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Ans-3- a) Management by objectives (MBO):

Performance appraisal is a systemic evaluation of the employee's of an organisation by their supervisors or a third party familiar with their performance. They are crucial in identifying employees for promotion, salary increment, transfer etc. A variety of ways are used to evaluate the performance of the employees. Once the evaluation is completed, it needs to be communicated with the employee through appraisal interviews.

~~Although~~ Appraisal interviews, demand much of the time of the ~~superior~~ superiors and some managers may not be comfortable rating their subordinates. So, the Management by Objectives ^{technique} was introduced.

In MBO, the subordinate sets short term goals for himself ~~with~~ with the help of his superior and evaluates his performance once the short term period is over. In this way, instead of being appraised by his superior or others, the employee appraises himself by evaluating ~~is~~ and assessing the goals he has set for himself and thus ~~become~~ ^{plays} an active part in this appraisal process.

MBO ~~is~~ thus is different from all the other performance appraisal interviews as it ~~still~~ focuses on "analysis" by the employee rather than "appraisal" by superiors. This helps the employee to ~~be~~ realise his potential and importance of the responsibilities he has as a part of the organisation. MBO assumes that an individual himself is the most capable entity to evaluate himself, ~~more and more~~ More and more companies and organisations

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are realising that and are shifting towards this process of performance appraisal. Big giants like Microsoft (where I interned) has implemented this method in its lower level these days.

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Ans-3 b)- Internal Mobility refers to the movement within an organisation. There are many reasons why such movement is required in an organisation. Firstly, with the expansion of business of the organisation, more jobs are created which increases the responsibilities on management requiring more employees through promotion. Secondly, unexpected turnover ~~require~~ create vacancies, requiring employees to fill in immediately through transfers and. Lastly, ~~it is~~ it is ~~require~~ important to satisfy the aspirations of the employees and employ disciplinary actions on them through promotion and demotion. From the above discussion it is clear that the internal mobility is of 4 types: a) Promotion, b) Demotion, c) Transfer and d) separation.

Promotion is the ascension of an employee to higher rank usually backed by increase in responsibilities, status and salary. It is done to satisfy employees' aspirations giving him a "pat on the back" for his services and work done by him for the organisation. There are various of selecting candidates for promotion, seniority (experience) and merit being the most common methods.

Demotion is the reduction ~~in~~ of the rank of an employee by decreasing his responsibility, status and salary. It is ~~done~~ usually a disciplinary action against bad performance / behaviour of the employee. It helps maintain some order in the organisation.

Transfer is the reassessment of an employee to a different team, department without any change in status or responsibilities. It is necessary for the organisation in order to fill in vacancies quickly. It is necessary for the employee ^{in order to} to avoid monotonic work environment seek new opportunities or, in case of interpersonal clashes like transfer of spouse.

Separation, as the name suggests is the end of tenure of the employee and its services to the organisation.

Thus, ^{from above discussion} internal mobility is necessary for organisations especially in ~~Japan~~ countries like Japan where external mobility is very low.

Ans-1- Training refers to the process of teaching certain activities to employee for the primary purpose of helping them acquire skills and abilities to be able to perform their ~~task~~ job more efficiently. Training is required to build up the skills and abilities of the employees ~~so that they~~ so that they work more effectively meeting the performance needs but it requires some investment from the organisation.

Training is significant for an organization in order to achieve its goals, in order to maintain itself internally and adapt to the changing work environments with the advancement of technologies.

The areas of training can be classified into following categories:

1- Training in company policies and procedures:

This training is also called induction training. and it basically deals with the introduction of new employees to the organisation. and his work unit. It helps them get familiarized with organisation's objective, policies, rules and procedures and ~~get~~ introduce them to their work unit, superiors and ~~their~~ his responsibilities. and importance in the organisation.

2- Training in particular skills :

This type of training deals with introducing the skills required by the new employees to work properly in their jobs. It also deals with renewing the skills of more experienced employees in case of drop in performance or in case of

Emerging of new technologies. ^{SKILLS} It can be taught either through lectures, workshop or seminar or through ~~simul~~ simulations, role play or job rotations. Most of the investment is done in this type of training.

3- Training in human relations : This deals with training in human relations like team building, group discussions, disciplinary and behavioral rules etc. Such training exercise allow employees to specialize their responsibilities and code of conduct and allows the team to become a more cohesive unit.

4- Training in problem solving : Such types of training are self management trainings which helps the employee's ^{discover} learn the optimal way to approach and respond to a problem.

5- ~~Technological~~ Managerial and supervisory Training : Such training includes learning the day to day activities required for managing and supervising other people. It helps develop qualities of decision making, leadership, planning and organising through the use of simulations, case studies and management games. Such training is not only given to management staff ~~but~~ but to non-management working staff too in order to ~~give them~~ so that they could work effectively immediately after promotion.

Such trainings are long-term investments on human resources and are expected to give return benefits in response. If executed properly, such trainings not only ^{boost} improve the morale of the employees but make them physically more capable and effective in their work thus improving productivity overall. In countries like Japan where people don't usually shift ~~their~~ organizations, such trainings gives huge return of investments.

Ans-4- a) No, I think that expert's recommendations will not be sufficient to get most of the administrators to fill out forms properly and honestly because:

- i) The exhaustive analysis on the basis of quality, productivity, job knowledge, replicability, availability etc. requires much of the manager's time and most of the managers would avoid doing this extra task meticulously.
- ii) Managers would feel uncomfortable filing these details and rating their employees.
- iii) In order for this new appraisal method to be successful ~~they~~ Rob need to educate the management and administration of the new process and why it is important. This would be difficult since this new appraisal is not related to any salary changes and administration would think of it as redundant work.

In order to make these changes successful Rob needs to initiate a training program to educate the administration of its importance and value towards achieving organisational goals. If the employees believe in the system then ^{only} this ~~the~~ process could be successful.

Ans-4 b) The main goal of performance appraisal is to improve productivity by pointing out the things an employee is doing incorrectly. Developing an appraisal system is hard as it has to account for all the information regarding, quality, productivity, job information, job reliability etc. It should be objective and consistent so that it could be subjected to analysis. ~~I believe~~ There are several types of appraisals, but I believe the most effective appraisal in this scenario would be Management by Objective (MBO). It would allow secretaries to set short term goals for themselves in presence of the administration. This would allow them to analyse their performance by checking the percentage of goals completed by them. This would make them an active participant in this process and would shift this process of "appraisal" to "analysis". This would allow ~~etc~~ secretaries to realise their potential and enhance their performance.

Ans-2 Japanese recruitment process practices are deeply embedded in their social structures. Organisations in Japan are bound by social ~~concerns~~ concerns and constraints of the traditions there. One noticeable thing in their ~~employment~~ recruitment process is that ~~there~~ they have a single point of entrance in the organisation i.e. through university recruitment. The ~~recruiters~~ stay in their organisations for long periods due to the stereotypical notion that changing organisation is a consequence of poor performance and ~~unattainable~~ inability to cope up with the ~~inherent~~ works and responsibility in the company. Such social structures forces ~~the employees~~ competition at an early age due to the conception that ~~top level~~ ~~good~~ companies recruit from top universities and the notion that "life is set" after that.

Mid career changes are very rare ^{among} Japanese ~~organisation~~ workforce due to this fact.

On one hand, there is some merit in such systems. Japanese organisations provide intensive training and make huge investments in training programs. And because of the long term ~~tenure~~ tenure of the employees the return of investment (ROI) they get allow them to make huge profits. As for employees, they have multiple options in the organisation making them ~~more~~ proficient in various fields ~~instead of~~ and allowing them to become organisational experts. ~~different~~ fields while on the other hand, it has huge consequences in productivity due to

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Rapidly changing economic environment. No employee becomes functional expert and if not an organisation fit has no option but to join foreign organisation.

With the above discussion, the cons outweigh the pros making them ~~unfit~~ unfit such practices unfit for the fast changing economical environment.