

HRM713 Proposed solutions by
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1.Outcomes and outputs

Answer:

An **output** is a result that can be measured in numbers or quantity. **Outputs** are the goods and services produced for example

Financial measures: income, rate of return, cost

Number of units produces. The percentage of sales target achieved.

Time measures: speed of response, time of delivery

While an **outcome** is a qualitative factor which cannot be measured or quantified.

For example, level of competence attained, Customer satisfaction, behavior of employees, use of knowledge and skills

2. Troubles/ Issues of applying PMS

Answer:

There are Eight issues in applying PMS

1. **PMS** cannot be implemented as a single entity, it needs to be integrated with different Core HR processes.
2. Sophisticated process does not always guarantee effective PMS
3. It is difficult to improve the abilities of managing performance
4. Organizations are reluctant to evaluate the effectiveness of PMS
5. Lack of understanding about the link between performance and culture
6. If PMS is not delivering then, there are issues like priorities, clarity of purpose, mismatch between values and behaviors
7. Alignment between PMS and organizational goals is mandatory
8. Understanding is required that PMS can support change, but it might not be the only driver

3. PMS stages and At which stage of PMS, communication plays a significant role?

Answer:

PMS Stages:

Evaluate your current performance appraisal process. Look at what type of feedback you are providing to your employees. Determine if there is anything you need to change or add to the evaluation itself.

Identify organizational goals. Performance management systems help staff know how they are to be involved in reaching that goal.

Take the time to clarify what your goals are for the next year as a company.

Emphasize on the communication among departments and staff. At this stage, communication is very important because Clear understanding of goals and agreeableness with the objectives could only be achieved with effective communication with the employees. Effective communication will provides the clear understanding to the employees about what is the organizational goal and what they had to do to achieve these goals

Set performance expectations. As you sit down with each employee, clearly lay out your expectations for them. Acknowledge what they are already doing well. Use this to encourage them.

Monitor and develop their performance throughout the year. As employees begin to work on their performance, keep an eye on how they are doing. If they are struggling to meet performance expectations, coach them.

Evaluate their performance. At each performance review, let the employee know how they are doing. For example, "not meeting expectations", "meets expectations", "exceeds expectations."

Set new performance expectations for the next year. Some items may be the same. However, since these are also based on organizational goals, you will need to re-examine your goals for the upcoming year.

4. how culture support development of PMS?

Answer:

culture is the foundational driver of alignment of employees with organizational goals. Organizational culture defines the way employees complete tasks and interact with each other their beliefs, values, rituals and symbols that govern the operating style of the people within a company as autocratic and directive which will not support PMS's sharing and caring philosophy while non directive and supportive culture will support the involvement, empowerment and ownership

As the communication among employees towards helping each other, their belief in top management about their support in achieving both organizational and personal goals, the values considered while making decisions at every level, behavior of employees towards customers, flexibility of adapting change and learning new skills all of these things comprises organizational culture and their positive intent supports the development and implementation of PMS in an organization.

5. why PMS should be a continuous process?

Answer:

Performance management is seen as a continuous process, because PMS is holistic in its nature and its parts are integrated with each other. As PMS sets objectives and expectations, monitor and evaluate progress and provide coaching if needed and feedback to ensure that employees are meeting their objectives and career goals.

6. would u favor micromanagement or not? Give logical reasons

Answer:

Micromanagement is defined as the management style whereby a superior manager imposes excessive control and monitoring on the subordinates.

I would not favor micromanagement because of the following reasons:

1. Reduced Job Satisfaction
2. Reduce Creativity and Efficiency

3. Discourage others from making decisions
4. Get involved in the work of others without consulting them
5. Push aside the experience and knowledge of colleagues
6. Loose loyalty and commitment
7. Bring de motivation in the team

7. Enlist the five basic attributes which ensure the effectiveness of any PMS

Answer:

1. Have clear aims and measurable success criteria
2. Be simple to understand and operate
3. Have its effective use core to all management goals
4. Focus on role clarity and performance improvement
5. Provide T & D infrastructure
6. Be regularly and openly reviewed against its success criteria

8.-ve consequences of poorly designed/administered or lack management commitment PMS

Answers:

1. poor motivation due to inadequate feedback on performance
2. little or no communication about performance between supervisors and employees
3. inefficient use of supervisor's time
4. litigation over alleged actions

9.How can you relate performance issues with its system and individual factors?

2marks for identifying system & individual factors

3marks for relating performance issues

Answer:

Individual factors are Ability and motivation

Individual factors creates a strategic fit between HR practices and organizational goals.

De motivated or incapable employees will result in performance issues like less productivity, slow work pace and low quality. They will be unable to deliver up to the required performance levels and ultimately threatens the achievement of organizational goals

System Factors are Input, processing, output and outcome

The performance of organization and even individuals is dependent on the system factors.

If these parts are not properly integrated, defined, implemented and lead then it will result in less productivity, low employee morale, low quality, missing deadlines and ultimately unable to achieve the strategic goals

10.Y PMS failed

Answer:

1. Lack of integration
2. Lack of leadership support
3. Lack of inspiration
4. Lack of monitoring
5. Lack of evaluation
6. Design failure
7. Implementation failure
8. Incompetence

11-Contextual Factor describing performance of knowledge based organization?

12.Significance of contextual performance in knowledge based organization

Answer:

Knowledge based organization is the one in which people generate, transform, use and transfer knowledge based products and services.

The effective implementation of this knowledge is heavily dependent on Contextual factors.

Organizational knowledge and culture are interlinked, The way an organization creates, transfers, and applies knowledge is rarely possible without the support of contextual factors like organizational culture, employee relationship, people, technology systems and work structures. These factors must be aliened to effectively implement the gathered knowledge.

For example, learning culture, horizontal structure, good employee employer relationship, motivated people, change adaptability otherwise needs to change the behavior accordingly.

13. How mbo and merit rating can be incorporated to achieve effective pms?

Answer:

Management by objectives is a process of defining **objectives** within an organization so that **management** and employees agree to the **objectives** and understand what they need to do in the organization in order to achieve them.

While **Merit rating** is the assessment of employee over personality traits as ability to learn, dependability, quality and quantity of output etc.

Both of these methods needs to be incorporated. The characteristic of MBO for defining objectives should be used to convey and understand the objective so that employees feel aliened and prepare them to achieve the set targets , further the personality traits should be a focus and should point out the weakness and bring in the T & D to improve them so that people can achieve what is expected of them .So the characteristics of MBO and MR if used in conjunction then can be fruitful for the implementation of PMS

14.Case was given.. an employee who is appointed as a computer operator.. manger has to do his evaluation regarding customers' dealing? What dimension should be used...??

I think contextual performance, like her behavior, outlook, posture, proactive or reactive, body language, a mentor or not, etc

15.Another case was given, hina has been a competent employee but now a days her performance is declining.. she discuss this with her friend and tells her that her boss is not appreciating her efforts either she outperforms.. which factor is missing here,..?? ,motivation, procedural knowledge?

Answer: motivation

Declarative knowledge:

Not likely to be a big problem because when lack of knowledge is identified, employees have multiple opportunities to fill in the gap.

Procedural knowledge:

Can be a problem because employees may have the knowledge to perform certain tasks but may not have the skill to do them because of lack of opportunity for practice.

Motivation:

Can be a problem because downsizing interventions may cause frustration, resentment and anger in employees. Employees spend minimal energy on their jobs.

16. Which of the motivational theory (reinforcement, expectancy, self-efficacy, and attribution) significantly contributes in defining the effective rewards to motivate the high performers?

Answer: Expectancy theory

Another key motivation theory underpinning performance management deals with the importance of expectations. The theory was originally formulated by Vroom (1964) in what he called the valiancy–instrumentality–expectancy theory. Valiancy stands for value, instrumentality stands for the belief that if we do one thing it will lead to another, and expectancy is belief in the probability that action or effort will lead to an outcome.

In accordance with expectancy theory, motivation is only likely when a clearly perceived and usable relationship exists between performance and outcomes, and the outcome is seen as a means of satisfying needs. This explains why extrinsic financial motivation provided by a pay for- performance scheme will only work as a motivator if the link between effort and reward is clear and the value of the reward is worth the effort. It also explains why intrinsic motivation arising from the work itself can be more powerful than extrinsic motivation. Intrinsic motivation outcomes are more under the control of individuals who can place greater reliance on their past experiences to indicate the extent to which positive and advantageous results are likely to be obtained by their behavior. This theory was developed by Porter and Lawler (1968) into a model that explained the four factors that influence effort and task achievement:

- The value of rewards to individuals.
- The probability that rewards will result from effort, as perceived by individuals.
- Individual characteristics such as intelligence, know-how and skill.
- Role perceptions – what individuals want to do or think they are required to do. These are good from the viewpoint of the organization if they correspond with what it thinks the individual should be doing. They are poor if the views of the individual and the organization do not coincide.

Expectancy theory supports performance management processes designed to provide for intrinsic motivation by providing opportunities for growth and scope to use and develop abilities.

17-Can individual judge his routine task due to information of annual goal?

I feel like this ques is incomplete

That's y m confused

bcz some factors which are monetary can be judged but other cannot b

for example sales/prod can b judged. But qualitative factors needs further clarification I thought

18.Ali works in the sales department; recently he managed to outperform his peers by achieving beyond the set sales target. According to his boss, his performance is a direct result of his improved behavior. Evaluate Ali's success in terms of outcome and output

Output is a quantifiable variable as sales targets or unit produced

Outcome is qualitative as behavior, cooperation , attitude

In this case Ali has worked to improve his qualitative(outcome) factors , he worked hard on his attitude toward sale and customer, used his selling skills and his behavior part to produce the required levels of sales and output

19. Hina performs outstanding but her performance was going to down day by day she discusses her friend that her boss does not appreciate her, Find factor of her performance? performance formula was given(knowledge * procedure * motivation).

Motivation

20. In order to ensure procedural justice an organization has developed a standard performance appraisal form which is preferred by the organizations in specific industry. Do u think it will work positively?

- 1) **Hira is a competent employee but for past few weeks her performance is not showing her potential and is declining day by day, she often discusses with her friend at workplace that her boss never appreciates her work, even if she outperform others. This negligence in her work is demoralizing her Performance has been defined as a product of Declarative knowledge. Explain**

Solved by SABA

Q.no 1. What is the best time to communicate performance expectations to employee?

The best time is a week or two after you have completed the performance appraisal meeting when you reviewed the official performance appraisal and discussed the person's performance during the preceding year. the ideal time for the performance-planning meeting is a week or two after the previous year's performance appraisal discussion. The subjects will still be timely and the information will be easily available. But an effective performance-planning discussion can be held at any time—there doesn't need to be any other reason for scheduling a planning discussion than the manager's desire to help subordinates succeed in understanding and meeting their job responsibilities.

Q.NO 2 How mbo(management by objective)improve the effectiveness of pms?

Management by objectives (MBO) has been advocated as a tool to improve management effectiveness. MBO is a systematic approach to setting objectives that would lead to improved organizational performance and employee satisfaction. The objectives should be used to convey and understand the objective so that employee feel aliened and prepare them to achieve the set targets. As in MBO objectives and standards are designed which allow employees to translate organizational goals into individual goals, which leads towards effective performance of an employee.

Q.NO 3 Which following scale measurement prefer fr performance measurement respectively.

1. Behaviour frequency

2-verbal

3- comparison

4- numerical

We prefer behavior approach **this approach includes several techniques that define and shape the right behaviors of employees for an effective performance.** Because we must use absolute measures in which every employee should be evaluated against standards and set goals. Comparison approach is not preferred because **this approach involves comparing and ranking an individual's performance with respect to others in a given group.** Verbal are mostly outcome/ result oriented. They do not include movements of employee while doing the job. Numerical is also hard approach in which scores are assigned and weighted average is used to rate.

Q.NO 4 Difference b/w organization level core competencies and job family competencies.

Organizational core competencies are those behaviors or attributes that the company expects to see demonstrated by everyone who is employed, regardless of that person's job or level. Sometimes called cultural competencies, these are the small number of skills, talents, and abilities that senior management has decided are truly core to the successful operation of the business.

Job family competencies are those that apply more specifically to some types of jobs but not necessarily to others. For example, "people management" is a competency that might be used to assess the performance of people whose job primarily involves supervising and directing the work of others. It's easy to see from the description that only people with supervisory responsibility can be held accountable for this area: Regularly reviews performance and holds timely performance appraisal discussions. Hires the best people available. Doesn't hesitate to select strong subordinates. Has a nose for talent. Is watchful for subordinates and coworkers who appear to be having personal problems or concerns and encourages them to seek help. Knows people's career goals and helps them achieve them. Actively seeks development opportunities for employees. Holds people accountable and takes corrective action when necessary.

Encourages and rewards effort, hard work, and results. Actively works to promote high performers and remove non contributors. Similarly, "safety" is a competency that will probably be included only in the performance appraisal of people in the operations job family:

Performs work in a safe manner at all times. Assesses the work site for hazards. Maintains an organized work area. Identifies and corrects unsafe situations. Plans a job with safety concerns in mind. Seeks guidance from supervisor and safety coordinator if needed. Attends and actively participates in safety training events. Considers the safety of other employees on the job site. Maintains personal protection equipment. Understands safety regulations and why they are important. Reports unsafe conditions. Communicates organization's safety policy to contractors and other nonemployees. Responds effectively to safety and health emergencies. Job Family competencies are those competencies that are common to a group of jobs.

Q.NO 5- why managers deliberately underrate high performers?

Because that r confuse of their future goal, due to halo effect error in which involve or rate the un related activities, stereotyping error means manager use their personal belief on the other that for example if manager believe specific caste is not good or not hard work if employee is high performer but belong to that caste than manger give too rate, past performance error, etc.

As the word deliberately tells us that this is an intentional rating error and there are 3 intentional rating errors. 1- Leniency, 2-Severity, 3- central tendency error. In this situation managers are committing severity error and compelling the appraise to consider leaving the job.

- They may have a belief that accurate ratings would have damaging effect on the other employees and performance.
- They may desire to improve the employee performance in future also.
- The may punish a difficult or rebellious employee.
- To encourage a problem employee to quit.

Q.NO 6 There are four functions of management. Performance appraisal is the application of which one?

The four functions of management are planning, organizing, leading and controlling. Performance appraisal is an application of controlling. Controlling is a process which measures and directs the actual performance against the planned goals of the organization.the measurement of performance canbe done in several ways,depending on the performance standards including financial statement ,sales report,customer satisfaction and formal performance appraisals.managers at all levels engage in the managerial function of controlling to some degree.

2. considering the comparative approaches of performance evaluation .what type of logic will you give to advocate the approach

Q.NO 7PMS evolve from performance evaluation to performance development. How can it effect an employee. Significance.

Performance management is a tool for improving the work performance and productivity of individuals, teams and organizations. It is increasingly important in the public sector in responding to budgetary and fiscal pressures, increasing demands for public services, and the need for more transparency in reporting on the use of government funds.

The purpose of an employee evaluation is to measure job performance. Many evaluations provide quantitative measurements essential for a production-oriented work environment. Other employee evaluations provide employers with metrics regarding the quality of employees' work. The importance of an employee evaluation is that it's instrumental in determining whether an employee's skill set is appropriately matched to the employee's job.

Employee performance is evaluated time to time to provide then a right path to work it results into employee development as well organizational development.

Q.NO 8 while evaluating employee performance, among these (supervisor, peer, subordinate, self, customers) who gave over evaluation? Why or why not?

Self and subordinate gives over evaluation. Obviously, the subordinates may try to get back at their supervisor for giving them tasks that they did not want to perform, or for disciplining them for failure in their jobs. There may be a personality conflict, or some subordinates certainly may be biased against their supervisor or manager. So there are certainly negative aspects to subordinate evaluations. On the other end of the scale, the subordinates may inflate the capabilities of the manager, at least partly because of a lack of understanding of all the tasks and duties required of the manager. Self assessments tend to overestimate the individual's ability to do a job

Q.NO-9-What are the disadvantages of using comparative method of performance measurement in simple words. Kindly quote examples from real life also.

Comparative methods are based on people, outcome oriented methods rely on the products people produce, and absolute methods refers ultimately to criterion behavior.

- If not enough evaluators, personal biases and opinions would greatly affect the ratings.
- Lack for specificity for feedback, as employees aren't aware of what they should improve on for their ranking individually.
- The supervisor rank orders workers by comparing each worker to every other worker, forcing the supervisor to make relative judgements. This method, although reasonable effective for a small number of employees, as the number of employees increases, this method will become cumbersome and unreliable.

Q.NO 10 What is link/ relationship between behavior and competency? Is there any hierarchy for these concepts? Quite confusing for m

yes offcourse there is a relationship between behavior and competency. Each competency is defined by a set of desired behaviors. Competence is the ability of an individual to do a job properly. A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees. hierarchy yeh ha

Q.NO 11 Difference between scale of agreement and scale of evaluation with examples?

Q.NO 12 Core competencies, core values; What is the relationship between these? Is there any hierarchy exists?

Yes these two elements are closely related. Core competencies are a specific type of competency. They identify the key values and strengths shared by everyone in the organization, regardless of the job they perform. Values identify the beliefs or ideals shared by everyone in the organization. Values are what are important to the organization, and competencies are the tools that support that. While competencies and values have significant areas of overlap, core competencies enable organizations to translate their values into day-to-day workplace behaviors that can be identified, measured, supported, and developed using specific HR tools.

Q.NO 13 in recommended books steps of PMS are different varying from 4 to 6. What are the simplest steps for implementation of PMS?

Performance	planning
Performance	execution
Performance	assessment
Performance	review
Performance renewal n re contracting	

1. The next phase in PMS is 'Performance Planning' during which managers, supervisors and subordinates collaborate to discuss and agree upon the performance criteria including results/performance outcomes, behaviors and development plans.

2. It is the stage of PMS when performance to be evaluated is actually performed by the employees. The performance is initiated according to the set standards and mutually decided goals. performance execution is mostly based on employees (subordinates, ratees). However, managers (supervisors, raters) have also a significant role in performance execution in terms of support and guidance rather than actual performance of the job.

3. After the execution of performance, activities are assessed separately by relevant stakeholders (supervisors, oneself, peers, subordinates & customers).

4. This is the second last phase of PMS in which assessment rating of performance are mutually discussed by the rater (supervisor) and ratee (subordinate) by comparing what happened with what should have happened.

5. Last phase of PMS is performance renewal and re-contracting which is somehow similar to the phase of performance planning. In this phase organizational goals, performance standards and desired behaviors are modified in accordance to the outcomes achieved in the previous phases.

Q.NO 14 performance planning has a significant important in PMS. Define a managers (appraiser) role in the performance planning phase.
planning is the bedrock of an effective performance management system. The performance-planning discussion gives the manager the chance to talk about her expectations and what she sees as genuinely important in the individual's job.

The manager has six primary responsibilities

Before the Meeting

1. Review the organization's mission statement, or vision and values, and your own department's goals.
2. Read the individual's job description. . Think about the goals and objectives the person needs to achieve in the upcoming appraisal period.
3. . Identify the most important competencies that you expect the individual to demonstrate in performing the job.
4. Determine what you consider to be fully successful performance in each area.

During the Meeting

5. Discuss and come to agreement with the individual on the most important competencies, key position responsibilities, and goals.
6. 6. Discuss and come to agreement on the individual's development plan.

Q NO 15 Elaborate that Performance Management is holistically a system while organizations increasingly talk about their great systems, many still lack the organizational discipline to drive performance management **holistically**. Their practices too often find managers scrambling to complete goals

well into the performance period and frantically trying to complete reviews necessary to get pay increases out by the deadline, rather than building an integrated performance management system, and all that it implies.

While no system will be perfect, it is clear that organizations will need some process to ensure that their performance is sufficient to execute their strategies better than their competitors.

1. Describe BARS (Behaviorally Anchored Rating Scales) with respect to Graphic Rating Scale and Critical Incident method.

Behaviorally Anchored Rating Scales (BARS): This is a type of graphic rating scale in which initially all the important dimensions of a job are identified. Afterwards rater generates critical incidents illustrating low, average, and high skills of performance for each dimension. Supervisors/managers consider each dimension with its accompanying definitions and a randomized list of relative critical incidents. Based on these ratings along with respective critical incidents evaluator assigns a scale value to each incident. In this manner this evaluation method combines a graphic rating scale with a critical incidents system. BARS focuses on the desired behaviors of a specific job therefore a common tool cannot be applied for multiple jobs.

Munaxa Imran

8 hrs

my PM paper :

1: An performance appraisal form can be generalizable over an industry. Agreed or not? Justify.

Or .can a standard appraisal form be applied in whole of the industry why or why not.

Answer: **an ideal performance appraisal form?question and answer book chap 6 topic 6.1)**

Yes. While the specific design and construction of the form varies from one organization to another, five elements should appear in every performance appraisal form:

1. Organizational core competencies
2. Job family competencies
3. Key job responsibilities
4. Projects and goals
5. Major achievements

1. *Organizational Core Competencies*. One of the hallmarks of an upto- date, “best practice” performance management system is that it includes specific competencies that the organization expects all of its members to display. *Competencies* is the umbrella term that is used for all of the elements of performance that correlate with superior job execution and are predictive of success in organizational life. The term *competencies* includes behaviors, skills, traits, technical knowledge, proficiencies, attributes, and abilities. Organizational core competencies are the ones that the organization expects of everyone who picks up a paycheck, regardless of his job or her organizational level. Communication skills and results orientation might be core competencies that the organization has identified that it expects everyone in the company to demonstrate at a superior level.

2. *Job Family Competencies*. Although there may be hundreds of different jobs within one company, there are only a small number of job families. For example, managerial/supervisory, sales, professional/ technical, and operations all are job families. Financial analyst, lawyer, computer programmer, and translator are very different jobs, but all of them are part of the professional/technical job family. Similarly, a second shift foreman and the senior vice president of marketing are both members of the managerial/supervisory job family.

Conceptual thinking and technical expertise might be competencies assessed of everyone in the professional/technical job family, while the competencies of people development and motivating subordinates might only show up on the form used for employees in the managerial/

supervisory job family. Some competencies may be included as assessment items in several job families. For example, interpersonal skills might be a competency that is important for success in every job family.

3. *Key Job Responsibilities*. The competencies part of the appraisal form focuses on how the person goes about doing the job—the skills and proficiencies and attributes she demonstrates. The key job responsibilities section of the appraisal form focuses more specifically on what the individual is expected to do. If the organization has well constructed job descriptions, these key responsibilities appear on each person's job description. More frequently, the language in the job description is less specific than is useful for performance appraisal purposes. In this case, the manager and the individual determine what the individual's key job responsibilities are during the performance planning discussion.

4. *Goals and Projects*. These are the individual's activities that are beyond the specific tasks and duties outlined on a job description. For example, the key job responsibilities of a person holding the job of order-entry analyst will be the same no matter how many order-entry analysts there are, where they are located, or how long they have been in the position. But different order-entry analysts may have very different goals and may be assigned to work on significantly different projects.

5. *Major Achievements*. Every performance appraisal form should require the manager to identify the major accomplishments that the individual was responsible for over the course of the year. This section is frequently the place where the connection is made between the individual's Performance and the organization's mission or vision and values.

3. can an individual be judged for routine tasks on the basis of goal attainment support your choice with a rationale.

Answer: Principles of goal setting

Goal theory as originated by Latham and Locke (1979) stated that people perform better when they have specific and challenging but reachable goals. Acceptance of goals is achieved when:

- People perceive the goals as fair and reasonable and trust their managers.
- There are arrangements for individuals to participate in goal setting.
- Support is provided by the supervisor. A supportive supervisor does not use goals to threaten subordinates but rather to clarify what is expected of them.
- People are provided with the resources required to achieve their goals.
- Success is achieved in reaching goals that reinforces acceptance of future goals.

Benefits and problems of goal setting (Latham and Locke, 2006)

Benefits:

Gives a sense of purpose. Provides an unambiguous basis for judging success. Increases performance.

Is a means for self-management. Increases subjective well-being.

Potential problems:

Lack of sufficient knowledge for goal attainment.

Goal conflict act among group members. Fear of risk-taking.

Ignoring non-goal dimensions of performance.

Demoralization because, following success, management may set higher, impossible goals.

4. Transparent PMS provides a safeguard to organizations against law suit. evaluate the statement as correct or incorrect .support your choice with relevant explanation

Answer: “ Transparent communication and decision making with employees and with client organizations inspire engagement and trust — which are the building blocks for achieving sustainable growth and success in any service business. ” transparent process free from any ostensible manipulation relative to evaluating and reporting organizational performance, as well as to awarding executive and CEO compensation. genuine willingness to work with others in a cooperative, assertive and transparent manner to achieve a common goal, placing group interests above those of the individual.

Maha Rukh with Munaxa Imran and 2 others.

1. Is standard appraisal form used in whole industry why or why not? Repeated

3. What are the key factors to enhance/improve the usefulness of performance management system?

Answer:

The contextual or environmental factors of culture, management style, work systems and structure will strongly influence the content of performance management procedures, guidelines and documentation and the all-important processes that make it work (role analysis, goal setting, providing feedback, analyzing and assessing performance, and coaching).

Cultural considerations will affect performance management because it works best when it fits the existing values of the organization. Ideally, these should support high performance, quality, involvement, openness, freedom of communication and mutual trust. These may not have been put into practice in full, however vigorously they have been espoused. But top management must genuinely want to move in these directions and need to make it clear that everyone else should go along with them, using performance management as a lever for change. In performance management, there is too often a gap between the rhetoric and the reality. The process of developing and introducing performance management must concentrate on ensuring that worthy ambitions are translated into effective action by all concerned.

Structural considerations will also affect the way in which performance management is introduced. In a highly decentralized organization, or one in which considerable authority and power is devolved to some functions or divisions, it may be appropriate to encourage or permit each unit or function to develop its own approach to performance management as long as it conforms to central guidelines on the basic principles.

The cultural, work system and structural factors to be taken into account will vary considerably between organizations, which is why there is no one best way to develop and introduce performance management.

Muhammad Ali Shakir

Q1. To resolve the performance issues of a football team, club has appointed a former footballer, who once had been a great player of his era, as team's coach. He initiated his task by reviewing the player's fitness and game tactics on individual basis. He pointed out and noted the performance issues to redesign the practice session for the players. After analyzing the individual performance of each player he concluded that team's performance is not only affected by the individuals' effort but players need to be motivated to feel themselves a part of a team. Develop an appraisal form to evaluate player's performance while considering these findings of the coach.

Answer : page no from 356 to 359 Armstron book)

Q2. How Trait, behaviors and results approach can be combined in performance appraisal for achieving synergy?

Answer: 1. *Organizational Core Competencies*. These are the skills, attributes, **traits**, or behaviors that are expected of everyone in the organization, regardless of job or organizational level. “Ethics and integrity” and “customer focus” might be core competencies that everyone in the company will be expected to demonstrate.

Results include actual job outputs, countable products, measurable outcomes and accomplishments, and objectives achieved. Results deal with what the person achieved.

Behaviors include competencies, skills, expertise and proficiencies, the individual’s adherence to organizational values, and the person’s personal style, manner, and approach. Behaviors deal with how the person went about doing the job

Q3. What is the contribution of Social cognitive and control theory in performance management development?

Answer:

Control theory

Control theory focuses attention on feedback as a means of shaping behaviour. As people receive feedback on their behaviour they appreciate the discrepancy between what they are doing and what they are expected to do and take corrective action to overcome it. Feedback is recognized as a crucial part of performance management processes.

Social cognitive theory

Social cognitive theory was developed by Bandura (1986). It is based on his central concept of self-efficacy. This suggests that what people believe that they can or cannot do powerfully impacts on their performance. Developing and strengthening positive self-belief in employees is therefore an important performance management objective.

Q4. which stage of PMS, communication plays a significant role? Repeated

Q5: Describe BARS (Behaviorally Anchored Rating Scales) with respect to Graphic Rating Scale and Critical Incident method.

answer:

Behaviorally Anchored Rating Scales (BARS): This is a type of graphic rating scale in which initially all the important dimensions of a job are identified. Afterwards rater generates critical incidents illustrating low, average, and high skills of performance for each dimension.

Supervisors/managers consider each dimension with its accompanying definitions and a randomized list of relative critical incidents. Based on these ratings along with respective critical incidents evaluator assigns a scale value to each incident. In this manner this evaluation method combines a graphic rating scale with a critical incidents system. BARS focuses on the desired behaviors of a specific job therefore a common tool cannot be applied for multiple jobs.

Al Hamdo Lillah. What a lenient and easy paper, I can never ever expect.

- 1- Difference b/w organization level core competencies and job family competencies. Repeated
- 2- Why managers deliberately underrate high performers? Repeated
- 3- There are four functions of management. Performance appraisal is the application of which one?
- 4- At which stage of PMS, communication plays a significant role? repeated

Thanks to all fellows for their support and best of luck for those who have to appeared yet.

Amna Hussain

1 hr

My today ppr HRM 713 performance management

- 1 Define contextual factor that depicting performance of knowledge base organization? REpeat
- 2 Wht is the best time to communicate performance expectations to employee? repeated
- 3 How mbo(management by objective)improve the effectiveness of pms? repeat
- 4 Which following scale measurement prefer fr performance measurement respectively.
 - 1.behaviour frequency
 - 2 verbal
 - 3 comparison
 - 4 numerical

repeat

My PM paper.

Total questions =4

- 2: performance planning has a significant important in PMS. Define a managers (appraiser) role in the performance planning phase. repeat
- 3: PMS evolve from performance evaluation to performance development. How can it effect an employee. Significance. repeat
- 4: while evaluating employee performance, among these (supervisor, peer, subordinate, self, customers) who gave over evaluation? Why or why not? repeat

2. why pms failure in service sector or manufacturing sector?

Answer: PMS performance in the service sector is better than manufacturing it makes individuals, teams, and organizations Very effective Collaborating others persevering and complete the projects successfully, preserving the organizational objectives & makes best organizational policies, Workers are able to share information & resources, communicating frequently & be active & prepared for consultation.

In service sector performance management system effect & supports the societal and psychosomatic environment of the organization. On the other hand, in manufacturing sector the employee involvement in decision making of participating firms was low because of high power

distance culture where employees are expected to be seen & not heard. An intensive employee involvement in decision making system is a probable approach for increasing firm's contextual performance in competitive markets with uncertainty. Employees may be motivated to engage in contextual performance behaviors and perform at a high level to interchange for rewards and support provided by the leaders.

Interpersonal support i.e. teaching co-workers useful skills & optimal suggestions, enhance the co-worker productivity in the instant situations. Employees which are against organizational norms, concern with managers that how to improve productivity & valuable feedback & decrease burden of employees development from the managers.

Contextual performance can also establish the customer satisfaction through hard worker employees. In service sector rewarding contextual performance involves challenges but it may be difficult to obtain a complete picture of an employee's contextual performance. Its might be more observable or less observable so there is the 360-degree contextual performance rating process, which would incorporate ratings from the supervisor, Managers, subordinates, Lords customers, and the employee.

current mid papers of performance management

Current pm papers

- 1: An performance appraisal form can be generalizable over an industry. Agreed or not? repeat
- 2: performance planning has a significant important in PMS. Define a managers (appraiser) role in the performance planning phase.repeat
- 3: PMS evolve from performance evaluation to performance development. How can it effect an employee. Significance.repeat

Sahrish Hashmat

May 29 at 9:33am

My tody ppr HRM 713 performance management

- 1 Define contextual factor that depicting performance of knowledge base organization?repeat
- 2 Wht is the best time to communicate performance expectations to employee?repeat
- 3 How mbo(management by objective)improve the effectiveness of pms
- 4 Which following scale measurement prefer fr performance measurement respectively.repeat
 - 1.behaviour frequency
 - 2 verbal
 - 3 comparison
 - 4 numerical

repeat

- 1- Difference b/w organization level core competencies and job family competencies.repeat
- 2- Why managers deliberately underrate high performers?repeated
- 3- 4- At which stage of PMS, communication plays a significant role?repeated

1. Organizational Culture promotes sense of identity among the organizational people. What role organizational culture plays in the development of organization's PMS? repeated

2. How can you consider PMS (performance management system) as an effective system?

Answer: **Strategic:** It links the organization's goals with individual goals, thereby reinforcing behaviors consistent with the attainment of organizational goals.

Administrative: It is a source of valid and useful information for making decisions about employees; including salary adjustments, promotions, employee retention or termination, recognition of superior performance, identify caution of poor performers, layoffs, and merit increases.

Communication: It allows employees to be informed about how well they are doing, to receive information on specific careers that may need improvement, and to learn about the organization's and the supervisor's expectations and what aspects of work the supervisor believes are most important.

Developmental: It includes feedback, which allows managers to coach employees and help them improve performance on an ongoing basis.

Organizational maintenance: It yields information about skills, abilities, promotional potential, and assignment histories of current employees to be used in workforce planning as well as assessing future training needs, evaluating performance achievements at the organizational level, and evaluating the

Effectiveness of human resource interventions (for example, whether employees perform at higher levels after participating in a training program).

Documentation: It yields data that can be used to assess the predictive accuracy of newly proposed selection instruments as well as important administrative decisions. This information can be especially useful in the case of litigation.

➤ Q1. Explain the multiplicative relation between

Performance = Individual attributes * Work Effort * Organization Effort?

➤ Q2. Transparent PMS provides safe guard to organization against lawsuits? What is your opinion? It is correct or incorrect?

Q3. Ali works in the sales department; recently he managed to outperform his peers by achieving beyond the set sales target. According to his boss, his performance is a direct result of his improved behavior. Evaluate Ali's success in terms of outcome and output

Pg67

Powerpoints VU Lecture-15

*Three different answers are given below:

1. Output is a quantifiable variable as sales targets or unit produced
Outcome is qualitative as behavior, cooperation, attitude

In this case Ali has worked to improve his qualitative(outcome) factors , he worked hard on his attitude toward sale and customer, used his selling skills and his behavior part to produce the required levels of sales and output

2. Outcomes and outputs

Outcomes relate to changes in society, the economy, the environment, or the community (for example, people's incomes, the crime rate, the state of people's health). They are desirable and have a positive effect on people's quality of life. Public entities cannot achieve outcomes directly, but they can influence them.

Outputs are the goods and services produced by public entities and provided to third parties. Outputs are externally focused because they are what the public experiences, but are within the control of the public entity to manage. In some parts of the public sector similar outputs can be grouped into "output classes".

Performance measurement can be applied to outcomes, outputs, and pieces of internal work (such as implementing new systems). The principles of performance management apply at all levels.

3. Outcomes and outputs

Answer:

An **output** is a result that can be measured in numbers or quantity. **Outputs** are the goods and services produced for example

Financial measures: income, rate of return, cost

Number of units produces. The percentage of sales target achieved.

Time measures: speed of response, time of delivery

While an **outcome** is a qualitative factor which cannot be measured or quantified.

For example, level of competence attained, Customer satisfaction, behavior of employees, use of knowledge and skills

➤ Q4. What are the factors which makes performance management troublesome?

Troubles/ Issues of applying PMS

Answer 1:

There are Eight issues in applying PMS

9. **PMS** cannot be implemented as a single entity, it needs to be integrated with different Core HR processes.
10. Sophisticated process does not always guarantee effective PMS
11. It is difficult to improve the abilities of managing performance
12. Organizations are reluctant to evaluate the effectiveness of PMS
13. Lack of understanding about the link between performance and culture
14. If PMS is not delivering then, there are issues like priorities, clarity of purpose, mismatch between values and behaviors
15. Alignment between PMS and organizational goals is mandatory
16. Understanding is required that PMS can support change, but it might not be the only driver

Answer 2: Performance management is not a single intervention that can be implemented easily. It relies on a range of activities, involving several core HR processes, and requires these to be carefully integrated. • A sophisticated 'process' does not always lead to effective performance management.

17. • It is difficult to improve management capability in managing performance.
18. • There is an enduring underlying belief that performance management is a good thing to do. However, there is a reluctance in organizations to evaluate the effectiveness of performance management systems and to harness the results of research.
19. • There is often a lack of understanding about the nature of the link between performance and organizational culture, and the implications for performance management. Performance management reflects the organizational culture and context.
20. • When the performance management system is not delivering, that is likely to be reflecting a deeper issue such as lack of organizational agreement about clarity of purpose, priorities or standards, or a mismatch between espoused values and actual behaviours.
21. • Aligning the performance management process with the direction of any desired organizational change is essential.
22. • It can support organizational change but may not be the only, or main driver of it.
- 23.

➤ Q5. PMS stages and At which stage of PMS, communication plays a significant role?

Answer:

PMS Stages:

Evaluate your current performance appraisal process. Look at what type of feedback you are providing to your employees. Determine if there is anything you need to change or add to the evaluation itself.

Identify organizational goals. Performance management systems help staff know how they are to be involved in reaching that goal.

Take the time to clarify what your goals are for the next year as a company.

Emphasize on the communication among departments and staff. At this stage, communication is very important because Clear understanding of goals and agreeableness with the objectives could only be achieved with effective communication with the employees. Effective communication will provides the clear understanding to the employees about what is the organizational goal and what they had to do to achieve these goals

Set performance expectations. As you sit down with each employee, clearly lay out your expectations for them. Acknowledge what they are already doing well. Use this to encourage them.

Monitor and develop their performance throughout the year. As employees begin to work on their performance, keep an eye on how they are doing. If they are struggling to meet performance expectations, coach them.

Evaluate their performance. At each performance review, let the employee know how they are doing. For example, "not meeting expectations", "meets expectations", "exceeds expectations."

Set new performance expectations for the next year. Some items may be the same. However, since these are also based on organizational goals, you will need to re-examine your goals for the upcoming year.

Communication:

If a manager is able to express their ideas clearly, the employees will definitely know what is asked of them, the subordinates will, consequently, perform their jobs correspondingly. The aggressive way of managing reports results in getting more and more frustration to the employees, often guessing what their real faults were. A good style of management and the positive approach to communication, ensures that an employee and a supervisor understand each other, and are more effective at the workplace.

Effective communication will provides the clear understanding of what is demanded from them to to the employees, with knowledge of what to do and what to expect. For organizations, effective communication creates massive performance from the staff, and, consequently, increases customer loyalty and profit.

➤ Q6. organization culture promotes a sense of identity among the organizational people.

What roles it plays in development of PMS??

➤ How culture support development of PMS?

Answer:

culture is the foundational driver of alignment of employees with organizational goals.

Organizational culture defines the way employees complete tasks and interact with each other their beliefs, values, rituals and symbols that govern the operating style of the people within a company as autocratic and directive which will not support PMS's sharing and caring philosophy while non directive and supportive culture will support the involvement, empowerment and ownership

As the communication among employees towards helping each other, their belief in top management about their support in achieving both organizational and personal goals, the values considered while making decisions at every level, behavior of employees towards customers, flexibility of adapting change and learning new skills all of these things comprises organizational culture and their positive intent supports the development and implementation of PMS in an organization. Organizational culture is the pattern of shared beliefs, norms and values in an organization

that shape the way people act and interact and strongly influence the ways in which things get done. From the performance management viewpoint one of the most important manifestations of organizational culture is management style. This refers to the ways in which managers behave in managing people and how they exercise authority and use their power. If the prevailing

management style in a command-and-control type structure is autocratic, directive, task orientated, distant and tough, then a 'caring and sharing' philosophy of performance management is not likely to work, even if it was felt to be desirable, which is unlikely. Alternatively,

a non-directive, participative and considerate style is more likely to support a 'partnership' approach to performance management, with an emphasis on involvement, empowerment and ownership.

➤ Q7. Why it is essential for PMS to be a continuous process?

➤ Why PMS should be a continuous process?

Answer: two answers are given below:

1. Performance management is seen as a continuous process, because PMS is holistic in its nature and its parts are integrated with each other. As PMS sets objectives and expectations, monitor and evaluate progress and provide coaching if needed and feedback to ensure that employees are meeting their objectives and career goals.

2. Performance management is seen as a continuous process, not as a once-a-year appraisal, thus echoing Fowler's (1990) comment that: 'In today's fast-moving world, any idea that effective performance management can be tied neatly to a single annual date is patently absurd.' Performance management arrived in the later 1980s partly as a reaction to the negative aspects of merit rating and management by objectives referred to earlier. Its strength is that it is essentially an integrated approach to managing performance on a continuous basis. The appeal of performance management in its fully realized form is that it is holistic – it pervades every aspect of running the business and helps to give purpose and meaning to those involved in achieving organizational success. Of course, performance management at first incorporated many of the elements of earlier approaches: for example, rating, objective setting and review, performance pay and a tendency towards trait assessment. Conceptually, however, performance management is significantly different from previous approaches in that: 1) it is regarded as a continuous process not a

➤ Q8. Would u favor micromanagement or not? Give logical reasons

Answer: two answers are given below

Answer 1. Micromanagement is defined as the management style whereby a superior manager imposes excessive control and monitoring on the subordinates.

I would not favor micromanagement because of the following reasons:

8. Reduced Job Satisfaction
9. Reduce Creativity and Efficiency
10. Discourage others from making decisions
11. Get involved in the work of others without consulting them
12. Push aside the experience and knowledge of colleagues
13. Loose loyalty and commitment
14. Bring de motivation in the team

Answer 2: Micromanagement can be defined as the management style whereby a superior (manager) imposes excessive control or monitoring on his/her subordinate.

I would not favour micromanagement.

One major characteristics of a micro manager is his failure to delegate to his subordinates..

Micro managers are usually irritated when their subordinates make decisions without consulting them, and this sometimes tends to kill the initiative skills of workers/subordinates in the organization.

Another shortcoming of micromanagement is that it provides job insecurity to employees, as employees are afraid that due to the management style of the organization, their jobs may be on the line as they feel that management does not look at other important areas of the organization which would bring organizational growth and improved conditions of work to the employees.

Another disadvantage of the micromanagement system is that since it kills employee initiative, it would only have a retardation of the growth of the employee so many employees would jump bus at any available job opportunity that comes their way. Therefore, there would be a high labor turnover in the organization

15. Lessons NO 4

16. http://www.koganpageusa.com/web_resources/excerpts/Amrstrongs%20Hndbk%20Perf%20Management_5th%20Ed.pdf

➤ Q9. Enlist the five basic attributes which ensure the effectiveness of any PMS
Pg# 86, 87 from Armstrong's book

Answer:

7. Have clear aims and measurable success criteria
8. Be simple to understand and operate
9. Have its effective use core to all management goals
10. Focus on role clarity and performance improvement
11. Provide T & D infrastructure
12. Be regularly and openly reviewed against its success criteria

➤ Q10.-ve consequences of poorly designed/administered or lack management commitment
PMS

➤ Answers:

5. poor motivation due to inadequate feedback on performance
6. little or no communication about performance between supervisors and employees
7. inefficient use of supervisor's time
8. litigation over alleged actions

➤ Q11.How can you relate performance issues with its system and individual factors?
2marks for identifying system & individual factors
3marks for relating performance issues

Answer:

Individual factors are Ability and motivation

Individual factors creates a strategic fit between HR practices and organizational goals.

De motivated or incapable employees will result in performance issues like less productivity, slow work pace and low quality. They will be unable to deliver up to the required performance levels and ultimately threatens the achievement of organizational goals

System Factors are Input, processing, output and outcome

The performance of organization and even individuals is dependent on the system factors.

If these parts are not properly integrated, defined, implemented and lead then it will result in less productivity, low employee morale, low quality, missing deadlines and ultimately unable to achieve the strategic goals

➤ **Q12.Y PMS failed**

Answer:

9. **Lack of integration**
10. **Lack of leadership support**
11. **Lack of inspiration**
12. **Lack of monitoring**
13. **Lack of evaluation**
14. **Design failure**
15. **Implementation failure**
16. **Incompetence**

➤ **Q13-Contextual Factor describing performance of knowledge based organization?**

➤ **Significance of contextual performance in knowledge based organization**

Answer:

Knowledge based organization is the one in which people generate, transform, use and transfer knowledge based products and services.

The effective implementation of this knowledge is heavily dependent on Contextual factors.

Organizational knowledge and culture are interlinked, The way an organization creates, transfers, and applies knowledge is rarely possible without the support of contextual factors like organizational culture, employee relationship, people, technology systems and work structures.

These factors must be aliened to effectively implement the gathered knowledge.

For example, learning culture, horizontal structure, good employee employer relationship, motivated people, change adaptability otherwise needs to change the behavior accordingly.

➤ **Q14. How mbo and merit rating can be incorporated to achieve effective pms?**

Answer:

Management by objectives is a process of defining **objectives** within an organization so that **management** and employees agree to the **objectives** and understand what they need to do in the organization in order to achieve them.

While **Merit rating** is the assessment of employee over personality traits as ability to learn, dependability, quality and quantity of output etc.

Both of these methods needs to be incorporated. The characteristic of MBO for defining objectives should be used to convey and understand the objective so that employees feel aliened

and prepare them to achieve the set targets , further the personality traits should be a focus and should point out the weakness and bring in the T & D to improve them so that people can achieve what is expected of them .So the characteristics of MBO and MR if used in conjunction then can be fruitful for the implementation of PMS

- Q 15. Case was given.. an employee who is appointed as a computer operator.. manager has to do his evaluation regarding customers' dealing? What dimension should be used...??

I think contextual performance, like her behavior, outlook, posture, proactive or reactive, body language, a mentor or not, etc

- Q16. Another case was given, Hina has been a competent employee but now a day's her performance is declining.. she discusses this with her friend and tells her that her boss is not appreciating her efforts either she outperforms.. which factor is missing here,...??
motivation, procedural knowledge?

Answer: motivation

Declarative knowledge:

Not likely to be a big problem because when lack of knowledge is identified, employees have multiple opportunities to fill in the gap.

Procedural knowledge:

Can be a problem because employees may have the knowledge to perform certain tasks but may not have the skill to do them because of lack of opportunity for practice.

Motivation:

Can be a problem because downsizing interventions may cause frustration, resentment and anger in employees. Employees spend minimal energy on their jobs.

- Q17. Which of the motivational theory (reinforcement, expectancy, self-efficacy, and attribution) significantly contributes in defining the effective rewards to motivate the high performers?

Expectancy theory

Pg# 49 from Armstrong's book

- Q 19. Hina performs outstanding but her performance was going to down day by day she discusses her friend that her boss does not appreciate her, Find factor of her performance? performance formula was given (knowledge * procedure * motivation).

Motivation

HRM713 Performance management

Q.1 Management procedures Planning, Organizing, Leading and Controlling. Performance Appraisal is function of which of these functions

Solution:

Ans: Performance Appraisal is function of CONTROLLING

(I GUESS)

Effective controlling requires the existence of plans, since planning provides the necessary performance standards or objectives. Controlling also requires a clear understanding of where responsibility for deviations from standards lies. Two traditional control techniques are the budget and the performance audit. Although controlling is often thought of in terms of financial criteria, managers must also control production/operations processes, procedures for delivery of services, compliance with company policies, and many other activities within the organization.

Q 2 Elaborate that Performance Management is holistically a system

solution:

On the practical side, performance management remains a major challenge. In preparing this chapter, I found few organizations that truly demonstrated wholesale success in their attempts to link strategy to performance management. Organizations such as GE, WD - 40, and SmithBucklin are still the exceptions to the rule. Several major gaps stand out across most of the less than stellar organizations. Lack of disciplined execution and accountability are two interrelated gaps; while organizations increasingly talk about their great systems, many still lack the organizational discipline to drive performance management **holistically**. Their practices too often find managers scrambling to complete goals well into the performance period and frantically trying to complete reviews necessary to get pay increases out by the deadline, rather than building an integrated performance management system, and all that it implies. While no system will be perfect, it is clear that organizations will need some process to ensure that their performance is sufficient to execute their strategies better than their competitors. It seems clear from both research and practitioners that there are both a set of principles, many of which are long known but not necessarily well executed, that are essential for strong performance, as well as unique characteristics of an organization — its culture, leadership style, and strategy, for example — that require those principles to be tailored to the particular context. Copying one's performance management neighbor does not seem to work well. Instead, the leading firms interviewed appear to uniquely tailor the performance management system to their strategy, culture, and management style, but do so holistically. That is, they manage to ensure that their values, management style, and human resource systems are aligned and part of a

cohesive framework. Within that, they apply many of the proven principles of performance management; for example, clear direction; well - articulated specific goals; rapid, effective feedback and coaching; and good incentives. While not perfect, they provide tested and researched practices that will help the organization fulfill its mission.

Q3 Communication plays a significant role in which stage of Performance Management

Solution:

As the communication among employees towards helping each other, their belief in top management about their support in achieving both organizational and personal goals, the values considered while making decisions at every level, behavior of employees towards customers, flexibility of adapting change and learning new skills all of these things comprises organizational culture and their positive intent supports the development and implementation of PMS in an organization.

Q4 Differentiate between results and behaviors.

Results (The goods and services produced by an employee often measured by objectives or standards)

Actions & Behaviors (The methods and means used to make a product and the behaviors and values demonstrated during the process. Actions and Behaviors can be measured through performance dimensions.)

or

The difference between result and behaviour are as follow:

Result:

The result means any Outcome, consequence, or conclusion of a problem, probe or experiment after a period of time. This conclusion can be one result, multiple results, or no results. The length of time taken to find a result can vary from less than a second to many years.

Another words you can say that any type of Data received after processing a query. For example, when a user submits a search query in an online search engine, the online search engine will process the user's query and generate search results usually within fractions of a second.

Behaviour:

Behaviour means:

a: The manner of conducting oneself

b : Anything that an organism does involving action and response to stimulation

c : The response of an individual, group, or species to its environment

2: The way in which someone behaves; also : an instance of such behavior

3: The way in which something functions or operates

So basically result and behaviour has some connection because they both are showing something because through behaviour of an individual you can see the result of any problem etc.

Tariq's papers:HRM713

1: What are the factors which usually make performance management troublesome?

There may be a variety of factors contributing to a performance problem.

1. Organizational and Job Factors

Organizational and job factors outside the employee's control may affect the employee's ability to meet expectations. Some of these include:

- poor leadership / role modelling
- lack of clarity concerning expectations, context, linkages, roles and responsibilities, authorities, etc.
- inadequate tools / support
- cumbersome work processes
- unrealistic policies and procedures
- changes in systems or equipment
- work environment (poor information sharing, harassment, discrimination, insensitivity, etc.)
- lack of rewards for effective performance and consequences for poor performance
- lack of feedback
- lack of influence on how the work gets done

2. Individual Factors

Some individual factors that may influence the employee's performance include:

- personal circumstances (e.g., marital or family difficulties, financial problems, bereavement, etc.)
- physical and/or emotional health problems (e.g. medical issues, substance abuse, depression, anxiety, etc.)
- inappropriate personal behaviours
- insufficient knowledge/competence to do the job
- a mismatch to the job

2: Employee should be informed about the performance expect so that he can act according, what is an appropriate time to communicate employee about such expectation? Not confirmed

Clear communication of both the organization's and the immediate supervisor's expectations about performance so that they can make intelligent decisions about where to concentrate efforts and resources

Eased entry of new employees into the organization and immediate communication of performance expectations

The most important thing is clear communication with the individual about the purpose of the self-appraisal and the mechanics of delivering it.

3: Compare and contrast PM with MBO.

Solution:

The characteristic of MBO for defining objectives should be used to convey and understand the objective so that employees feel aliened and prepare them to achieve the set targets , further the personality traits should be a focus and should point out the weakness and bring in the T & D to improve them so that people can achieve what is expected of them .So the characteristics of MBO and MR if used in conjunction then can be fruitful for the implementation of PMS.

Management By Objectives

Management by objectives establishes goals, steps and timelines. Generally, they are useful for team members whose performance is directly related to organizational goals and their evaluations are based on the ability to achieve predetermined goals. The distinction between MBOs and other evaluation techniques and methods that require supervisor and manager input and feedback is that MBOs require significant input from the employee. The employee, or team member, has to have an integral role in setting goals and identifying milestones for this evaluation technique to be effective

OR

Performance management	Management by operation
Performance management is a process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization. Performance management is a process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization. More	Management by objectives (MBO), also known as management by results (MBR), is a process of defining objectives within an organization so that management and employees agree to the objectives and understand what they need to do in the organization in order to achieve them. Management by objectives aims to serve as a basis for (A) greater efficiency through systematic procedures, (B) greater employee

than just an annual performance review, performance management is the continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting their objectives and career goals.	motivation and commitment through participation in the planning process , and (C) planning for results instead of planning just for work . In management by objectives practice , specific objectives are determined jointly by managers and their subordinates , progress toward agreed-upon objectives is periodically reviewed, end results are evaluated, and rewards are allocated on the basis of the progress.
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4: Numerical descriptors are mostly descriptors by the expert appraises what could be the possible outcomes of using numerical descriptors which can harm the effectiveness of appraisal forms?

Solution:

Performance appraisal question answer book pg no. 159

Q 3: how can you relate performance issues with its system and individual factors? 2 marks for identifying system and individual factors 3 marks for relating performance issues.

Solution:

Individual factors are Ability and motivation

Individual factors creates a strategic fit between HR practices and organizational goals.

De motivated or incapable employees will result in performance issues like less productivity, slow work pace and low quality. They will be unable to deliver up to the required performance levels and ultimately threatens the achievement of organizational goals

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Q1: Contextual factors describing performance of knowledge based organization?

Solution:

Knowledge based organization is the one in which people generate, transform, use and transfer knowledge based products and services.

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Organizational knowledge and culture are interlinked, The way an organization creates, transfers, and applies knowledge is rarely possible without the support of contextual factors like organizational culture, employee relationship, people, technology systems and work structures. These factors must be aligned to effectively implement the gathered knowledge. For example, learning culture, horizontal structure, good employee employer relationship, motivated people, change adaptability otherwise needs to change the behavior accordingly.

Q no 2: Employee should be informed about the performance expect so that he can act according, what is an appropriate time to communicate employee about such exp.

Solution:

Repeated

Q no 4 me ne question answer book me parrhathayashayad performance management putting research into action me chek kar lo.

Solution:

?????

Q: what is the contribution of McGregor's theory of Y to appraisal for MBo?

Solution:

im not sure about this ans

McGregor's integration of a "Theory Y" approach into the appraisal process produced a change in the way organizations went about assessing the contributions of their members. General Electric was singled out by McGregor as an example of a company that was using an MBO/Theory Y approach to performance appraisal. GE conducted a truly scientific study in the early 1960s to test the effectiveness of its annual, comprehensive appraisal approach. It found that:

- Criticism has a negative effect on achievement of goals.
- Praise has little effect one way of the other.
- Performance improves most when specific goals are established.
- Defensiveness resulting from critical appraisal produces inferior performance.
- Coaching should be a day-to-day, not a once-a-year activity.
- Mutual goal setting, not criticism, improves performance.
- Interviews designed primarily to improve a man's performance should not at the same time weigh his salary or promotion in the balance.
- Participation by the employee in the goal-setting procedure

- helps produce favorable results.

Sadia

1. At which stage of PMS, communication plays a significant role?

Answer:

PMS Stages:

Evaluate your current performance appraisal process. Look at what type of feedback you are providing to your employees. Determine if there is anything you need to change or add to the evaluation itself.

Identify organizational goals. Performance management systems help staff know how they are to be involved in reaching that goal.

Take the time to clarify what your goals are for the next year as a company.

Emphasize on the communication among departments and staff. At this stage, communication is very important because Clear understanding of goals and agreeableness with the objectives could only be achieved with effective communication with the employees. Effective communication will provides the clear understanding to the employees about what is the organizational goal and what they had to do to achieve these goals

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Monitor and develop their performance throughout the year. As employees begin to work on their performance, keep an eye on how they are doing. If they are struggling to meet performance expectations, coach them.

Evaluate their performance. At each performance review, let the employee know how they are doing. For example, "not meeting expectations", "meets expectations", "exceeds expectations."

Set new performance expectations for the next year. Some items may be the same. However, since these are also based on organizational goals, you will need to re-examine your goals for the upcoming year.

2. What are the factors which usually make performance management troublesome?

3. Ali has recently outperformed his peers by achieving beyond the set sales target. According to his manager, his performance is a direct result of his improved behavior. Evaluate Ali's success in terms of outcome and output.

Solution:

Output is a quantifiable variable as sales targets or unit produced

Outcome is qualitative as behavior, cooperation, attitude

In this case Ali has worked to improve his qualitative(outcome) factors , he worked hard on his attitude toward sale and customer, used his selling skills and his behavior part to produce the required levels of sales and output

[Huma Rajput](#)

Q2. Why it is essential for PMS to be a continuous process?

Answer:

Performance management is seen as a continuous process, because PMS is holistic in its nature and its parts are integrated with each other. As PMS sets objectives and expectations, monitor and evaluate progress and provide coaching if needed and feedback to ensure that employees are meeting their objectives and career goals.

Q3. Explain the multiplicative relation between

Performance=Individual attributes*Work Effort*Organization Effort?

Q4. Transparent PMS provides safe guard to organization against lawsuits? What is your opinion? It is correct or incorrect?

[Zeeshan Ali](#)

My today's paper of hrm713.

1. Is micromanagement is applicable in your organization.

Ans:

Answer:

Micromanagement is defined as the management style whereby a superior manager imposes excessive control and monitoring on the subordinates. In business management, **micromanagement** is a management style whereby a manager closely observes or controls the work of subordinates or employees. **Micromanagement** generally has a negative connotation.

Micromanagers are the ones that believe that they can do just about any job better than their subordinates.

As a result, they get involved in too many of the details of the business. This hurts the business in the long run, if not the short run, too. It is nearly impossible to do the jobs of subordinates properly in addition to your own.

I would not favor micromanagement because of the following reasons:

17. Reduced Job Satisfaction

18. Reduce Creativity and Efficiency

19. Discourage others from making decisions
20. Get involved in the work of others without consulting them
21. Push aside the experience and knowledge of colleagues
22. Loose loyalty and commitment
23. Bring de motivation in the team

2. How Pms evolves from employee evaluation to employee development.

Solution:

Performance management is a tool for improving the work performance and productivity of individuals, teams and organizations. It is increasingly important in the public sector in responding to budgetary and fiscal pressures, increasing demands for public services, and the need for more transparency in reporting on the use of government funds.

The purpose of an employee evaluation is to measure job performance. Many evaluations provide quantitative measurements essential for a production-oriented work environment. Other employee evaluations provide employers with metrics regarding the quality of employees' work. The importance of an employee evaluation is that it's instrumental in determining whether an employee's skill set is appropriately matched to the employee's job.

Employee performance is evaluated time to time to provide then a right path to work it results into employee development as well organizational development.

3. How merit rating and mbo improve pms.

Answer:

Management by objectives is a process of defining **objectives** within an organization so that **management** and employees agree to the **objectives** and understand what they need to do in the organization in order to achieve them.

While **Merit rating** is the assessment of employee over personality traits as ability to learn, dependability, quality and quantity of output etc.

Both of these methods needs to be incorporated. The characteristic of MBO for defining objectives should be used to convey and understand the objective so that employees feel aliened and prepare them to achieve the set targets , further the personality traits should be a focus and should point out the weakness and bring in the T & D to improve them so that people can achieve what is expected of them .So the characteristics of MBO and MR if used in conjunction then can be fruitful for the implementation of PMS

3. Relate performance issues with system factors and individual factors

Solution:

Answer:

Individual factors are Ability and motivation

Individual factors creates a strategic fit between HR practices and organizational goals. De motivated or incapable employees will result in performance issues like less productivity, slow work pace and low quality. They will be unable to deliver up to the required performance levels and ultimately threatens the achievement of organizational goals

System Factors are Input, processing, output and outcome

The performance of organization and even individuals is dependent on the system factors.

If these parts are not properly integrated, defined, implemented and lead then it will result in less productivity, low employee morale, low quality, missing deadlines and ultimately unable to achieve the strategic goals

Q. Employee should be informed about the performance expect so that he can act according, what is an appropriate time to communicate employee about such exp.

Solution:

Q. would u favor micromanagement or not? Give logical reasons

Answer:

Micromanagement is defined as the management style whereby a superior manager imposes excessive control and monitoring on the subordinates.

I would not favor micromanagement because of the following reasons:

1. Reduced Job Satisfaction
2. **Reduce Creativity and Efficiency**
3. Discourage others from making decisions
4. Get involved in the work of others without consulting them
5. Push aside the experience and knowledge of colleagues
6. Loose loyalty and commitment
7. Bring de motivation in the team

Q. Will you support the standard appraisal form to be applied in whole of the industry? Why and why not?

Solution:

Q. organization culture promotes a sense of identity among the organizational people. What roles it plays in development of PMS??

"A person's **identity** is 3 **defined** as the totality of one's self-construal, in which how one construes oneself in the present expresses the continuity between how one construes oneself as one was in the past and how one construes oneself as one aspires to be in the future"; ...

[ArbabZeeshan](#)

10 hrs

My HRM713 Paper , 28-Dec-2015

Q1. Mostly among employees middle ratings are considered as low level performance rating. What are the reasons behind such perception and how this can be changed?

Distribution of performance ratings. An indicator of quality of the performance assessments is whether all or most scores are too high, too low, or clumped around the center of the distribution. This may indicate intentional errors such as leniency, severity, and central tendency. Distributions of performance ratings can be broken down by unit and supervisor to determine whether any trends exist regarding rating distortion and whether these distortions are localized in particular units. Note that there may be exceptional units in which most employees are outstanding performers and units in which most employees are poor performers. This is the exception to the rule, however, and such distributions usually indicate intentional errors on the part of ratters.

Q1. Performance planning is the initial and critical phase of PMS on which all other PM activities are based. Discuss the role of employee (ratee) at this initial phase of PMS.

Given that most Performance Management systems require managers and employees to commit to a development plan, employees experience real personal development and become more engaged with the organization. They feel part of the organization and start to understand that they and the organization are interdependent. The organization is developing the employee and the employee is working towards developing the organization by achieving its goals. The majority of Performance Management systems are able to provide graphical compliance reports. Therefore, the setting of objectives and development plans for employees can no longer be ignored. Employees see real planning, are involved in setting meaningful objectives and have input into personal development plans which benefit both themselves and the organization. In all, this results in an engaged workforce who are extremely committed to achieving real outcomes for the organization.

[TanveerSikandar](#)

3 hrs

HRM 713(28.12.2015) Paper

Discuss the contextual factors describing performance of knowledge based organizations.

Solution:

Answer:

Knowledge based organization is the one in which people generate, transform, use and transfer knowledge based products and services.

The effective implementation of this knowledge is heavily dependent on Contextual factors.

Organizational knowledge and culture are interlinked, The way an organization creates, transfers, and applies knowledge is rarely possible without the support of contextual factors like organizational culture, employee relationship, people, technology systems and work structures.

These factors must be aliened to effectively implement the gathered knowledge.

For example, learning culture, horizontal structure, good employee employer relationship, motivated people, change adaptability otherwise needs to change the behavior accordingly.

Why it is essential for PMS to be a continuous process?

Answer:

Performance management is seen as a continuous process, because PMS is holistic in its nature and its parts are integrated with each other. As PMS sets objectives and expectations, monitor and evaluate progress and provide coaching if needed and feedback to ensure that employees are meeting their objectives and career goals.

Will you support the standard appraisal form to be applied in whole of the industry? Why and why not?

5 marks

Solution: Repeated

Discuss the contribution of McGregor's Theory Y in performance appraisal method of Management By Objective (MBO).

5 marks

Solution: Repeated

Q. Employee should be informed about the performance expect so that he can act according, what is an appropriate time to communicate employee about such exp.

Q. would u favor micromanagement or not? Give logical reasons

Answer: Research on managerial career derailment lists insensitive, abusive, or bullying supervision and micromanagement as two aspects of supervision that will derail a manager ' s career and keep him or her from advancing in an organization (McCall & Lombardo, 1983). This is likely because these behaviors do not promote top employee performance and can contribute to a number of undesirable employee behaviors. More recently, attention has been focused on what is termed " toxic " leadership and management. The term toxic is used because bad behaviors on the part of leaders and managers are like toxins; they negatively affect people around them (Goldman, 2006).

Toxic leaders tend to follow a certain set of rules including: (1) they must be in control of every aspect of the organization at all times, (2) when problems arise they immediately fi nd a guilty party to blame, (3) they do not make mistakes or they cover them up, (4) their philosophy is " do as you are told, " (5) they do not trust anyone, and (6) they keep up the organization ' s image at all

costs (Appelbaum & Roy - Girard, 2007). This type of leader also sends mixed messages, frequently changes directions, and avoids making decisions until the last possible moment (Appelbaum & Roy - Girard, 2007). Because toxic leaders are often rewarded for achieving short - term goals regardless of how they treat people, they tend to cause high levels of despair, anger, low morale, poor communication, and depression among employees