**Performance management system Sep 2020**

**1. Seema Nayak has been with Arihant Software solutions since the past 8 years. Seema has recently been transferred to the credit card technology solutions department. She has a new team of 10 direct reports. Her new team members work on multiple projects at client sites, some of them work on 4 projects during the year. Seema has been informed by HR that she needs to complete the Performance Review of her team. The only data that Seema has is the Critical Incident Diary. How should Seema go about conducting a successful appraisal process with the critical incident diary?**

**Answer**: **Performance review**

Performance appraisal is a powerful tool to regulate, improve and reward the performance of employees. Performance appraisal helps evaluate individual achievements and their contribution to achieve overall organizational goals. This system works well when achievements are traced on a quarterly basis. Performance appraisal of an employee must be carried out not only by the immediate superior but also by fellow employee, customers and management.

If organisational goals are converted into objectives and job tasks and these are executed by employees, it follows that

**2. Neelima Pawar is working with Big Groceries Ltd as a manager since the past 4 years. Neelima is in charge of warehouses and deliveries section. Neelima has been successful in achieving difficult targets and is regarded as a star performer. The challenge and complaint against Neelima is that she is too aggressive and pushy resulting in high attrition in her team. Neelima’s superior, Shubha Dixit has called Neelima for a counselling session. How should Shubha go about the process of counseling Neelima (who is otherwise a good performer)?**

**Answer**: **Counselling**

Employee counselling is a process where a professional counsellor helps employees sort out problems by themselves. It is an enabling service. Counselling is required for employees who are stressed out of problems, personal or professional. Smith defines counselling as “a process in which the counsellor assists the counselee to make interpretations of facts relating to a choice, plan, or adjustments which he needs to make.”

Pepinsky and Pepinsky states that “counselling is that interaction which occurs between two individuals called counsellor and client, takes place in a professional setting, and is initiated and maintained to facilitate changes in behaviour of a client.” Patterson characterises it as the process

**3. Furniture mart is in the digital furniture business with presence pan India. The company has been formed 2 years ago. Rakesh More has joined the company as HR Manager and he will be introducing the Balanced Score Card in the company as part of Performance Management. Prepare the Balanced Score Card with 1 goal each for:**

**a. Financial and Customer quadrant**

**b. Business Process and Learning & Growth quadrant**

**Answer**: a) Balanced Scorecard was developed by Dr. Robert Kaplan (of Harvard Business School) and David Norton as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to provide managers and executives a more 'balanced' view of organisational performance. The balanced scorecard is a strategic planning and management Its sample only

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