**Managing Human Resources**

**Assignment # 2**

***Read Chapter 9: Performance Management and Appraisal and answer the following questions***

1. Explain the concept of SMART goals and provide an example of how they can be applied to define an employee’s performance standards in an organization.
2. Compare and contrast the **Behaviorally Anchored Rating Scale (BARS)** and the **Graphic Rating Scale** methods. Discuss the advantages and disadvantages of each.
3. Identify and describe three common problems that can occur during performance appraisals (e.g., halo effect, leniency bias). How can organizations mitigate these issues?
4. What are the key responsibilities of **HR departments** and **supervisors** in the performance appraisal process? How do their roles differ in ensuring effective appraisals?
5. Outline the best practices for conducting a constructive appraisal interview. How should a manager handle a defensive subordinate during the discussion? Provide specific strategies.