

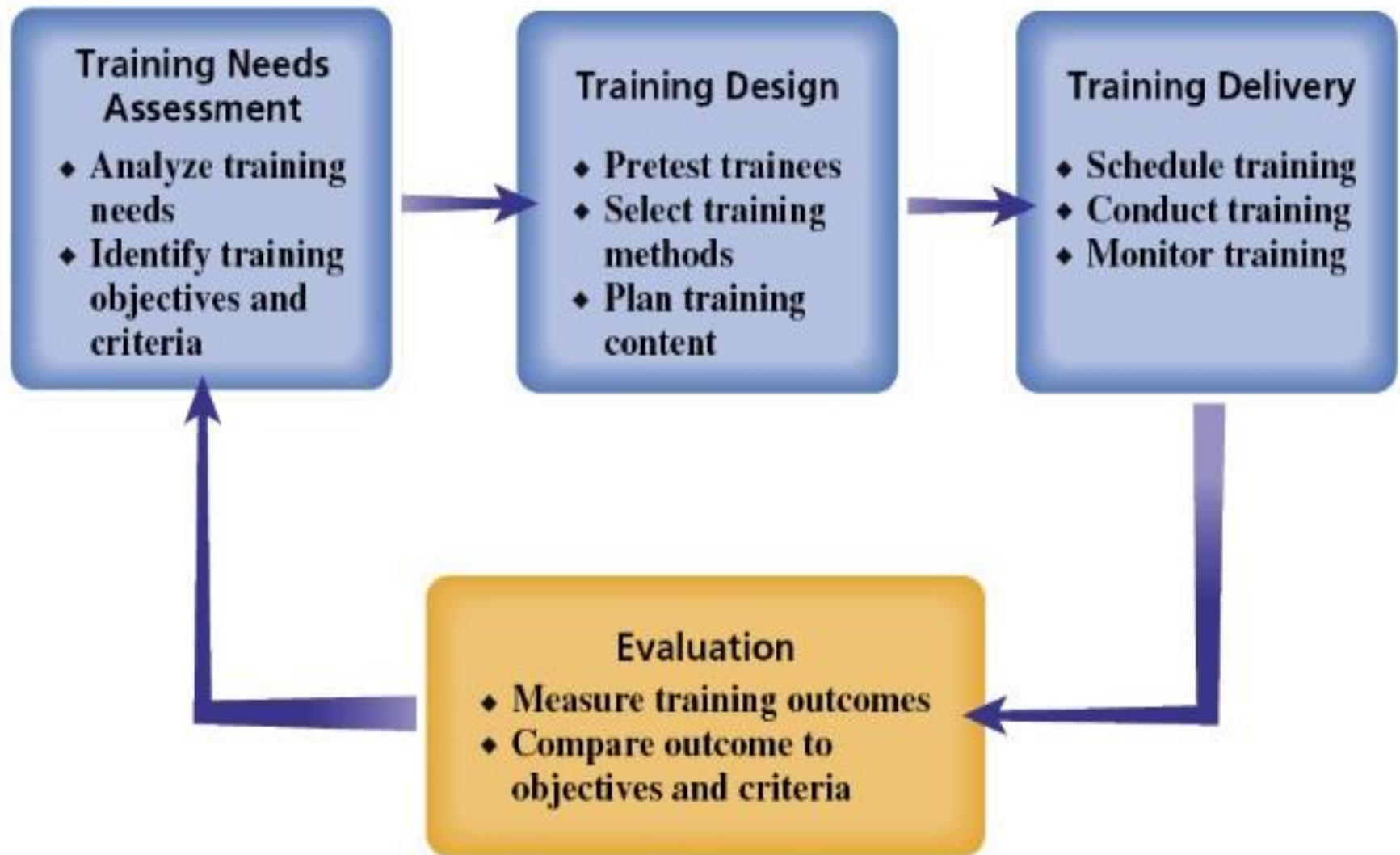
Training and Development

Lecture 9

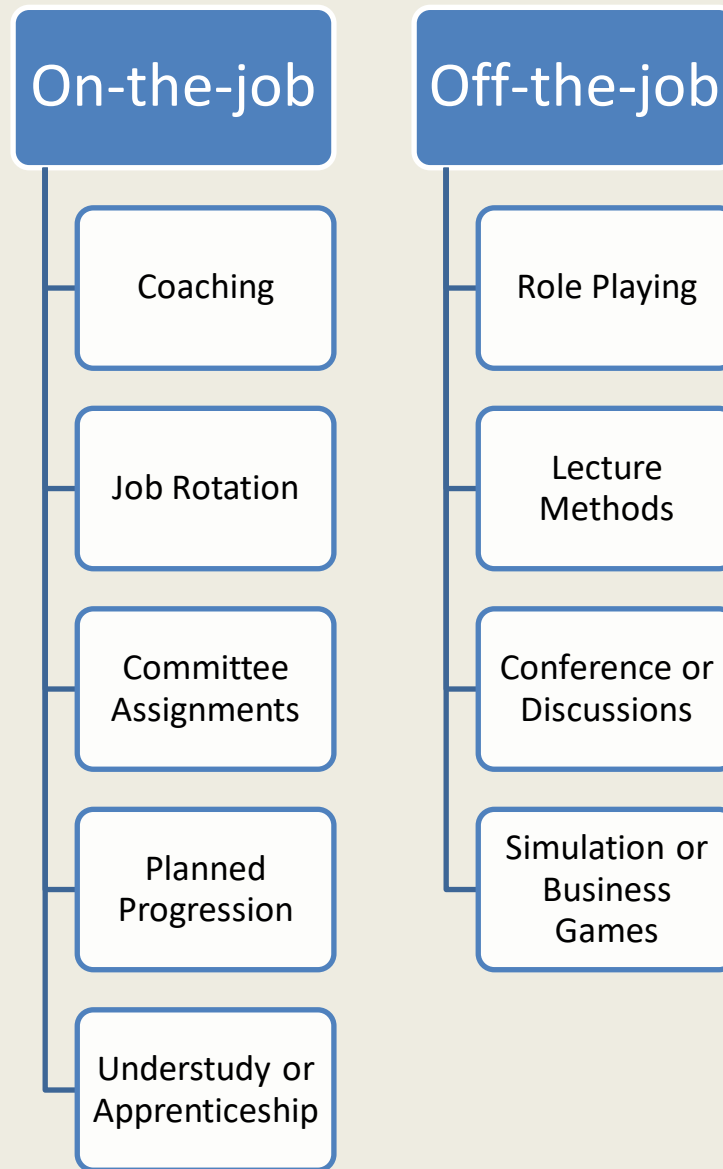
Types of Corporate Cultures

- Bureaucratic Culture
 - Values formality, rules, standard operating procedures, and hierarchical coordination
- Clan Culture
 - Values tradition, loyalty, personal commitment, extensive socialization, teamwork, self-management, and social influence
- Entrepreneurial Culture
 - Values risk taking, dynamism and creativity
- Market Culture
 - Values achievement of measurable and demanding goals, especially those that are financial and market-based (for e.g., sales growth, profitability, market share)

Training Process



Training Methods



Performance Appraisal

- Why?
- How is your performance being appraised?
 - Unit tests, Mid-term, Essays, Presentations, Final term?
 - To help in controlling deviations
 - To provide feedback on performance
 - To identify problem areas
 - To focus on areas that need further development
 - To offer opportunity to employee to raise issues/concerns concerning work
 - To better understand goals and work requirements
 - To use the appraisal as an indicator for salary increments/promotions

Methods of Performance Appraisal

- Ranking
- Forced Distribution
- Management by Objectives
- 360 degree feedback
- Psychological Appraisals
- Checklist method
- Confidential Reports
- Paired Comparison
- Rating Scales
- Critical Incidents
- Essay Evaluation (SW analysis)