

**A SUMMER TRAINING PROJECT REPORT  
ON  
RECRUITMENT AND SELECTION  
AT  
“TAREEQA GLOBAL SOLUTIONS  
PVT LTD.”**

**SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE MASTER’S DEGREE IN BUSINESS ADMINISTRATION  
(HUMAN RESOURCES)  
(2020-2022)**

**SUBMITTED TO:**  
Dr. Ajay kumar Saini  
Asst. Professor  
GEHU, Dehradun

**SUBMITTED BY:**  
Ms. Naina joshi  
ID - 20552280  
MBA 3<sup>rd</sup> Sem



**GRAPHIC ERA HILL UNIVERSITY  
DEHRADUN**

---

## **DECLARATION**

I here by declare that the project entitled performance Appraisal at “TAREEQA GLOBAL SOLUTIONS PVT LTD.” submitted in partial fulfillment of the requirement for the degree of MBA to Graphic Era Hill University at Dehradun is my original work and not submitted for award if any other degree/diploma or similar title or prize.

DATE: 14-12-2021  
PLACE: Dehradun

NAINA JOSHI  
MBA(2020-2022)

## **EXECUTIVE SUMMARY**

Internship at ILP OVERSEAS - EDU WORLD INTERNATIONAL, Surat was a great exposure to the organization. After going through summer training, this was firsthand experience of how an organization as well as HR department functions.

### **INTRODUCTION OF PROJECT**

This project is about the HR Policies and Placement in ILP OVERSEAS - EDU WORLD INTERNATIONAL. The HR Policies in an organization helps every individual to raise his/her potential in all facets by helping him to be satisfied and secured about his present and future.

### **PROJECT TITLE**

The title of the project is “HR Policies and Placement in ILP OVERSEAS - EDU WORLD INTERNATIONAL”. As the name indicates it is the study of the HR Policies prevalent in the organization and the placement structure in ILP OVERSEAS - EDU WORLD INTERNATIONAL.

### **ORGANIZATION**

International Learning Planners play a vital role in providing **quality education** to candidates who are interested to study in **foreign universities**. At

ILP **we guide** each and every student through the **entire IELTS exam syllabus**. Moreover, we also provide them the IELTS exam sample paper to make sure that they are **confident enough** before appearing for an actual examination.

Our **unique teaching methodology** makes us one of the best IELTS coaching institutes in entire surat.

The International Learning Planners team has **more than 14 years** of experience in overseas **education counseling, admission counseling, visa counseling, scholarship counseling** as well as **coaching classes**. We has successfully **placed more than 10,000 candidates** in the world’s best colleges as well as universities.

# **INTRODUCTION**

The working forces of ILP OVERSEAS - EDU WORLD INTERNATIONAL all play a significant role in the continuous progress of the company. Hence it is essential to keep them motivated and keep their spirits high. The broad objective of the study was to provide the working forces of ILP OVERSEAS - EDU WORLD INTERNATIONAL with some new companies for student placement.

Therefore in order to have a deep knowledge and understanding about what should constitute the placement schemes for the working force; a study was conducted (with the help of questionnaires) with the help of 100 candidates in ILP OVERSEAS - EDU WORLD INTERNATIONAL, SURAT. “Right person for the right job” the basic principle in giving placements to the candidates.

## **OBJECTIVES OF THE STUDY**

- To understand the placement structure in ILP OVERSEAS - EDU WORLD INTERNATIONAL and to study about the further aspects of improvement.
- To understand what are the advertising techniques which should be used by ILP OVERSEAS - EDU WORLD INTERNATIONAL for the promotion of their courses.
- To study about the type of job needed in Corporates in respect to the ILP OVERSEAS - EDU WORLD INTERNATIONAL courses.
- To find out the drawbacks in the development of ILP OVERSEAS - EDU WORLD INTERNATIONAL.



---

## LIST OF CONTENTS

<b>S.NO.</b>	<b>TITLE</b>	<b>PG.NO.</b>
<b>1</b>	<b>Title Page</b>	
<b>2</b>	<b>Acknowledgement</b>	
<b>3</b>	<b>Internal Guide Certificate</b>	
<b>4</b>	<b>Company Training Certificate</b>	
<b>5</b>	<b>Executive Summary</b>	
<b>6</b>	<b>Objectives of the Study</b>	
<b>7</b>	<b>Introduction</b>	
<b>8</b>	<b>Methodology</b>	
<b>9</b>	<b>Findings</b>	
<b>10</b>	<b>Analysis of findings</b>	
<b>11</b>	<b>Conclusion</b>	
<b>12</b>	<b>Recommendation</b>	
<b>13</b>	<b>Bibliography or References</b>	
<b>14</b>	<b>Questionnaire</b>	

---

## **ACKNOWLEDGMENT**

This report has been made possible with the cooperation of many persons whom I wish to express my gratitude and appreciation.

I am very grateful to the people who supported me to transform this report into materialistic form.

I am thankful to Dr. Shilpa Wadhwa, faculty of management at Graphic Era Hill University, Dehradun for her gratitude during my project and giving me full cooperation and also valuable information and guidance without which it would not be possible for me to complete this manuscript.

PRATIKSHA AGARWAL

**(To Whom it may concern)**



**CERTIFICATE**

This is to certify that **Ms. PRATIKSHA AGARWAL (205523016)**, D/o. **Sh. SOHAN AGARWAL**, student of Master's Degree in Business Administration (Batch 2020-22), at Graphic Era Hill University, Dehradun has successfully completed her compulsory Summer Training with us, as part of his / her Course Curriculum.

The duration of his / her training was from **27-07-2021** to **26-09-2021** on the project **A STUDY ON E-RECRUITMENT AT ILP OVERSEAS-EDU WORLD INTERNATIONAL** \*under the supervision of **Mr. AYAZ ARAB**, Designation Managing Director.

During the training we found her quite sincere, hard working and her conduct & behavior was good.

We wish her all success in her academic endeavors and in life.

Signature  : \_\_\_\_\_

Name : Ayaz Arab

Designation : Managing director



---

## CERTIFICATE

I have the pleasure in certifying that Mr./Ms.Pratiksha Agarwal is a bonafide student of 3th Trimester of the Master's Degree in Business Administration (Batch 2020-2022), of Graphic Era Hill University, Dehradun, Roll No. 2002164

---

He / She has completed his/her project work entitled Selection & Recruitment under my guidance.

I certify that this is his/her original effort & has not been copied from any other source. This project has also not been submitted in any other Institute / University for the purpose of award of any Degree.

This project fulfils the requirement of the curriculum prescribed by this University for the said course. I recommend this project work for evaluation & consideration for the award of Degree to the student.

Signature : .....

Name of the Guide : .....

Designation : .....

Date : .....

---

## DECLARATION

I here by declare that the project entitled Performance Appraisal at “ILP OVERSEAS EDU WORLD INTERNATIONAL” submitted in partial fulfillment of the requirement for the degree of MBA to Graphic Era Hill University at Dehradun is my original work and not submitted for award if any other degree/diploma or similar title or prize.

DATE: 14-12-2021

PRATI KSHA AGGARWAL

PLACE: DEHRADUN

MBA (2020-2022)

## INTRODUCTION

An organization's goals can be achieved only when people put in their best efforts. How to ascertain whether an employee has shown his or her best performance on a given job? The answer is performance appraisal. Employee assessment is one of the fundamental jobs of HRM. But not an easy one though. Employees are the essential assets of the company and the main of the company is not only to hire the employee but also to retain the employee and taking maximum advantage of him. This can be ensured through performance appraisal .Successful companies use an appraisal system to evaluate employee performance in accordance with the company's strategic goals. Such companies know very well what they should do to win in today's competitive world - they must attract and retain productive employees. Successful companies get their competitive advantage with the help of effective performance appraisals that assist them in hiring productive employees and in putting them in the right place (position) and in developing their abilities that greatly contributes to the company's success.

Performance Appraisal is the process of assessing the performance and progress of an employee or a group of employees on a given job and his / their potential for future development. It consists of all formal procedures used in working organizations and potential of employees.

**Flippo (1966)** "Performance Appraisal is the systematic, periodic and an important rating of an employee's excellence in matters pertaining to his present job and his potential for a better job."

In simple terms, performance appraisal may be understood as the assessment of an individual's performance in a systematic way, the performance being measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility, health, and the like.

A formal definition of performance appraisal is:

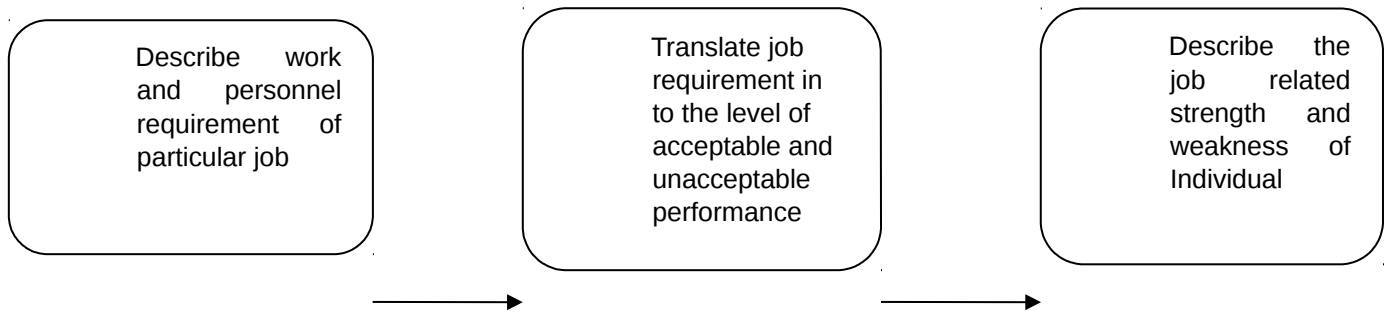
***“It is the systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development”***

**A MORE COMPREHENSIVE DEFINITION IS:**

Performance' appraisal is a formal structured system of measuring and evaluating an employee's job related behaviors and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee organization and society all benefit.

The other terms used for performance appraisal are: performance rating, employee assessment, employees' performance review, personnel appraisal performance evaluation employee evaluation and (perhaps the oldest of the terms used) merit rating. In a formal sense, employee assessment is as old as, the concept of management and in an informal sense; it is probably as old as mankind. No performance appraisal is done in isolation. It is linked to job analysis as shown in fig 1





Job analysis set out requirement, which are translated in to performance standards, which in turn form the basis of performance appraisal.

### **OBJECTIVES OF PERFORMANCE APPRAISAL**

Broadly, performance appraisal serves four objectives-

- (i) Developmental uses,
- (ii) Administrative uses/decisions
- (iii) Organizational maintenance/objectives, an
- (iv) Documentation purpose

**Table showing multiple purpose of Performance assessment**

<b>General Application</b>	<b>Specific Application</b>
Developmental Use	Identification of individual need Performance feedback Determining transfer and job assignment Identification of individual strength and development needs
Administrative use/Decisions	Salary Promotion Retention and termination Recognition of individual performance Lay –offs Identification of poor performers
Organizational maintenance and objectives	HR planning Determining organization training needs Evaluation of organizational goal

	<p>achievement</p> <p>Information of goal identification</p> <p>Evaluation of HR system</p> <p>Reinforcement of organizational development needs</p>
Documentation	<p>Criteria for validation research</p> <p>Documentation for HR decisions</p> <p>Helping to meet legal requirements</p>

## **CHARACTERISTICS**

1. Performance Appraisal is a process.
2. It is the systematic examination of the strengths and weakness of an employee in terms of his job.
3. It is scientific and objective study. Formal procedures are used in the study.
4. It is an ongoing and continuous process wherein the evaluations are arranged periodically according to a definite plan.



5. The main purpose of Performance Appraisal is to secure information necessary for making objective and correct decision an employee.

### **PROCESS OF PERFORMANCE APPRAISAL:**

1. Establishing performance standards
2. Communicating the Standards
3. Measuring Performance
4. Comparing the actual with the standards
5. Discussing the appraisal
6. Taking Corrective Action

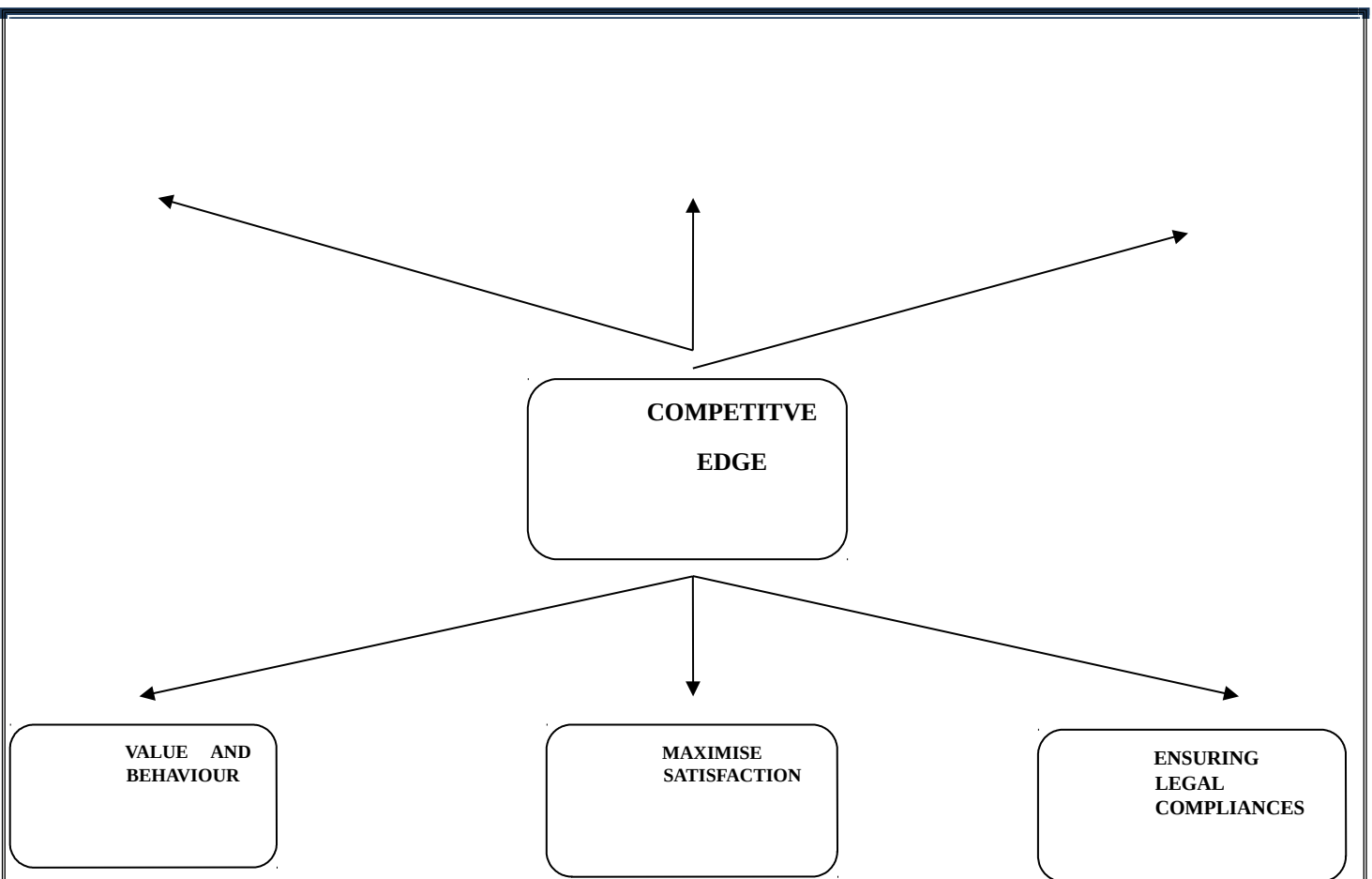
### **PERFORMANCE APPRAISAL AND COMPETITIVE ADVANTAGE**

The specifically, performance appraisal helps an organization gain competitive edge in the following ways

**STRATEGY  
AND  
BEHAVIOUR**

**IMPROVING  
PERFORMANCE**

**MAKING  
COORECTIVE  
DECISION**



## **IMPROVING PERFORMANCE**

An effective appraisal system can contribute to competitive advantage by improving employee job performance in two ways-by directing employee behavior towards organizational goals, and by monitoring that behavior to ensure that the goals are met.

## **MAKING CORRECT DECISIONS**

As stated above, appraisal is a critical input in making decisions on such issues as pay raise, promotion, transfer, training, discharges and completion of probationary periods. Right decision on each of these can contribute to competitive strength of an organization. If promotion, for example, is made

on performance, the promote feels motivated to enhance his or her performance.

### **ENSURING LEGAL COMPLIANCE**

Promotions made on factors other than performance might land up a firm in a legal battle, thus diverting its focus on non-productive areas. Organizations can minimize costly performance-related litigation by using appraisal systems that give fair and accurate ratings.

### **MINIMIZING JOB DISSATISFACTION AND TURNOVER**

Employees tend to become emotional and frustrated if they perceive that the ratings they get are unfair and inaccurate. Such employees find that the efforts they had put in became futile and obviously get DE-motivated. Dissatisfaction in the job sets in and one of the outcomes of job dissatisfaction is increased turnover. Fair and accurate appraisal results in high motivation and increased job satisfaction. An organization having satisfied and motivated employees will have an edge over its competitors.

### **CONSISTENCY BETWEEN ORGANIZATIONAL STRATEGY AND BEHAVIOR**

An organization needs a strategy consistent with the behavior of its employees if it were to realize its goals. A truism of organizational life is that people engage themselves in behaviors that they perceive will be rewarded. As employees want to be rewarded, they tend to occupy themselves more with those activities on which the organization emphasizes. For example, if the focus is on service, employees will behave in ways that will help them in gaining rewards associated with service

delivery. If the focus is on cost control, employees will seek to control cost and thus be recognized and rewarded. If the focus is on rewarding productivity, employees will strive for productivity. The performance appraisal becomes not only a means of knowing if the employees' behavior is consistent with the overall strategic focus, but also a way of bringing to the fore any negative consequence of the strategy- behavior fit. For example, a single point productivity focus may include potential negative consequences such as decreased quality and co-operations. Thus, the performance appraisal system is an important organizational mechanism to elicit feedback on the consistency of the strategy-behavior link.

## **ORGANIZATIONAL STRATEGY AND PERFORMANCE APPRAISAL**

The performance appraisal system serves many organizational objectives and goals. Besides encouraging high level of performance, the evaluation system is useful in identifying employees with potential, rewarding performance equitably and determining employees' needs for development. These are all the activities that should support the organization's strategic orientation. Although these activities are clearly instrumental in achieving corporate plans and long-term growth, typical appraisal systems in most organizations have been focused on short-term goals.

A performance appraisal system has strategic importance to a firm in three ways:

1. Feedback mechanism,
2. Consistency between organizational strategy and job behavior, and

### 3. Consistency between organizational values and job behavior.

#### **What is to be appraised?**

The content to be appraised may be in the form of contribution to organizational objectives (measures) like production, saving in term of costs, return on capital, etc. The content to be appraised varies from organization to organization.

#### **Who are Raters?**

Raters can be immediate supervisors, specialist from the HR department, subordinates. Peers, committees, clients, self appraisal, or a combination of several.

a. **Immediate supervisor** is the fit candidate to appraise the performance of his or her subordinate. There are 3 reasons in support of this choice. No one is familiar with the subordinate's performance than his or her superior. Another reason is that the superior has the responsibility of managing a particular unit. When the tasks of evaluating a subordinate is given to another person, the superior authority may be undermined seriously. Finally, training and development of subordinate is an portent element in every mangers job. Since appraisal programme are often clearly linked to training and development, the immediate superior may be the legal choice to conduct the performance evaluation.

b. **Subordinate** can assess the performance of their superiors. The use of this choice may be useful in assessing an employee ability to

communicate, delegate work, allocate resources, disseminate information, resolve intrapersonal conflict, and deal with employees on a fair basis. But the problem with the subordinate evaluation is that supervisors tend to become popular, not by effective leadership, but by mere gimmicks.

c. **Peers** are in better position to evaluate certain facts of job performance which the subordinates or supervisors cannot do. Such facts include contribution skills, reliability and initiative. Closeness of the working relationships and the amount of personal contacts place peers in a better position to make accurate assessments. Unfortunately friendship or animosity may result in distortion of evaluation. Further when reward allocation is based on peer evaluation, series conflicts among co-workers may develop. Finally join together to rate each other high.

d. **Although clients** are seldom used for rating employee performance, nothing prevents an organization from using this source. Clients may be members within the organization who have direct contact with the rate and make use of an output (goods or services) this employee provides. Interest, courtesy, dependability and innovativeness are but a few of the qualities for which clients can offer rating information. Clients, external to the organization can also offer similar kinds of information. Where appraisal is made by the superior, peers, subordinates and clients, it is called the **360-degree system of appraisal**.

e. **In self –appraisal** employee himself or herself evaluates his or her own performance. Indian Telephone Industries has been following the self appraisal system for executives in grade I to IV.

### **When to appraise**

Informal appraisal is conducted whenever the supervisors or personnel manager feel it is necessary. However systematic appraisal is conducted on a regular basis, say, for example, every six months or annually.

## **INDIVIDUAL EVALUATION METHOD**

### **Confidential Records**

It is mostly used in government organizations. It is descriptive report prepared, generally at the end of every year, by the employee's immediate supervisor. The report highlights the strength and weakness of the subordinate, the report is not data based. The impression of the subordinate are merely recorded there. It does not offer any feedback to the appraise. The appraise is not very sure about why his ratings have fallen despite his best effort, why other are rated high when compared to him , how to rectify his mistake, if any; on what basis he is going to be evaluate next year , etc.

### **Essay Method**

It is a non-quantative technique which provides a good deal of information about the employee and also reveals more about the evaluator. In the essay method the rater must describe the employee within a number of broadcategories such as

- (i) the rater's overall impression of the employee's performance.

- (ii) the promote ability of the employee
- (iii) the jobs that the employee is now able or qualified
- (iv) the strengths and weaknesses of the employee. And
- (v) the training and the development assistance required by the employee.

Although this method may be used independently, it is most frequently found in combination with others. It is extremely useful in filling information gaps about the employees that often occur in the better structured checklist method.

### **Critical Incidents Method:**

The critical incidents method of employee assessment has generated a lot of interest these days. The approach focuses on certain critical behaviors of an employee that make all the difference between effective and non-effective performance of a job. Under this method, the manager prepares the list of statements of effective and ineffective behaviour of the employee. These critical incidents represent the outstanding of poor behaviour of the employee on the job.

The manager maintain log on each employee, whereby he periodically record critical incidents of the worker behaviour. At the end of the rating period, these recorded critical incidents are used in evaluation.

### **Advantage**

- The evaluation is based on actual job behavior.
- Giving job-related feedback to the ratee is also easy.



- Reduces the personal biases, if raters record incidents throughout the rating period. Finally, this approach can increase the chances that the subordinates will improve because they learn more precisely what is expected of them

### **Limitations.**

These include:

- Negative incidents are generally more noticeable than positive ones.
- The recording of incidents is a chore to the supervisor and may be put off and easily forgotten.
- Overly close supervision may result.
- Managers may unload a series of complaints about incidents during an annual performance review session.
- The feedback may be too much at one time and thus appearing as a punishment to the ratee.

### **Checklist:**

Under this method a checklist of statements on the traits of the employee and his or her job is prepared in two columns i.e.

‘Yes’ column

‘No’ column.

All the rater (immediate superior) should tick the ‘Yes’ column if the answer to the statement is positive and in column ‘No’ if the answer is negative. After ticking off against each item, the rater forwards the list to the HR department. The HR department assigns certain points to each ‘Yes’

ticked. Depending upon the number of 'Yes' the total score is arrived at. When points are allotted to the checklist, the technique becomes a ***weighted checklist***.

### **Advantages**

- checklist are economic
- ease of administration,
- Limited training of rater, and standardization.

### **Disadvantages**

- susceptibility to rater's biases (especially the halo effect)
- use of personality criteria instead of performance criteria,
- Misinterpretation of checklist items, and the use of improper weights by the HR department.
- it does not allow the rater to give up relative ratings

### **Graphical Rating Scales:**

This is the simplest and most popular technique for appraising employee performance; the typical rating-scale system consists of several numerical scales, each representing a job-related performance criterion such as dependability, initiative, output, attendance, attitude, co-operation, and the like. Each scale ranges from excellent to poor. The rater checks the appropriate performance level on each criterion, and then computes the employee's total numerical score. The number of points scored may be linked to salary increases, whereby so many points equal a rise of some percentage.

## **Advantages**

- Adaptability,
- Relatively easy use and low cost.
- Nearly every type of job can be evaluated in a short time, and the rater does not need any training to use the scale.

## **Disadvantages**

- The rater's biases are likely to influence evaluation, and the biases are particularly pronounced on subjective criteria such as cooperation, attitude and initiative.
- Numerical scoring gives an illusion of precision that is really unfounded.

## **Behaviorally Anchored Rating Scales:**

Behaviorally Anchored Scales, sometimes called **behavioral expectation scales**, are rating scales whose scale points are determined by statements of effective and ineffective behaviors. They are said to be behaviorally anchored. In that the scales represent a range of descriptive statements of behavior varying from the least to the most effective. A rater must indicate which behavior on each scale best describes an employee's performance.

Behaviorally anchored rating scales (BARS) have the following features:

- Areas of performance to be evaluated are identified and defined by people who will use the scales.
- The scales are anchored by descriptions of actual job behavior that, supervisors agree, represent specific levels of performance.

- The result is a set of rating scales in which both dimensions and anchors are precisely defined.
- All dimensions of performance to be evaluated are based on observable behaviors and are relevant to the job being evaluated since BARS are tailor-made for the job.
- Since the raters who will actually use the scales are actively involved in the development process. They are more likely to be committed to the final product.
- BARS were developed to provide results which subordinates could use to improve performance.

### **Advantage**

- Superiors would feel comfortable to give feedback to the rates.
- BARS help overcome rating errors.

## **MANAGEMENT BY OBJECTIVES**

It was Peter F. Drucker who first gave the concept of MBO to the world way back in 1954 when his *The Practice of Management* was first published. The MBO concept, as was conceived by Drucker, reflects a management philosophy which values and utilizes employee contributions. Application of MBO in the field of performance appraisal is a recent thinking.

## **FOUR STEPS IN THE MBO PROCESS**

**First Step** is to establish the goals each subordinate is to attain. In some organizations, superiors and subordinates work together to establish goals. In others Superiors establish goals for subordinates. The goals typically refer to the desired outcome to be achieved. These goals can then be used to evaluate employee performance.

**Second Step** involves setting the performance standard for the subordinates in a previously arranged time period. As subordinates perform, they know fairly well what there is to do, what has been done, and what remains to be done.

**Third Step**, the actual level of goal attainment is compared with the goals agreed upon. The evaluator explores reasons for the goals that were not met and for the goals that were exceeded. This step helps determine possible training needs. It also alerts the superior to conditions in the organization that may affect a subordinate but over which the subordinate has no control.

**Final Step** involves establishing new goals and, possibly new strategies for goals not previously attained. At this point, subordinate and superior involvement in goal setting may change. Subordinates who successfully reach the established goals may be allowed to participate more in the goal setting process the next time. The process is repeated with other approaches.

**Advantages.**

It is most useful with managerial personnel and employees who have a fairly wide range of flexibility and self-control in their jobs. Besides, when the result of an MBO system is to be used to allocate organizational rewards, employees may be less likely to establish challenging goals-goals they are confident that they can accomplish. Further, the allocation of merit pay on a semi-annual or annual basis may encourage the setting up of goals with short time horizons to the disadvantage of important long-term goals.

### **Disadvantages**

Jobs with little or no flexibility such as assembly-line work, are not compatible with MBO. An assembly-line worker usually has so little job flexibility that the performance standards and objectives are already determined

## **MULTIPLE PERSON EVALUATION METHOD (Comparative Evaluation Approaches)**

These are a collection of different methods that compare one worker's performance with that of his/her co-workers. Comparative appraisals are usually conducted by supervisors. these appraisals can result in a ranking from best to worst; they are useful in deciding merit-pay increases, promotions and organizational rewards. The usual comparative forms used in this kind of evaluation are the ranking method and the paired comparison method.

### **RANKING METHOD**

In this, the superior ranks his or her subordinates in the order of their merit, starting from the best to the worst. All that the HR department knows is that A is better than B. The, 'how' and 'why' are not questioned, nor answered. No attempt is made to fractionalize what is being appraised into component elements.

### **Advantages**

- Ease of administration and explanation
- Help to reduce the bias

### **Disadvantage**

- It is subject to the halo and recency effects

## **PAIRED-COMPARISON METHOD**

Under this method the appraiser compares each employee with every other employee one at a time. For example there are five employees named A, B, C, D and E. The performance of A is first compared with the performance of B and a decision is made about whose performance is better. Then A is compared with C, D and E in that order.

The same procedure is repeated for other employees. The number of comparisons may be calculated with the help of a formula which reads thus:  **$N(N-1)/2$  where N stands for the number of employees to be compared.** If there are 10 employees, the number of comparisons will be  **$10(10-1)/2 = 45$** . After the completion of comparison, the results can be tabulated and a rank is created from the number of times each person is considered to be superior.

### **Advantage**

Ranking become more reliable and easier.

**Disadvantage**

Not applicable when a group is large

**FORCED DISTRIBUTION METHOD:**

One of the errors in rating is leniency – clustering a large number of employees around a high point on a rating scale. The forced distribution method seeks to overcome the problem by compelling the rater to distribute the rates on all points on the rating scale.

The method operates under an assumption that the employee performance level conforms to a normal statistical distribution. Generally, it is assumed that employee performance levels conform to a bell shaped curve. For example, the following distribution might be assumed to exist – excellent 10 %, good 20 %, average 40 %, below average 20 %, and unsatisfactory 10 %.

The major weakness of the forced distribution method lies in the assumption that the employee performance levels always conform to a normal distribution. In organizations that have done a good job of selecting and retaining only the good performers, the use of forced distribution approach would be unrealistic, as well as possibly destructive to the employee morale. The error of central tendency may also occur, as the rater resists from placing an employee in the lowest or in the highest group. Difficulties also arise for the rater to explain to the rate why he or she has been placed in a particular group. One merit of this approach is that it seeks to eliminate the error of leniency. However, the forced choice method is not



acceptable to raters and ratees, especially, in small groups or when group members are of high ability.

### **FORCED CHOICE METHOD:**

In this, the rater is given a series of statements about an employee. These statements are arranged in blocks of 2 or more, and the rater indicates which statement is most or least descriptive of the employee. Typical statements are:

1. Learns fast \_\_\_\_\_ works hard
2. Work is reliable \_\_\_\_\_ performance is a good example for
3. Absents often \_\_\_\_\_ others usually tardy.

As in the checklist method, the rater is simply expected to select the statements that describe the rate. Actual assessment is done by the HR Department. This approach is known as the forced choice method because the rater is forced to select statements, which are readymade.

#### **Advantage**

- Absence of personal bias in rating.

#### **Disadvantage**

- The statements may not be properly framed – they may not be precisely descriptive of the rate's traits.

### **OTHER METHODS**

#### **Cost Accounting Method (HRA)**

This method evaluates performance from the monetary returns the employee yields to his or her organization. A relationship is established between the costs included in keeping the employee and the benefit the organization derives from him or her. Performance of the employee is then evaluated based on the established relationship between the cost and the benefit

### **Field Review Method**

This is an appraisal by someone outside the, assessor's own department. Usually someone from the corporate office or the HR department. The outsider reviews Employee records and holds interviews with the ratee and his or her superior.

This method is primarily used for making promotional decision at the managerial level.

Field reviews are also useful when comparable information is needed from employees in different units or locations.

### **Disadvantage**

1. An "outsider" is usually not familiar with conditions in an employees' work environment which may affect the employee's ability or motivation to perform.
2. An 'outsider' review does not have the opportunity to observe employee behavior of performance over a period of time and in a variety of situations. But only in an artificially structured interview situation which extends over a very short period of time.

## **GROUP APPRAISAL**

In this an, employee is appraised by a group of appraisers. This group consists of immediate supervisor, Manager or head of department, Close consultants.

This group uses any of multiple techniques for evaluating the performance of the employee. . In this the immediate supervisor enlightens other members about the job characteristics, demand, standards of performance etc. and then the group appraises the performance of the employee.

### **360 – DEGREE FEEDBACK SYSTEM**

In this the information is gather from a variety of sources including subordinates who complete performance appraisal ,then the results are summarized for the employee and necessary improvements are discussed.

### **PERFORMANCE APPRAISAL AT LUPIN**

Employees at LUPIN are divided in to three main category first is manager, second is the executive and third is non executive. Sample is taken from only two categories i.e. from Executive section and Nonexecutive section. Executive section consists of AGM (administration general manager), SDE (sub divisional executive) and JTO (Junior technical officers). Among them only SDE are take in the sample as one who do the performance appraisal. Whereas nonexecutive section consist of peon, office workers etc and they are taken as one on whom the performance appraisal has being carried out.

### **EXECUTIVE SECTION**

### **Performanance Appraisal Procedure For Non Executive Section Employee**

There is unidirectional procedure followed at LUPIN i.e., the immediate superior appraise his subordinates. The first step is that a notice has been issued and sent to various departments for conducting performance appraisal. The notice has been issued from the CMD office (cooperate level). This notice has been issued once in a year and mostly during the starting of April. After receiving this notice, various departments working in hierarchy structure start preparing the performance appraisal of their employee and they have to submit their report within one month duration. The lowest level in executive section is SDE. She/he prepare the performance appraisal report of JTO and employees falls under non executive section .In this the SDE is the reporting officer and AGM is the reviewing officer which review the report sent to him by SDE regarding employee falls under him. He sent the report to the AGM and AGM sent it to DGM and DGM to GM and so on. It is like a chain. Under GM there are five departments and from each department only one employee is selected for further procedure of performance appraisal and at the GM level out of these five only one is selected. As there is a GM of FINANCE, ADMINISTRATION, IMPCS, MARKETING AND OPERATION, GMTD JAMMU, GMT KASHMIR so one candidate is selected from each department which make the total of seven candidates selected. Again out of theses seven only three are sent for performance appraisal at CGMT J&K level. Same procedure is followed for the entire department till this level. After this next stage is the territory circle and there are twenty six states fall under territory circle. under this territory circle from each state one candidates is selected and for the selection of these candidate a committee has been set .After considering all the criteria that's falls under

performance appraisal, out of these twenty six candidates only three are selected for considering at the cooperate level. This is the last stage and the three employees selected at this stage get the incentives .These incentives are either in the form of monetary term or non monetary term.

It is a very lengthy and tedious procedure. During performance appraisal the one who do the performance appraisals not only take the present performance in to consideration but also take in to account the previous three year performance at office along with the past three year performance appraisal report of an employee.

### **Kind of incentives given to the employee on the basis of performance Appraisal**

Performance appraisal plays a very important role in increasing the pay scale as well in promotion of the employees. In pay upgradation the salary of the employee increase but the cadder remain the same. As far as promotion is concerned, functional promotion take place .in this along with the increase in the pay the cadder also change .it is called functional promotion as it take place before it was actually due. Although promotion is very much due and the formula followed by them is **4655**. But this take place only when performance appraisal is positive but incase it is negative than no promotion take place although it is very much due.

Under monetary term, the candidate whose performance is out standing a cash is given round about five lake under non monetary a certificate or we can say award is given to them .

### **METHODS USED FOR CONDUCTING PERFORMANANCE APPRAISAL**

LUPIN is a very large public organization. There are various methods which are used for performance appraisal. Among those methods they use only two methods as follows

### 1. Grading System.

The system to access the performance of LUPIN employees is the grading system. In this system *the* block numerical values have been assigned to assist the appraiser in making overall assessment.

BELOW AVERAGE	8	
AVERAGE	6	<input type="checkbox"/> r
GOOD	4	<input type="checkbox"/> r
VERY GOOD	2	<input type="checkbox"/> E
OUT STANDING	0	<input type="checkbox"/> A

### 2. CONFIDENTIAL REPORT WRITING

The appraisal period is 12 months of financial year between 1<sup>st</sup> April of a year to 31<sup>st</sup> march of succeeding year. The employees are appraised after 12 months or annually. For every group of workers there are confidential reports. For example – Group A officers working in LUPIN accessed through appraisal forms/ confidential reports. Similar procedure is used for Group B and Group c officers for accessing their work.

In this a report has been prepared by the immediate supervisor of the employee who is to be appraised. For writing this report they use a tool named as grading system on the basis of which various grade has

been allotted. There are basically five grades like below average, average, good, very good, and outstanding.

Although it is confidential report writing in which nothing has been explained to the employee about the grades given to them. But in LUPIN if the employee falls at the grade of below average or average than such information has been conveyed to them so that they can take the corrective action. It is like giving the feed back to the employee for their future upliftment. If the employee falls at or in between good or very good no feedback has been given to them. There is one another thing and i.e. if the reporting officer give outstanding grade to any employee than he/she have to give the explanation for such grading to the reviewing officer. This is done to avoid any kind of injustice to the employees.

### **TRAINING FOR CONDUCTING PERFORMANCE APPRAISAL**

On the basis of information gathered from executive section of employee i.e. SDE no training is provided to them regarding how to fill the grading form or to write confidential report about the employee during performance appraisal.

### **EFFECT OF PERFORMANCE APPRAISAL ON THE EMPLOYEE**

From the view point of employee comes under executive section, performance appraisal do effect the performance of the employee. The rewards which an employee get on the basis of performance appraisal

satisfy all need i.e. physical ,mental, emotional and social need of individual and the satisfaction of these need motivates the employees to do more work in an effective manners which proves to be beneficial for organization also. They also agree on this point that there are some shortcomings of performance appraisal too like biasness but its shortcoming cannot overpower its benefits.

### **Objectives of Performance Appraisal**

- To review the performance of the employees over a given period of time.
- To judge the gap between the actual and the desired performance.
- To help the management in exercising organizational control.
- Helps to strengthen the relationship and communication between supervisor-subordinates and management employees.
- To diagnosis the strength and weakness of the individuals so as to identify training and development needs of the future.
- To provide feedback to the employees regarding their past performance. Provide information to assist inn the other personnel decisions in the organization.
- Provide Clarity of the expatiation and responsibilities of the functions to be performed by the employees.
- To judge the effectiveness of the other human resource function of the organization such as recruitment, selection, training and development.
- To reduce the grievances of the employees.



# **RESEARCH METHODOLOGY**

## **1. METHOD OF DATA COLLECTION**

I have chosen the questionnaire methods of data collection due to limited time in hand. While designing data-collection procedure, adequate safeguards against bias and unreliability must be ensured. I have examined the collected data for completeness, comprehensibility, consistently and reliability. I have also gathered secondary data which has already been collected and analyzed. For the present piece of research the investigator has used the following methods:

- Interview
- Observation
- Questionnaire

## **2. SAMPLE SIZE**

I have taken 100 as the sample size.

.

## **4. ABOUT THE QUESTIONNAIRE**

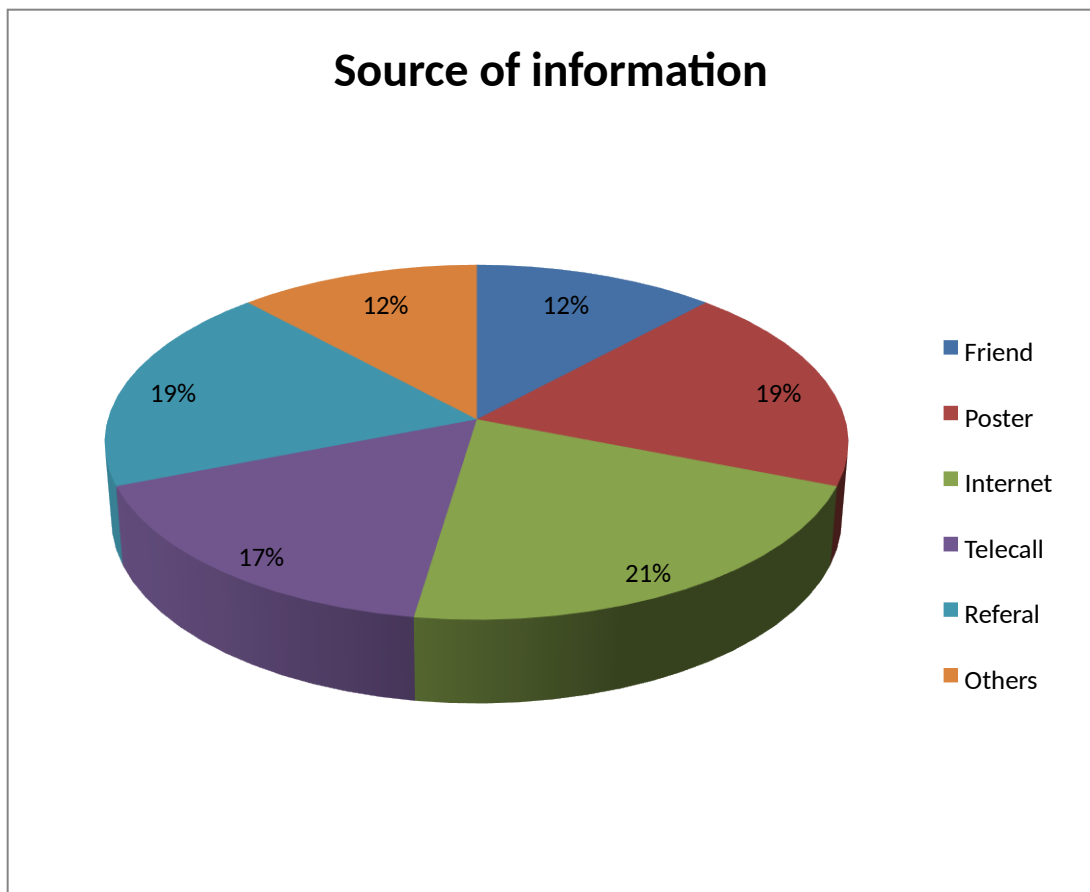
In this method a questionnaire is sent to the HR Manager concerned with a request to check the questions in the questionnaire. The questionnaire consisted of a number of questions printed or typed in a definite order. I have chosen this method of data collection due to low cost incurred, it is free from bias of the interviewer and respondent has adequate time.

## **DATA ANALYSIS**

## Data Analysis and Interpretation

### **ANALYSIS DONE ON THE BASIS OF DATA COLLECTED FROM CANDIDATES IN EDU WORLD INTERNATIONAL**

1. Sources From Where The Candidates Got To Know About Edu World International?



#### **INTERPRETATION:**

Out of 10 candidates-

9 came to know about Edu World through internet.

8 candidates came to know from posters.

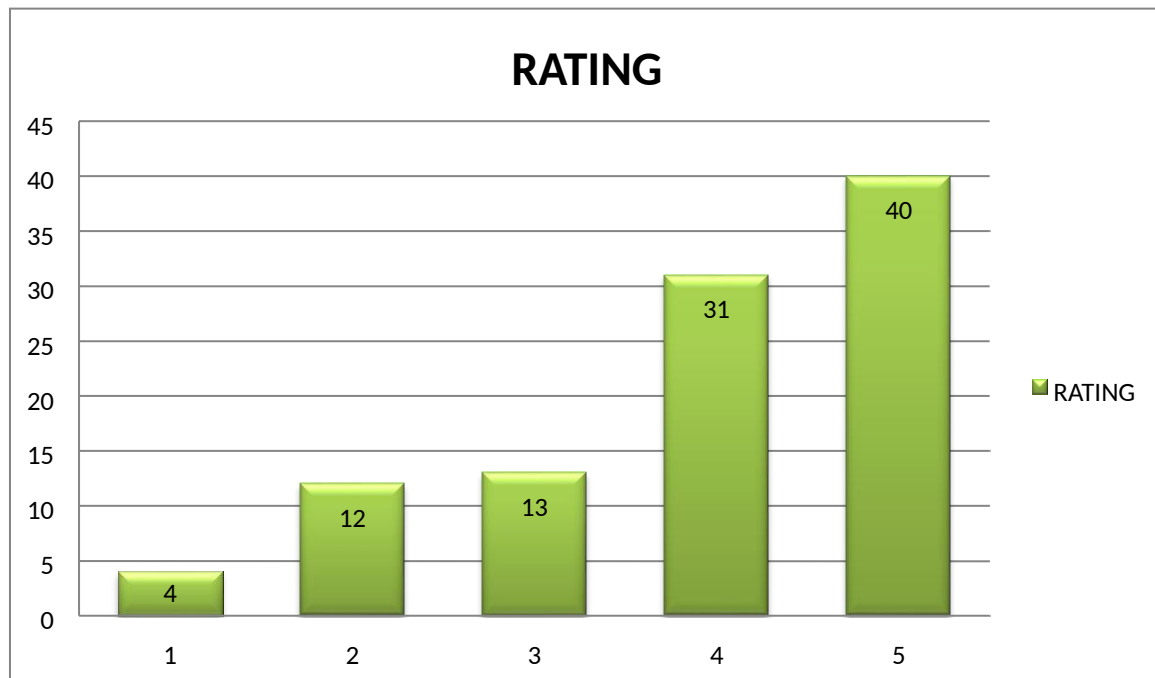
5 through friend.

7 candidates came to know by telecalling

8 through referral.

5 out of 10 candidates came to know about Edu World through other sources.

## 2. Rating of ILP Overseas - Edu World International on a Scale of 1-5.



### INTERPRETATION:

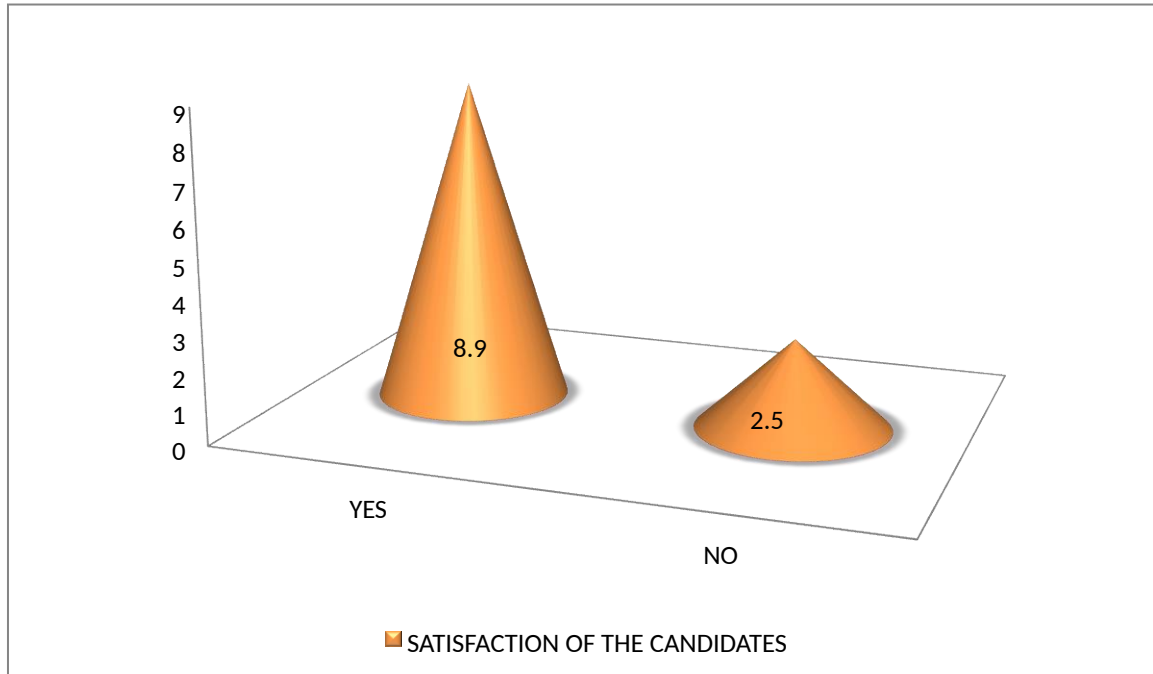
Mean rating has been taken to take out the average. 1 is for very poor and 5 is excellent.

MEAN = (SUMMATION OF RATING GIVEN BY CANDIDATES\*  
RATES) / TOTAL NO. OF SAMPLE  
SIZE

$$= (4+24+39+124+2) / 100$$

$$= 3.91 \text{ (AVERAGE OF CANDIDATES)}$$

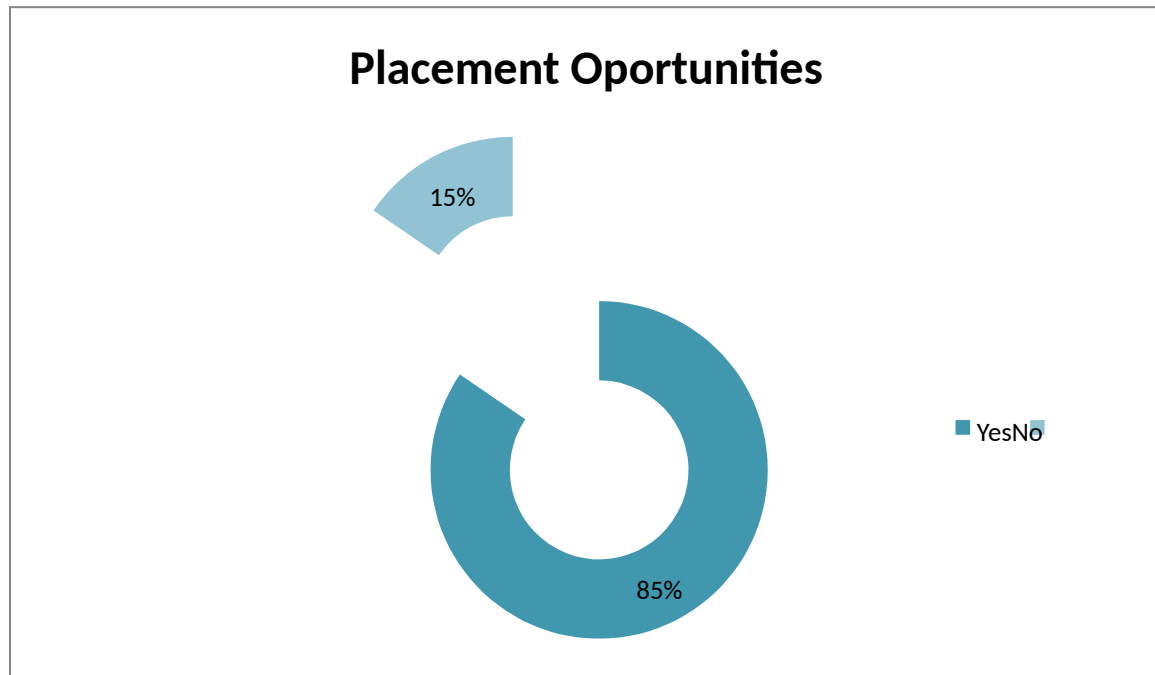
### 3. Satisfaction of the candidates in the training imparted to them.



#### **INTERPRETATION:**

Out of 10 candidates 8.9 are satisfied with the training imparted to them. 2.5 were not satisfied with the training.

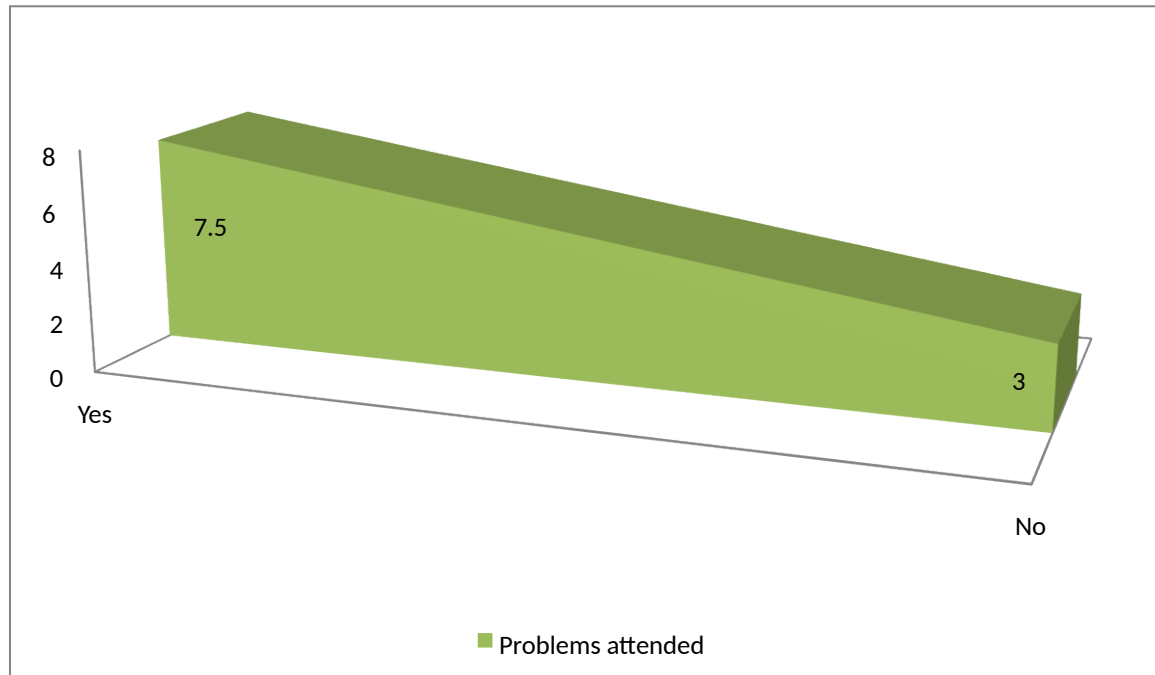
4. Are the candidates satisfied with the placement opportunities provided to them?



**INTERPRETATION:**

8.5 candidates are satisfied with the placement opportunities provided to them. Whereas 1.5 candidates were not satisfied with placement opportunities provided to them.

5. Are the problems of the candidates attended?

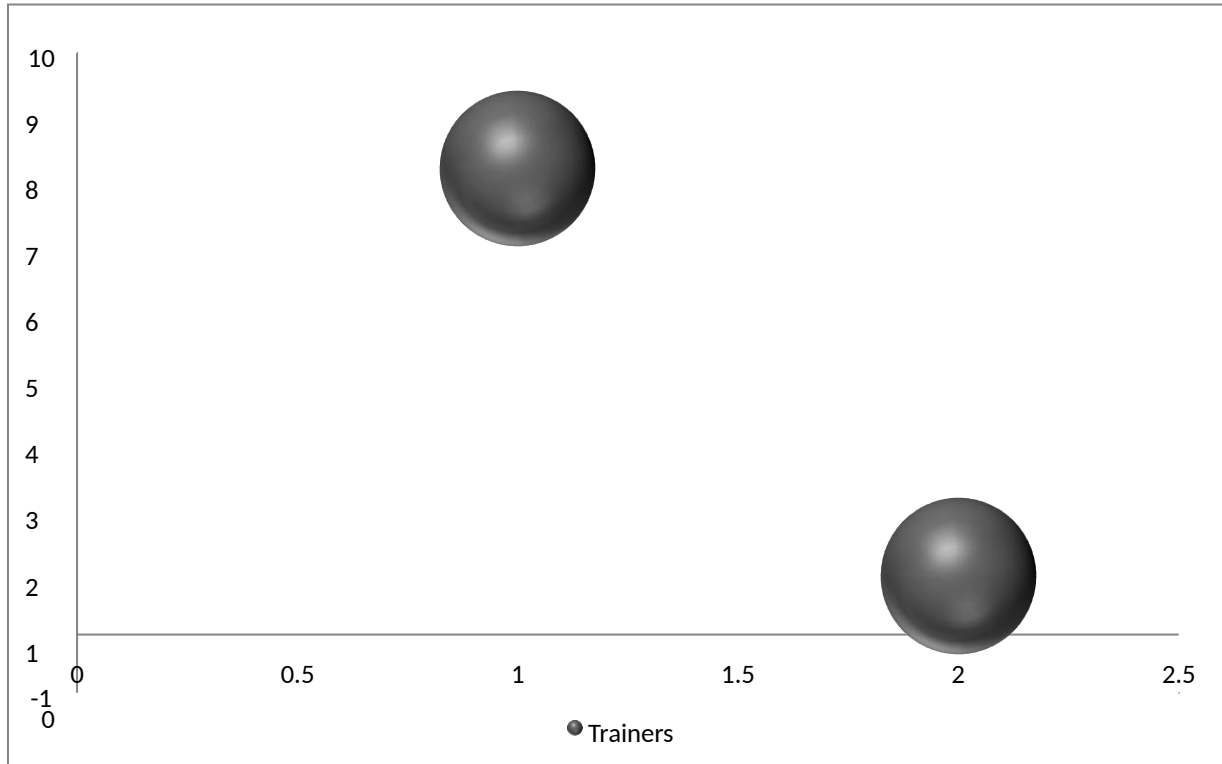


**INTERPRETATION:**

3.0 candidates said that their problems were not attended by the faculty members. 7.5 candidates said that their queries were resolved by the faculty and staff members.



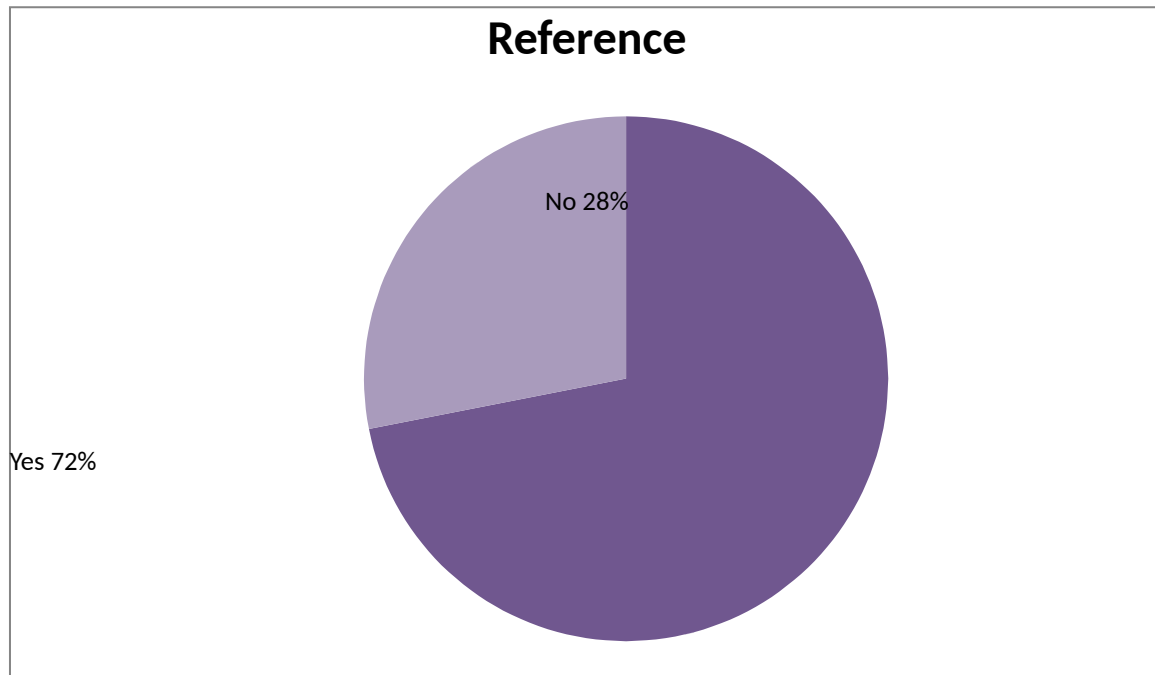
6. Are the program trainers good communicators?



**INTERPRETATION:**

8 candidates out of 10 feel that the faculty trainers were able to communicate with them properly. Whereas 1 candidate was not satisfied with the trainers.

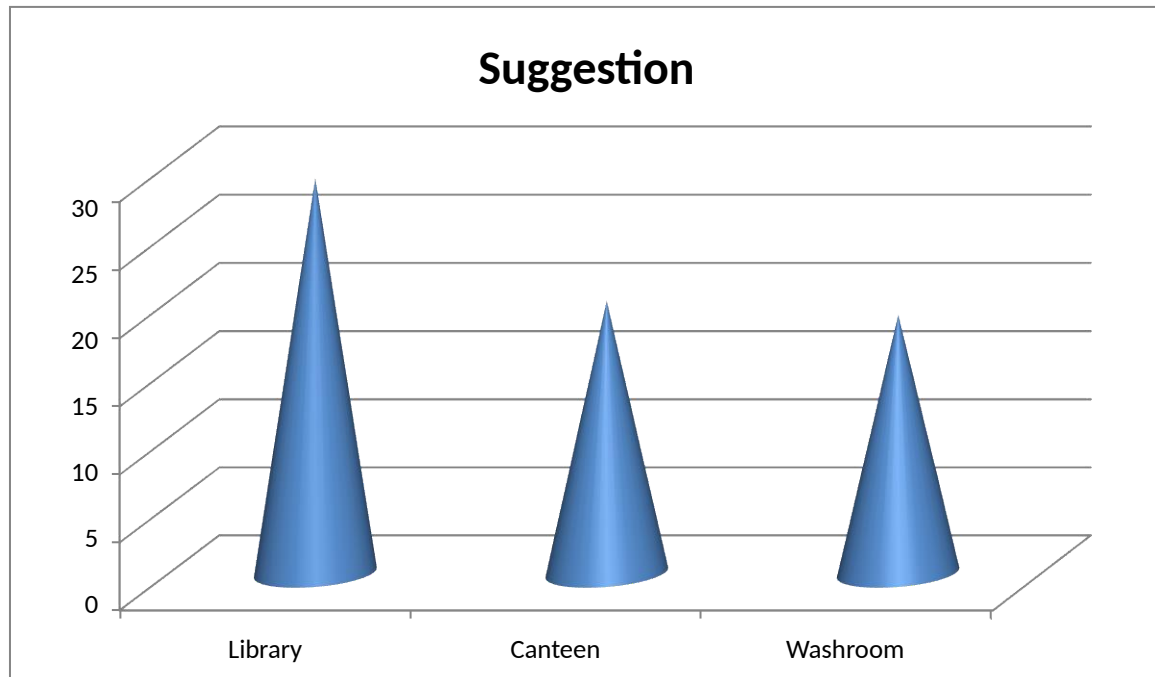
7. How many candidates wanted to refer Edu World to their friends and family members?



**INTERPRETATION:**

Out of 10 candidates in the academy 7.2 of them wanted to give Edu world reference to their friends, family members and others whereas 2.8 did not have any referral.

8. Two suggestions given by the candidates for improvement.



**INTERPRETATION:**

As there were three suggestions given by 10 Candidates so the total data is out of 30. In which 20 wanted canteen facilities. 29 wanted a better library and 19 wanted more cleanliness in washrooms.

# FINDINGS

## FINDINGS: -

1. The year of service of majority of the employees is between 5-10 years.
2. Majority (72%) of the employees are aware of the performance appraisal techniques being followed in Nissan.
3. 44% of the employees are satisfied with the present appraisal system.
4. As huge as 92% of the employees think that the frequency of appraisal must be continuous.
5. Majority of the employees want to consider performance appraisal on half yearly basis.
6. Most of the employees want to get appraisal through superior, self appraisal, consultant.
7. It was observed that 74% of the respondents agreed that PA does lead to polishing of the skills of employees.
8. 82% of respondents think that personal bias creeps on while appraising.
9. Majority of the employees do not want to review the PA system.
10. Majority of the respondents prefer the 360 degree feedback technique for their performance appraisal.
11. 96% of the employees feel that PA leads to identification of their hidden potentials which further help in increasing the productivity.

12. Maximum number of respondents strongly agrees that promotion is based on PA and management fixes salary through performance rating.
13. In the opinion of maximum respondents performance appraisal is for the job satisfaction of employees.
14. Most of the employees feel that sometimes steps are taken to improve performance, if not up to the mark.
15. 78% of the employees improved their performance up to 20-40% after the performance appraisal procedure.

## **CONCLUSION**

### **Conclusion**

~~~~~

At this moment, I have reached to the end of this research on placement and policies in ILP OVERSEAS - EDU WORLD INTERNATIONAL.

Now I have an idea of how placement department in HR works. And how candidates are placed. By research I also came to know that the

candidates are placed on daily basis. Now I am having a clear ideology of approaching different candidates from colleges for placement and the entire procedure of the placement departments. I have a deeper understanding of its logical design.

As a whole, it's hoped that this paper work has introduced benefits in the placement procedure. May this research helps in understanding candidates' mind set in further development in the promotion and advertising of a company.

## **SUGGESTIONS AND RECOMMENDATIONS**

### **Suggestions & Recommendations**

- a. 45% of the candidates came to know about Edu World from net so; the promotion must be mainly focused on internet.
- b. Candidates rating on an average were 3.91 which mean there is a further scope of improvement.
- c. Placement cell should often conduct mock test and interviews for the practice of the candidates.

- d. Candidates reference is one of the major source for getting more. There should be few techniques used while counseling to take out reference from the candidates.
- e. Library and canteen facilities should be improved.

# BIBLIOGRAPHY

Website:



<https://myeduworld.com/about-us/>



[https://www.google.com/search?](https://www.google.com/search?q=edu+world+international+surat+centre&tbm=isch&hl=en&chips=q:edu+world+international+surat+centre,online)

[q=edu+world+international+surat+centr](https://www.google.com/search?q=edu+world+international+surat+centre&tbm=isch&hl=en&chips=q:edu+world+international+surat+centre,online)

[e&tbm=isch&hl=en&chips=q:edu+world+international+surat+centre,online](https://www.google.com/search?q=edu+world+international+surat+centre&tbm=isch&hl=en&chips=q:edu+world+international+surat+centre,online)



# ANNEXURE

## QUESTIONNAIRE

Name of employee \_\_\_\_\_

Designation \_\_\_\_\_

Q1. Are you satisfied with the present appraisal system?

- a. Fully satisfied
- b. Satisfied
- c. Can't say
- d. Dissatisfied

Q2. How often is the performance appraisal system needed in the organization?

- a. Once during the service period
- b. Continuous
- c. Never
- d. Can't say

Q3. If continuous-what should be the gap between two appraisal periods?

- a. Quarterly
- b. Half-yearly
- c. Yearly

Q4. Who in your opinion should appraise the employees?

- a. Superior
- b. Peer
- c. Subordinates
- d. Self appraisal
- e. Consultant
- f. All

Q5. Does the appraisal system help in polishing the skills or performance area?

- a. Yes
- b. No
- c. Somewhat

Q6. Do you think personal bias creeps in while appraising an individual?

- a. Yes
- b. No

Q7. If given a chance or opportunity would you like that the current appraisal procedure should be reviewed?

a. Yes

b. No

c. Can't say

Q8 According to you which technique should be followed to evaluate the performance of employees?

a. Graphic rating scale

b. Field review

c. Ranking method

d. 360 degree feedback

e. Essay appraisal

Q9. Does PA leads to identification of hidden potential of the employees?

a. Yes

b. No

Q10. Are any steps taken to improve the performance, if not up to the mark?

a. Always

b. Sometimes

c. Often

d. Never

Q11. 1) Promotion is purely based on PA

2) Management fixes salary through performance rating

3) Performance rating helps to fix increment

a. Strongly agree

b. Mildly agree

c. Strongly disagree

d. Mildly agree

e. Can't say

Q12. In your opinion Performance Appraisal is?

a. Evaluation of employees

b. Promotion of employees

c. Job satisfaction of employees

d. Motivation

Q13. After the performance appraisal procedure, improvement in your performance is

a. 10-20%

b. 20-40%

c. 40-above

