ques. 4 Explain why in any performance appraisal form the appraisees are required to fill up much more than the appraisers? Section-B Case Study – SGM Education Enterprises is a company in Noida, which came into existence in 1986 but implemented 360 degree feedback only four years ago. However, owing to immense resistance, had to

discontinue its implementation. It so happened that CEO of the company was earlier given a powerful demonstration by a vendor of 360 degree feedback and the CEO was quite impressed by it.

Consequently he decided to implement it in SGM Education Enterprises as well. Once the CEO decided to implement the 360 degree feedback, he took the initiative to appoint the vendor as consultant to ensure its implementation in the company. Towards this end, an e-mail was sent highlighting its benefits and the rationale for changing to the new system. It was informed as to how the ratings collected utilizing the new system will be linked to bonuses as well as the importance of finishing the On-line training and familiarization course on the system.

Later, the consultant also imparted online training to all those who showed keenness to learn as well as provided links to various documents on how to observe, assess and record performance behavior. In case any employee had a doubt or needed clarification, he could contact HR personnel to resolve any problem. Question: Discuss in detail the method adopted by the CEO to implement 360-Degree feedback in the company. As per your opinion what could have gone wrong in this regard.