Q.04:
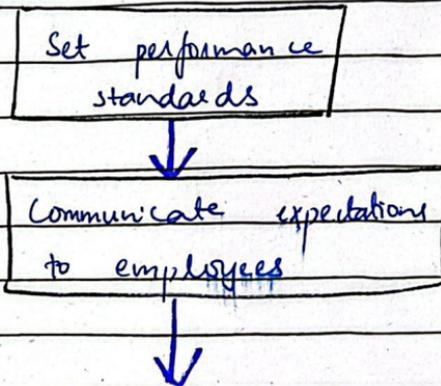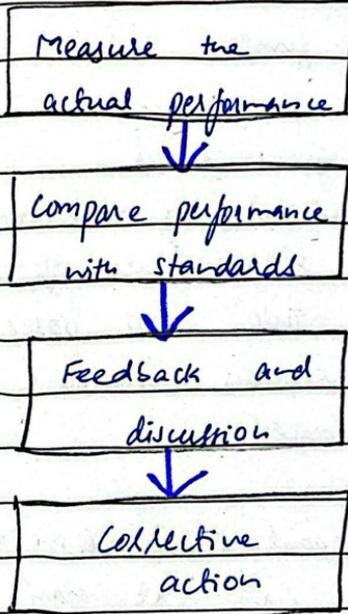
I. INTRODUCTION

The performance appraisal concept refers to a systematic process that organizations use to gauge performance of employees. The process helps to identify weaknesses in the company's work force and helps the human relations wing make changes and plan work force. The process is important to ensure employees stay motivated and to identify their shortcomings. It has two main methods: Traditional and modern.

very good start

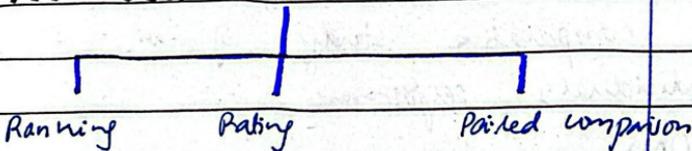# II. BRIEF PROCESS OF APPRAISAL

```
┌─────────────────┐
│ Set performance │
│ standards       │
└─────────────────┘
         ↓
┌─────────────────────┐
│ Communicate expectations │
│ to employees         │
└─────────────────────┘
         ↓
```

```
┌─────────────────────┐
│  Measure the        │
│  actual performance │
└─────────────────────┘
          ↓
┌─────────────────────┐
│  Compare performance│
│  with standards     │
└─────────────────────┘
          ↓
┌─────────────────────┐
│  Feedback and       │      plz check again
│  discussion         │
└─────────────────────┘
          ↓
┌─────────────────────┐
│  Collective         │
│  action             │
└─────────────────────┘
```

III. METHODS OF PERFORMANCE APPRAISAL

A: Traditional methods

Ranking   Rating   Paired comparison

(2) Ranking method

Under this process employees are ranked from best to worst. This stands as a quick and timely way for ~~good~~ measuring performance.

CONS

Ranking does not take into account actual performance

and may not be able to accurately guage.

(ii) Rating method

This method entails rating employees on a scale of 1-10 for example. This also poses as an efficient an inexpensive way of measure.

very good

CONS

It may lead to median bias - most may rate at half causing averages to be similar.
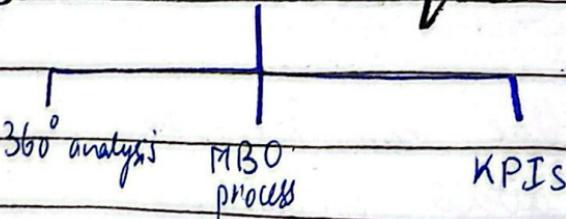
(iii) Paired comparison

This refers to pairing employees and studying both against each other. This may help in comparative study of an individual's performance.

good

CONS

However, the method may not provide a comprehensive view on performance as each employee is different in some respect.

B: Modern Techniques

360° analysis   MBO process   KPIS

(i) 360° feedback

This method gives a comprehensive outlook of employee based on range of factors. These include work ethic, interpersonal relations, behaviour, team based performance and others. Provides more intricate analysis.

CONS

It remains expensive and time-consuming.

good

(ii) Management By Objectives

The MBO framework outlines the appraisal by setting certain goals for employee. Achieving these indicate good performance.

CONS

good

Limited view and does not account for group based performance.

(iii) Key Performance Indicators

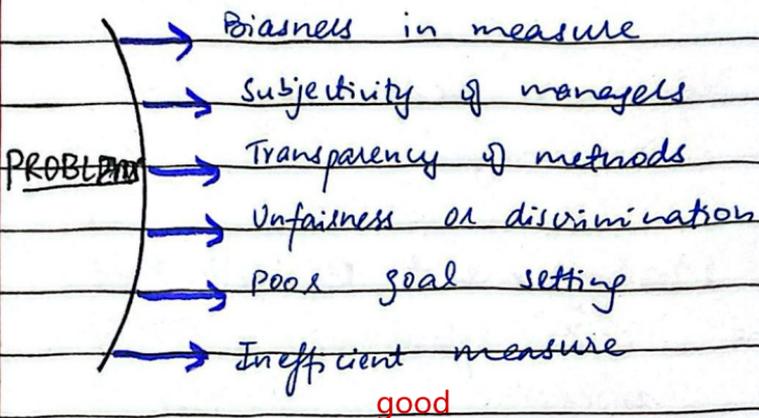This refers to linking performance with certain indicators by managers. These are set either bi-annually

good

Or annually and help guage performance.

CONS

Performance may be measured at discretion of manager thus may become subjective.

IV. PROBLEMS IN APPRAISAL METHODS

PROBLEMS
- → Biasness in measure
- → Subjectivity of managers
- → Transparency of methods
- → Unfairness or discrimination
- → Poor goal setting
- → Inefficient measure

good

V. IMPORTANCE OF APPRAISAL

(i) For organization

The process helps identify certain shortcomings and where an organization needs to shift its focus of attention.

good

(ii) For employees

By highlighting weaknesses the employees get an idea

of gaps in performance and can work on their issues with the organization to improve.

(iii) For HR management

The process helps identify the best performing talent, how to plan the workforce and assign rewards and promotion.

very good

Example Case: A company suffering from low sales despite talented workforce and team.

Application:

The company changes appraisal system by:

1) KPI based appraisal introduced
2) Bi-annual review and performance communication
3) Linked rewards with the goals set.
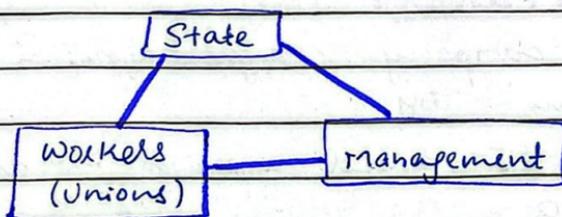
Outcome:

The company sees growth in sales.

VI. Conclusion

The performance appraisal system is integral to all companies. Both modern and traditional means present its pros and cons accordingly.

13/20

Q03:

(a) Labor Relations

Labour relations refers to the system of interaction between the workers, the state or government and the company. It entails the procedures involved in promoting rights of workers in a company and how the tri-fecta interacts with one other. It remains crucial to effective working of an organization

not correct. plz check labor relation again from book


```
        ┌───────┐
        │ State │
        └───────┘
        /         \
┌──────────────┐   ┌──────────────┐
│  Workers     │───│  management  │
│  (Unions)    │   └──────────────┘
└──────────────┘
```

I. MAIN FUNCTIONS OF LABOR RELATIONS

(i) Collective bargaining process

This refers to negotiation of wages, working hours, and working conditions of employees. It provides a method to conduct the bargaining process for all to achieve better conditions.

good

(ii) Handling disputes mechanism

The process provides a platform for employees to share concerns and ensure that they are addressed. Complaints could pertain to wages, promotion, walking hours, In response, mediation and arbitration used.

plz add more details

(iii) Representation and Participation of walkers

It ensures voices are heard through trade unions and work councils for effective representation.

(iv) Protection of rights

It safeguards workers from exploitation, unsafe conditions and unfair practices. Thus ensures ethical and legal compliance.

(V) Builds Communication and trust

The process improves communication among stakeholders, strengthening trust. Outcome is reduced strikes and improved at quick work flow.

III. EFFECT OF RELATIONS ON WORKPLACE HARMONY

A. POSITIVE IMPACTS

(i) Reduced conflicts at work
    Fewer strikes and lock outs
    that slow work

(ii) Improved morale
    Greater satisfaction amid
    better conditions

(iii) Increased productivity
    Motivated workers perform
    more efficiently

good

(iv) Stability in workplace
    Trust ensures long term stability

B. NEGATIVE IMPACTS (POOR RELATION)

(i) Increased frequency of disputes
(ii) Low satisfaction and morale
(iii) Frequent blocks and
    stoppages
(iv) High employee turnover

IV. RELATIONSHIP BETWEEN LABOR AND MANAGEMENT

(i) Adversarial Relation

This presents an "US VS. THEM" approach. It involves frequent struggles for power and characterized by low trust and short term gains.

(ii) Cooperative Relation

Based on mutual respect and trust, also involves joint problem solving. Results in high productivity and morale.

(iii) Participative or Partnership model

Joint decision making process where each plays his part. Essential for long term growth and stability. good

The role of unions in labor relations serves as a tool for upholding rights and ensuring that workplace harmony and cooperation is achieved.

B. COLLECTIVE BARGAINING

Collective Bargaining refers to the concept of negotiation between employers and unions. It is a continuous process to negotiate terms, wages and benefits. It results in a mutually accepted arrangement.

I. STAGES OF BARGAINING

Preparation
↓
Discussion
↓
Proposal
↓
Bargaining
↓
Settlement
↓
Implementation
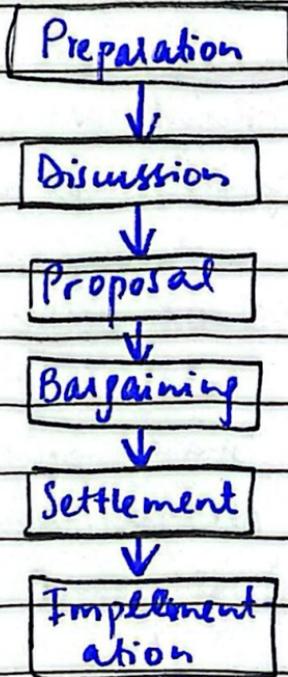
please check bargaining process from book and slides

(1) Preparation

This is most critical stage that involves identification of main issues (wage, safety, hours etc.). The data is collected and the negotiation objectives are set.

Results in a well prepared proposition.

(ii) Discussion

Both parties present their demands and expectations. The rules and tone for negotiations is set. Promotes initial trust building.

(iii) Proposal and counter

Formal demands are presented. Counter offers by management. Leads to compromise and decides whether negotiation will move forth.

try to add examples

(iv) Bargaining

Persuasion and compromise involved at stage. Grievances or short comings are tried to be resolved, in order to move forth.

(v) Settlement and agreement

Once mutually acceptable terms reached, "Collective Bargaining Agreement" Signed, which includes agreed upon terms.

(vi) Implementation

Once approved and signed by

both parties, it is implemented in the work place.

II. EXAMPLES OF BARGAINING

A. SUCCESSFUL BARGAINING

(i) Toyota – Japan

This was based on wages and productivity issue. Cooperative bargaining took place and joint consultation. Result was productivity linked wage increase and better trust.

good

(ii) Procter And Gample

This was pertaining to issue of working conditions of employees. Process involved integrative bargaining and resulted in improved benefits and better communication within company.
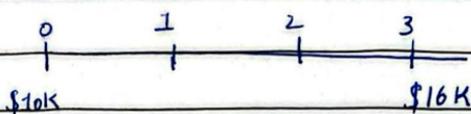
B. Unsuccessful

(iii) General Motors Strike in USA (2018)

Issue surrounding wages and job security. It was a 40-day strike leading to production loss. Due to weak coordination, bargaining failed.

plz add more examples and relevant data

Q.07:

```
    0        1        2        3
    |--------|--------|--------|
  $10K                       $16K
```

(i) Annual rate

Present values = $\dfrac{\text{Future value}}{(1+r)^3}$

$$10\,000 = \frac{16000}{(1+r)^3}$$

$$10\,000\,(1+r)^3 = 16000$$

$$(1+r)^3 = \frac{16000}{10000}$$

$$\sqrt[3]{(1+r)^3} = \sqrt[3]{1.6}$$

$$1+r = 1.169$$

$$r = 0.1696$$

$$\boxed{r \approx 16.9\%} \rightarrow \text{annual rate}$$

$$\approx \boxed{17\%} \rightarrow \text{nearest }\%.$$

(ii) Semi-annual rate

$$PV = \frac{FV}{\left(1+\frac{r}{2}\right)^6}$$

$$\left(1+\frac{r}{2}\right)^6 = 1.6$$

$$1+\frac{r}{2} = \sqrt[6]{1.6}$$

$$1+\frac{r}{2} = 1.0815$$

$$r = 2(1.0815 - 1)$$

$$\boxed{r = 16.3\%} \rightarrow \text{semi-annual rate}$$

$$\approx \boxed{16\%} \rightarrow \text{nearest }\%.$$