**Performance Management System**

**NMIMS Solved Assignments for December 2024**

**1. During a performance review process, an employee consistently receives lower ratings from a specific manager, despite positive feedback from other supervisors. Discuss how appraiser's biases might be affecting this employee’s evaluations and suggest methods to mitigate such biases in future appraisals.**

**Answer:**

**Introduction:**

In performance review processes, it is not uncommon for biases to influence appraisals, leading to inconsistent evaluations of employees. This situation becomes particularly concerning when an employee receives consistently lower ratings from a specific manager while receiving positive feedback from other supervisors. Such discrepancies can indicate the presence of biases, which may stem from personal beliefs, past experiences, or misinterpretations of the employee’s performance. These biases not only affect the employee's morale and career progression but can also undermine the overall fairness and effectiveness of the performance appraisal system. Addressing these biases is essential to ensure equitable evaluations. This discussion will explore how appraiser biases may impact evaluations and propose methods to mitigate their effects in future appraisals, fostering a more objective and fair assessment process.

**This is partially solved sample answer**

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**2. Ravi Jai's manager, needs to talk to Jai about his poor performance over the previous quarter. Jai enters the room and sits across the desk from Ravi. Jai: Ravi, you wanted to talk to me?**

**Ravi: Yes, Jai thanks for coming by. I wanted to talk about your performance of last quarter. (Ravi phone rings and he answer it. Five minutes later Jai is still waiting for Ravi) Jai finally gets frustrated and Ravi notices Jai looks at his watch several times.) Sorry for the interruption Jai, I know it is frustrating to be kept waiting.**

**Jai: I am very busy. Can we get on with this?**

**Ravi: Yes, absolutely. As you know you had some problems meeting all of your goals last quarter.**

**Jai: Now wait a second. I met the most important goal. Ravi: Yes, you did, but you miss the other four.**

**Jai: Just by a little and it wasn't my fault.**

**Ravi: Jai, you need to accept responsibility for your own performance and not push blame on to others. You need to meet your goals this coming quarter or I will have to take more serious action.**

**Jai: One bad quarter and you threaten to fire me? I can't believe this! Ravi: Just meet all of your goals, and I won't have to take that action.**

**If you are Jai's manager, how would you have handled this appraisal interview and what steps would you have followed?**

**Answer:**

**Introduction:**

In the scenario where Ravi is addressing Jai's poor performance during an appraisal interview, the approach taken significantly impacts the conversation's outcome. An effective appraisal interview should foster a constructive dialogue, enabling the employee to understand the performance issues while feeling supported and motivated to improve. Instead of starting with criticisms, the manager should create a welcoming environment that encourages open communication. By outlining the objectives of the meeting, discussing specific performance metrics, and acknowledging any achievements, the manager can set a positive tone. Additionally, incorporating active listening, empathy, and collaborative problem-solving can help Jai feel valued and accountable for his performance, ultimately leading to a more productive conversation and clearer action steps for future improvement.

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**3. Imagine you are the manager of a mid-sized retail company facing increasing competition from online retailers. Over the past year, your company has seen a decline in foot traffic and a slight decrease in overall revenue. The CEO has asked you to implement the Balanced Scorecard method to help realign the company’s strategy and improve performance.**

**a. Given the situation; how would you develop a Balanced Scorecard for your company?**

**Answer:**

**Introduction:**

In today's competitive retail landscape, mid-sized companies are increasingly challenged by the rise of online retailers, leading to declining foot traffic and revenue. To navigate these challenges and realign strategy, implementing the Balanced Scorecard method can provide a comprehensive framework for performance improvement. This approach allows the organization to focus on multiple perspectives—financial, customer, internal processes, and learning and growth—to create a balanced strategy that drives sustainable growth and success.

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**b. Outline the key objectives and performance measures you would set for each of the four perspectives to address the challenges and realign the company’s strategy. Imagine any benchmarks.**

**Answer:**

**Introduction:**

As a mid-sized retail company faces growing competition from online retailers, declining foot traffic and revenue pose significant challenges. To address these issues effectively, implementing the Balanced Scorecard method can help align the company's strategy across four critical perspectives: financial, customer, internal processes, and learning and growth. Establishing key objectives and performance measures for each perspective will enable the organization to track progress, identify areas for improvement, and drive sustainable performance enhancement.

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