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- PAPERCODE/NAME: CC410(HUMAN RESOURCE MANAGEMENT)
- TOPIC: PERFORMANCE APPRAISAL
- FACULTY NAME: Ms.SAGARIKA
- EMAIL ID :sagarikaupadhyay8@gmail.com

INTRODUCTION

- Performance Appraisal is the process of assessing performance & progress of an employee or a group of employees on a given job and his/her potential for future development.
- According to Flippo
- “It is a systematic, periodic and an impartial rating of an employee’s excellence in matters pertaining to his present job and his potential for a better job”.

OBJECTIVES OF PERFORMANCE APPRAISAL

- Providing feedback to employees
- Providing valid database for Personnel decisions
- Identifying training needs
- Providing coaching ,counseling, career planning and motivation to subordinates
- Developing positive superior – subordinate relations and thereby reduce grievances.
- Testing effectiveness of recruitment ,selection ,placement & induction programmes

FEATURES OF PERFORMANCE APPRAISAL

- It is a systematic process
- It represents picture of employee strengths and weakness
- It indicates how well X is doing the job
- It is different from Job evaluation
- It may be formal or informal
- It is not a one - shot deal

MODERN METHODS OF PERFORMANCE APPRAISAL

1. ASSESSMENT CENTRE METHOD

- An assessment centre is a group of employees drawn from different work units.
- They work together on an assignment related to higher level job and their performance are ranked.
- The employees are evaluated individually and collectively by using stimulation techniques like role playing, business games, in-basket exercises etc.
- These assessments are done to determine employee potential for promotion.

MODERN METHODS OF PERFORMANCE APPRAISAL

2. BEHAVIORALLY ANCHORED RATING SCALES

- This method combines with graphic rating scales with critical incidents method.
- BARS are descriptions of various degrees of behaviour relating to specific performance dimensions.
- Critical areas of job performance and the most effective behaviour for getting results are determined.
- The rater records the observable job behaviour of an employee |& compares these observations with BARS.
- In this way an employee's actual job behaviour is judged against the desired behaviour.

MODERN METHODS OF PERFORMANCE APPRAISAL

3. HUMAN RESOURCE ACCOUNTING

- It is a process of accounting for people an organisational resource.
- It tries to place value on organisational human resources as asset and not as expenses.
- Under this method performance is judged in terms of costs and contribution of employees. Difference between cost and contribution will reflect the performance of employees.

MODERN METHODS OF PERFORMANCE APPRAISAL

4. 360-DEGREE APPRAISAL

- It is a system or process in which employee receive confidential, anonymous feedback from the people who work around them.
- It is a systematic collection of performance data on an individual or group, derived from a number of stakeholders includes subordinates, peers, team members, customers, superiors and self.

MODERN METHODS OF PERFORMANCE APPRAISAL

5. MANAGEMENT BY OBJECTIVES

- The concept of Management by objectives (MBO) was developed by **Peter Drucker** in **1954**.
- It has been defined as “A process whereby the superior and subordinate managers of an organisation jointly identified its common goals, define each individual’s major areas of responsibility in terms of results expected of him and use these measures as guides for operating the unit and assessing the contributions of each of its members”.
- It involves appraisal of performance against clear, time bound and mutually agreed job goals.

THANK YOU