

ANURAG ENGINEERING COLLEGE

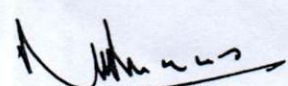
Ananthagiri (V&M), Kodad, Suryapet (Dt.) T.S India. PIN: 508 206

REGULAR RESULTS ANALYSIS MBA II SEM REGULATION : R16 OCTOBER 2020

BRANCH : MBA			TOTAL	
TOTAL NO. OF CAND REGD.			29	
TOTAL NO. OF CAND PASSED			24	
PASS %			82.76	
S.No.	Sub. Code	Name of the Subject	PASSED	%
1	A92001	HUMAN RESOURCE MANAGEMENT	29	100
2	A92002	QUANTITATIVE ANALYSIS FOR BUSINESS DECISION	28	96.55
3	A92003	FINANCIAL MANAGEMENT	28	96.55
4	A92004	MARKETING MANAGEMENT	29	100
5	A92005	BUSINESS ETHICS & CORPORATE GOVERNANCE	29	100
6	A92006	MANAGEMENT INFORMATION SYSTEM	24	82.76
7	A92007	BANKING, INSURANCE& RISK MANAGEMENT	28	96.55

24/8/21/2021
JNTUH Nominee


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ANURAG ENGINEERING COLLEGE

(An Autonomous Institution)


Branch-wise Result Analysis II B.Tech - II Sem Regular ,October 2020

Branch : Civil Engineering - A

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Basic Electrical Electronics Engineering	B.Sreenu	58	38	20	65.52
2	Strengthening of Materials - II	P.Sruthi	58	37	21	63.79
3	Hydraulics & Hydraulic machinery	G.Narender	58	32	26	55.17
4	Construction Technology	A.Shivakrishna	58	38	20	65.52
5	Structural Analysis-I	N.Satish	58	38	20	65.52
6	Computer Aided civil engineering Drafting Lab	V.Shiva	58	56	2	96.55
7	Strengthening of Materials Lab	P.Sruthi	58	56	2	96.55
8	Fluid Mechanics & Hydraulic Machinery Lab	G.Narender	58	56	2	96.55

Branch : Civil Engineering - B

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Basic Electrical Electronics Engineering	B.Sreenu	60	43	17	71.67
2	Strengthening of Materials - II	S. Naresh	60	44	16	73.33
3	Hydraulics & Hydraulic machinery	D.Sravanthi	60	47	13	78.33
4	Structural Analysis-I	D.V.N.V.Laxmi Alekhya	60	48	12	80
5	Construction Technology	A. Shivakrishna	60	54	6	90
6	Computer Aided civil engineering Drafting Lab	V.Shiva	60	58	2	96.67
7	Strengthening of Materials Lab	S. Naresh	60	58	2	96.67
8	Fluid Mechanics & Hydraulic Machinery Lab	D.Sravanthi	60	57	3	95


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Branch-wise Result Analysis II B.Tech - II Sem Regular ,October 2020

Branch : Electrical and Electronics Engineering - A

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Mathamatics- IV	N.CH Sridhar	46	19	27	41.30
2	Analog Electronic Circuits	V.David	46	26	20	56.52
3	Power Electronics	M.Srinu	46	26	20	56.52
4	Electrical Machines - I	K.Sravan Kumar	46	20	26	43.48
5	Power systems-II	Shaik.Husain Saheb	46	22	24	47.83
6	Switching Theory & Logic Design	Anusha.B	46	25	21	54.35
7	Control Sysytems & Simulation Lab	M.Srinu/Sk.Husani saheb	46	46	0	100
8	DC Machines Lab	K.Mahesh	46	44	2	95.65

Branch : Electrical and Electronics Engineering - B

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Mathamatics- IV	N.CH Sridhar	53	25	28	47.17
2	Analog Electronic Circuits	V.David	53	38	15	71.70
3	Power Electronics	M.Srinu	53	38	15	71.70
4	Electrical Machines - I	K.Sravan Kumar	53	34	19	64.15
5	Power systems-II	Shaik.Husain Saheb	53	25	28	47.17
6	Switching Theory & Logic Design	Anusha.B	53	30	23	56.60
7	Control Sysytems & Simulation Lab	M.Srinu/Sk.Husanisaheb	53	51	2	96.23
8	DC Machines Lab	V.Achi Reddy	53	51	2	96.23

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Branch-wise Result Analysis II B.Tech - II Sem Regular ,October 2020

Branch : Mechanical Engineering

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Probability & Statistics	P.G. Brahma Chary	37	17	20	45.95
2	Kinematics of Machinery	E.Sadanandam	37	29	8	78.38
3	Production Technology	L.Ramesh	37	33	4	89.19
4	Thermal Engineering - I	K.Veeranjaneyulu	37	32	5	86.49
5	Mechanics of Fluids & Hydraulic Machines	G.CH.Ganga Rao	37	28	9	75.68
6	Machine Drawing	A.Suresh	37	31	6	83.78
7	Mechanics of Fluids & Hydraulic Machines Lab	G.CH.Ganga Rao	37	36	1	97.30
8	Production Technology Lab	L.Ramesh	37	36	1	97.30


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Branch-wise Result Analysis II B.Tech - II Sem Regular ,October 2020

Branch : Electronics and Communication Engineering - A

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Mathematics – IV	N.CH.Sridhar	44	21	23	47.73
2	Control Systems	K.Srinadh	44	28	16	63.64
3	Electromagnetic Theory & Transmission Lines	T.Narasimha Rao	44	29	15	65.91
4	Electronic Circuits & Analysis	L.Hari Prasad	44	28	16	63.64
5	Analog Communications	V.Varalaxmi	44	16	28	36.36
6	Pulse & Digital Circuits	B.Swetha	44	23	21	52.27
7	Analog Communications Lab	V.Varalaxmi	44	39	5	88.64
8	Electronic & Pulse Circuits Lab	B.Narasimha Rao	44	39	5	88.64

Branch : Electronics and Communication Engineering - B

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Mathematics – IV	Dr.P.Jyothi	54	26	28	48.15
2	Control Systems	K.Srinadh	54	27	27	50
3	Electromagnetic Theory & Transmission Lines	T.Narasimha Rao	54	35	19	64.81
4	Electronic Circuits & Analysis	L.Hari Prasad	54	40	14	74.07
5	Analog Communications	V.Varalaxmi	54	25	29	46.30
6	Pulse & Digital Circuits	B.Swetha	54	33	21	61.11
7	Analog Communications Lab	K.Srinadh	54	48	6	88.89
8	Electronic & Pulse Circuits Lab	B.Swetha	54	49	5	90.74


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Branch-wise Result Analysis II B.Tech - II Sem Regular ,October 2020

Branch : Computer Science and Engineering - A

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Environmental Science	H. Venkateswara Rao	54	47	7	87.04
2	Design and Analysis of Algorithms	M.Sreedevi	54	39	15	72.22
3	Computer Organization	M.Shailaja	54	41	13	75.93
4	Formal Languages and Automata Theory	Dr.CH.N.Santhosh Kumar	54	25	29	46.30
5	Java Programming	J. VijayaSree	54	28	26	51.85
6	Database Management Systems	A.Naresh Kumar	54	30	24	55.56
7	Java Programming Lab	J. VijayaSree	54	53	1	98.15
8	Database Management Systems Lab	A. Naresh Kumar	54	53	1	98.15

Branch : Computer Science and Engineering - B

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Environmental Science	H. Venkateswara Rao	51	48	3	94.12
2	Design and Analysis of Algorithms	M.Sreedevi	51	30	21	58.82
3	Computer Organization	M.Rambabu	51	41	10	80.39
4	Formal Languages and Automata Theory	Dr.CH.N.Santhosh Kumar	51	25	26	49.02
5	Java Programming	M.Shailaja	51	33	18	64.71
6	Database Management Systems	A.Naresh Kumar	51	33	18	64.71
7	Java Programming Lab	M.Shailaja	51	50	1	98.04
8	Database Management Systems Lab	A.Naresh Kumar	51	50	1	98.04

Branch : Computer Science and Engineering - C

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Environmental Science	H. Venkateswara Rao	66	57	9	86.36
2	Design and Analysis of Algorithms	J.Nagaraju	66	41	25	62.12
3	Computer Organization	M.Shailaja	66	55	11	83.33
4	Formal Languages and Automata Theory	Dr.CH.N.Santhosh Kumar	66	24	42	36.36
5	Java Programming	J. VijayaSree	66	33	33	50
6	Database Management Systems	A.Naresh Kumar	66	35	31	53.03
7	Java Programming Lab	J. VijayaSree	66	64	2	96.97
8	Database Management Systems Lab	A.Naresh Kumar	66	64	2	96.97

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Branch-wise Result Analysis III B.Tech - II Sem Regular ,October 2020

Branch : Civil Engineering - A

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Design Of Steel Structures	V.Shiva	55	52	3	94.55
2	Foundation Engineering	D.Sravanthi	55	50	5	90.91
3	Transportation Engineering	P.Sruthi	55	50	5	90.91
4	Irrigation Engineering	Dr.M.S.SivaKumar	55	49	6	89.09
5	Construction Technology And Project Management	C.Manikanta Reddy	55	54	1	98.18
6	Advanced Engineering Materials	E.Sadanandam	55	54	1	98.18
7	Concrete Technology Lab	A.ShivaKrishna	55	53	2	96.36
8	Advanced Communication Skills Lab	G.Venkateswarlu	55	52	3	94.55

Branch : Civil Engineering - B

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Design Of Steel Structures	V.Shiva	45	38	7	84.44
2	Foundation Engineering	K.Upendar	45	39	6	86.67
3	Transportation Engineering	S.Naresh	45	37	8	82.22
4	Irrigation Engineering	G.Narender	45	41	4	91.11
5	Construction Technology And Project Management	C.Manikanta Reddy	45	41	4	91.11
6	Advanced Engineering Materials	E.Sadanandam	45	43	2	95.56
7	Concrete Technology Lab	A.ShivaKrishna	45	45	0	100
8	Advanced Communication Skills Lab	G.Venkateswarlu	45	45	0	100

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Branch-wise Result Analysis III B.Tech - II Sem Regular ,October 2020

Electrical and Electronics Engineering - A

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Switchgear And Protection	V.Achi Reddy	35	23	12	65.71
2	Computer Methods In Power Systems	S.Chandra Sekhar	35	24	11	68.57
3	Electrical Measurements	N.Shankar	35	28	7	80
4	Power Semiconductor Drives	Dr.K.Vinaya Sagar	35	25	10	71.43
5	Electrical Distribution Systems	SK.Abdul pasha	35	25	10	71.43
6	Waste Management	N.Satish	7	3	4	42.86
7	Electronic Measuring Instruments	P.Kowmudi	28	28	0	100
8	Electrical Measurements Lab	N.Shanker	35	34	1	97.14
9	Advanced English Communication Skills Lab	G.Venkateswarlu	35	34	1	97.14

Electrical and Electronics Engineering - B

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Switchgear And Protection	V.Achi Reddy	42	36	6	85.71
2	Computer Methods In Power Systems	S.Chandra Sekhar	42	35	7	83.33
3	Electrical Measurements	N.Shankar	42	40	2	95.24
4	Power Semiconductor Drives	T.Raghu	42	35	7	83.33
5	Electrical Distribution Systems	SK.Abdul pasha	42	38	4	90.48
6	Waste Management	N.Satish	25	24	1	96
7	Electronic Measuring Instruments	P.Kowmudi	17	17	0	100
8	Electrical Measurements Lab	N.Shanker	42	41	1	97.62
9	Advanced English Communication Skills Lab	G.Venkateswarlu	42	42	0	100


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Branch-wise Result Analysis III B.Tech - II Sem Regular ,October 2020

Branch : Mechanical Engineering

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Design Of Machine Members II	L.Ramesh	33	27	6	81.82
2	Heat Transfer	M.Ravi Kumar	33	24	9	72.73
3	Refrigeration And Air Conditioning	K.Veeranjaneyulu	33	26	7	78.79
4	Operation Research	P.G.Brahmachary	33	27	6	81.82
5	Industrial Management	S.Upendar	33	27	6	81.82
6	Waste Management	R.GopiNadh	33	27	6	81.82
7	Heat Transfer Lab	M.Ravi Kumar	33	31	2	93.94
8	Advanced English Communications Skills Lab	J.Poorna Kumar	33	31	2	93.94


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Branch-wise Result Analysis III B.Tech - II Sem Regular ,October 2020

Branch : Electronics and Communication Engineering - A

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Management Science	G.Varma	42	40	2	95.24
2	Microprocessors And Microcontrollers	B.Rajan	42	31	11	73.81
3	Digital Communications	G.Shobha	42	35	7	83.33
4	Digital Signal Processing	CH.Uday Bhaskar	42	38	4	90.48
5	Satellite Communications	V.Kalyani	42	40	2	95.24
6	Java Programming	T.Aruna	25	21	4	84
7	Waste Management	M.Sunny	17	15	2	88.24
8	Digital Signal Processing Lab	B.Nagaraju	42	41	1	97.62
9	Microprocessors And Microcontrollers Lab	M.VenkataRatnam	42	41	1	97.62

Branch : Electronics and Communication Engineering - B

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Management Science	G.Varma	37	34	3	91.89
2	Microprocessors And Microcontrollers	B.Rajan	37	31	6	83.78
3	Digital Communications	G.Shobha	37	28	9	75.68
4	Digital Signal Processing	CH.Uday Bhaskar	37	33	4	89.19
5	Satellite Communications	V.Kalyani	37	33	4	89.19
6	Java Programming	T.Aruna	24	20	4	83.33
7	Waste Management	M.Sunny	13	11	2	84.62
8	Digital Signal Processing Lab	S.Naveen Kumar	37	37	0	100
9	Microprocessors And Microcontrollers Lab	V.Kalyani	37	37	0	100

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Branch-wise Result Analysis III B.Tech - II Sem Regular ,October 2020

Branch : Computer Science and Engineering -A

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Compiler Design	V.Surya Pavan Kumar	48	36	12	75
2	Data Warehousing And Data Mining	K.Vijaya Kumar	48	43	5	89.58
3	Object Oriented Analysis And Design	M.Rambabu	48	35	13	72.92
4	Web Technologies	N.Mownika	48	33	15	68.75
5	Internet Of Things	Dr.M.Murugesan	48	43	5	89.58
6	Waste Management	M.Nagendra	48	46	2	95.83
7	Data Warehousing And Data Mining Lab	K.Vijaya Kumar	48	48	0	100
8	Web Technologies Lab	N.Mownika	48	48	0	100

Branch : Computer Science and Engineering - B

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Compiler Design	V.Surya Pavan Kumar	45	32	13	71.11
2	Data Warehousing And Data Mining	K.Vijaya Kumar	45	38	7	84.44
3	Object Oriented Analysis And Design	T.Aruna	45	37	8	82.22
4	Web Technologies	N.Mownika	45	36	9	80
5	Internet Of Things	Dr.M.Murugesan	45	36	9	80
6	Waste Management	M.Nagendra	45	40	5	88.89
7	Data Warehousing And Data Mining Lab	K.Vijaya Kumar	45	45	0	100
8	Web Technologies Lab	N.Mownika	45	43	2	95.56

Branch : Computer Science and Engineering - C

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Compiler Design	V.Surya Pavan Kumar	50	35	15	70
2	Data Warehousing And Data Mining	M.Sreedevi	50	43	7	86
3	Object Oriented Analysis And Design	M.Rambabu	50	42	8	84
4	Web Technologies	T.Aruna	50	39	11	78
5	Internet Of Things	Dr.M.Murugesan	50	46	4	92
6	Waste Management	M.Nagendra	50	43	7	86
7	Data Warehousing And Data Mining Lab	M.Sreedevi	50	49	1	98
8	Web Technologies Lab	T.Aruna	50	49	1	98


ANURAG ENGINEERING COLLEGE

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Branch-wise Result Analysis | B.Tech - II Sem Regular ,October 2020

Branch : CIVIL Engineering

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Mathematics - II	G.Venkata Krishna	18	6	12	33.30
2	Engineering Physics	Dr.Sk.Umar pasha	18	12	6	66.70
3	Engineering Mechanics	M.Ravikumar	18	10	8	55.60
4	Programming for Problem Solving - II	CH.Krishna Prasad	18	7	11	38.89
5	Engineering Graphics	G.CH.Ganga Rao	18	10	8	55.56
6	Engineering Physics Lab	Dr.Sk.Umar pasha	18	16	2	88.90
7	Programming for Problem Solving - II Lab	CH.Krishna Prasad	18	17	1	94.40
8	English Language Communication Skills Lab-II	P.Dasaradh	18	17	1	94.40


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ANURAG ENGINEERING COLLEGE

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Branch-wise Result Analysis I B.Tech - II Sem Regular ,October 2020

Branch : Electrical and Electronics Engineering

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Mathematics - II	D.Kavitha	28	10	18	35.71
2	Engineering Physics	Y.Sridevi	28	17	11	60.71
3	Basic Electrical Engineering	S.Yasoda Krishna	28	12	16	42.86
4	Programming for Problem Solving - II	Y.Laxmi Prasanna	28	16	12	57.14
5	Engineering Graphics	Dr.R.Ganapathi	28	19	9	67.86
6	Engineering Physics Lab	P.Suresh	28	27	1	96.43
7	Programming for Problem Solving - II Lab	Y.Laxmi Prasanna	28	27	1	96.43
8	English Language Communication Skills Lab-II	Shaik.Fayazuddin	28	27	1	96.43
9	Basic Electrical Engineering Lab	S.Yasoda Krishna	28	27	1	96.43


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Branch-wise Result Analysis | B.Tech - II Sem Regular ,October 2020

Branch : Mechanical Engineering

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Mathematics - II	G.Venkata Krishna	16	4	12	25
2	Engineering Physics	Dr.Sk.Umar pasha	16	8	8	50
3	Engineering Mechanics	M.Ravi Kumar	16	7	9	43.75
4	Programming for Problem Solving - II	CH.Krishna Prasad	16	6	10	37.50
5	Engineering Graphics	G.CH.Ganga Rao	16	10	6	62.50
6	Engineering Physics Lab	Dr.Sk.Umar pasha	16	15	1	93.75
7	Programming for Problem Solving - II Lab	CH.Krishna Prasad	16	15	1	93.75
8	English Language Communication Skills Lab-II	P.Dasaradh	16	15	1	93.75



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Branch-wise Result Analysis | B.Tech - II Sem Regular ,October 2020

Branch : Electronics and Communication Engineering - A

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Mathematics - II	D.Kavitha	44	21	23	47.73
2	Engineering Chemistry	Dr.D. Hari Prasad	44	33	11	75
3	English	J.Poorna Kumar	44	42	2	95.45
4	Programming for Problem Solving - II	K.Naresh Kumar	44	30	14	68.18
5	Engineering Chemistry Lab	CH.Annapurna	44	43	1	97.73
6	Engineering Workshop	M.Ravi Kumar	44	43	1	97.73
7	Programming for Problem Solving - II Lab	K.Naresh Kumar	44	43	1	97.73
8	English Language Communication Skills Lab-II	Shaik.Fayazuddin	44	43	1	97.73

Branch : Electronics and Communication Engineering - B

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Mathematics - II	Dr.Y.Hari Krishna	37	17	20	45.95
2	Engineering Chemistry	Dr.S.Pulla Reddy	37	29	8	78.38
3	English	J.Poorna Kumar	37	32	5	86.49
4	Programming for Problem Solving - II	Y.Laxmi Prasanna	37	15	22	40.54
5	Engineering Chemistry Lab	Dr.S.Pulla Reddy	37	36	1	97.30
6	Engineering Workshop	K.Bullibabu	37	36	1	97.30
7	Programming for Problem Solving - II Lab	Y.Laxmi Prasanna	37	35	2	94.59
8	English Language Communication Skills Lab-II	P.Dasaradh	37	36	1	97.30

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Branch-wise Result Analysis | B.Tech - II Sem Regular ,October 2020

Branch : Computer Science and Engineering - A

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Mathematics - II	G.Venka Krishna	60	38	22	63.33
2	Engineering Chemistry	Dr.S.Pulla Reddy	60	52	8	86.67
3	English	Dr.K. Ramesh	60	56	4	93.33
4	Programming for Problem Solving - II	YVR Naga Pawan	60	40	20	66.67
5	Engineering Chemistry Lab	Dr.S.Pulla Reddy	60	57	3	95
6	Engineering Workshop	P.Chitti Babu	60	57	3	95
7	Programming for Problem Solving - II Lab	YVR Naga Pawan	60	57	3	95
8	English Language Communication Skills Lab-II	Dr.K. Ramesh	60	57	3	95

Branch : Computer Science and Engineering - B

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Mathematics - II	T.Nagaraju	59	39	20	66.10
2	Engineering Chemistry	CH.Annapurna	59	52	7	88.14
3	English	Dr.K.Ramesh	59	56	3	94.92
4	Programming for Problem Solving - II	G.Prasad V.S.CH.S.L.V	59	33	26	55.93
5	Engineering Chemistry Lab	CH.Annapurna	59	54	5	91.53
6	Engineering Workshop	A.Suresh	59	54	5	91.53
7	Programming for Problem Solving - II Lab	G.Prasad V.S.CH.S.L.V	59	52	7	88.14
8	English Language Communication Skills Lab-II	Shaik.Fayazuddin	59	55	4	93.22

Branch : Computer Science and Engineering - C

S.No	Name of the Subject	Name of the Faculty	Appeared	Passed	Failed	Percentage of Pass
1	Mathematics - II	T.Nagaraju	62	41	21	66.13
2	Engineering Chemistry	Dr.D.Hari Prasad	62	53	9	85.48
3	English	D.Pandu Ranga Rao	62	61	1	98.39
4	Programming for Problem Solving - II	CH.Krishna Prasad	62	40	22	64.52
5	Engineering Chemistry Lab	Dr.D.Hari Prasad	62	60	2	96.77
6	Engineering Workshop	G.CH.Ganga Rao	62	60	2	96.77
7	Programming for Problem Solving - II Lab	CH.Krishna Prasad	62	61	1	98.39
8	English Language Communication Skills Lab-II	Shaik.Fayazuddin	62	61	1	98.39



ANURAG ENGINEERING COLLEGE

AUTONOMOUS

(Affiliated to JNTU-Hyderabad, Approved by AICTE-New Delhi)
ANANTHAGIRI (V) DM, SURYAPETA (D), TELANGANA-508206
2018-19

MBA

II MBA I Sem Teaching Plan

Class : MBA

Class Work : 12-06-2019 to 06-10-2019

Faculty : Ch.Ramesh

Subject : PM

DATE	DAY OF THE WEEK	WEEK NO.	CLASSES PER WEEK	TOPICS TO BE COVERED
10-Jun-19	MON	1	3	Introduction class towards the Syllabus Unit-I Strategic and General Considerations: Introduction Performance Management and reward systems in context No class work
11-Jun-19	TUE			
12-Jun-19	WED			
13-Jun-19	THU			
14-Jun-19	FRI			
15-Jun-19	SAT			SUNDAY
16-Jun-19	SUN			SUNDAY
17-Jun-19	MON	2	5	Performance Management process Performance Management process Performance Management strategic planning Performance Management strategic planning Case: Performance Management at Network Solution No class work
18-Jun-19	TUE			
19-Jun-19	WED			
20-Jun-19	THU			
21-Jun-19	FRI			
22-Jun-19	SAT			SUNDAY
23-Jun-19	SUN			SUNDAY
24-Jun-19	MON	3	5	Case: Performance Management at the University of Ghana Unit-II System Implementation: Introduction Defining performance and choosing a Measurement Approach Defining performance and choosing a Measurement Approach Measuring Results and Behaviors No class work
25-Jun-19	TUE			
26-Jun-19	WED			
27-Jun-19	THU			
28-Jun-19	FRI			
29-Jun-19	SAT			SUNDAY
30-Jun-19	SUN			SUNDAY
1-Jul-19	MON	4	5	Measuring Results and Behaviors Gathering performance Information Gathering performance Information Implementing a performance Implementing a performance No class work
2-Jul-19	TUE			
3-Jul-19	WED			
4-Jul-19	THU			
5-Jul-19	FRI			
6-Jul-19	SAT			SUNDAY
7-Jul-19	SUN			SUNDAY
8-Jul-19	MON	5	5	Case: Accountabilities, Objectives and Standards Case: Evaluating the appraisal form used by a Grocery Retailer Unit-III Employee Development: Introduction Performance Management and employee development Performance Management and employee development SECOND SATURDAY
9-Jul-19	TUE			
10-Jul-19	WED			
11-Jul-19	THU			
12-Jul-19	FRI			
13-Jul-19	SAT			SUNDAY
14-Jul-19	SUN			SUNDAY
15-Jul-19	MON	6	5	Performance Management and employee development Performance Management and employee development Performance Management and employee development Performance Management skills Performance Management skills No class work
16-Jul-19	TUE			
17-Jul-19	WED			
18-Jul-19	THU			
19-Jul-19	FRI			
20-Jul-19	SAT			SUNDAY
21-Jul-19	SUN			SUNDAY

DATE	DAY OF THE WEEK	WEEK NO.	CLASSES PER WEEK	TOPICS TO BE COVERED
22-Jul-19	MON	7	5	Performance Management skills
23-Jul-19	TUE			Performance Management skills
24-Jul-19	WED			Case: Implementation of 360 degree feedback system at Ridge intellectual
25-Jul-19	THU			Case: Implementation of 360 degree feedback system at Ridge intellectual
26-Jul-19	FRI			Case: Was Robert Eaton A Good Coach
27-Jul-19	SAT			No class work
28-Jul-19	SUN			SUNDAY
29-Jul-19	MON	8	5	Case: Was Robert Eaton A Good Coach
30-Jul-19	TUE			Unit-IV Reward Systems: Introduction
31-Jul-19	WED			Unit-IV Reward Systems: Introduction
1-Aug-19	THU			Legal Issues And Team Performance Management
2-Aug-19	FRI			Legal Issues And Team Performance Management
3-Aug-19	SAT			No class work
4-Aug-19	SUN			SUNDAY
5-Aug-19	MON	9	2	Legal Issues And Team Performance Management
6-Aug-19	TUE			Reward Systems and legal issues
7-Aug-19	WED			I MID EXAMS
8-Aug-19	THU			
9-Aug-19	FRI			
10-Aug-19	SAT			
11-Aug-19	SUN			
12-Aug-19	MON	SUNDAY		
13-Aug-19	TUE	10	4	BAKRID
14-Aug-19	WED			Reward Systems and legal issues
15-Aug-19	THU			Reward Systems and legal issues
16-Aug-19	FRI			Managing Team performance
17-Aug-19	SAT			Managing Team performance
18-Aug-19	SUN			No class work
19-Aug-19	MON			11
20-Aug-19	TUE	Case: Possible Illegal Discrimination at Tractors, Inc		
21-Aug-19	WED	Case: Team Performance Management at Duke University Health systems		
22-Aug-19	THU	Case: Team Performance Management at Duke University Health systems		
23-Aug-19	FRI	SRIKRISHNA ASHTAMI		
24-Aug-19	SAT	Unit-V: Relevant Performance related concepts-Introduction		
25-Aug-19	SUN	SUNDAY		
26-Aug-19	MON	12	5	Bench marking
27-Aug-19	TUE			Bench marking
28-Aug-19	WED			Six Sigma
29-Aug-19	THU			Six Sigma
30-Aug-19	FRI			Competency Mapping
31-Aug-19	SAT			No class work
1-Sep-19	SUN			SUNDAY
2-Sep-19	MON	13	4	VINAYAKA CHAVITHI
3-Sep-19	TUE			Competency Mapping
4-Sep-19	WED			Competency Mapping
5-Sep-19	THU			Balance Score card
6-Sep-19	FRI			Balance Score card
7-Sep-19	SAT			No class work
8-Sep-19	SUN			SUNDAY

DATE	DAY OF THE WEEK	WEEK NO.	CLASSES PER WEEK	TOPICS TO BE COVERED	
9-Sep-19	MON	14	4	Coaching and Mentoring Pygmalion effect	
10-Sep-19	TUE			MOHARRAM	
11-Sep-19	WED			Coaching and Mentoring Pygmalion effect	
12-Sep-19	THU			Coaching and Mentoring Pygmalion effect	
13-Sep-19	FRI			Job Analysis	
14-Sep-19	SAT			SECOND SATURDAY	
15-Sep-19	SUN			SUNDAY	
16-Sep-19	MON	15	5	Job Analysis	
17-Sep-19	TUE			Job Analysis	
18-Sep-19	WED			Job Analysis	
19-Sep-19	THU			Case: BHEL, EVA Incentive Schemes	
20-Sep-19	FRI			Case: BHEL, EVA Incentive Schemes	
21-Sep-19	SAT			No class work	
22-Sep-19	SUN			SUNDAY	
23-Sep-19	MON	16	5	Case: The TCS Approach and experience	
24-Sep-19	TUE			Case: The TCS Approach and experience	
25-Sep-19	WED			Case: NTPC Performance Management System	
26-Sep-19	THU			Case: NTPC Performance Management System	
27-Sep-19	FRI			Case: Performance Management system (PMS)	
28-Sep-19	SAT			BATUKAMMA	
29-Sep-19	SUN			SUNDAY	
30-Sep-19	MON	17	0	DASARA HOLIDAYS	
1-Oct-19	TUE				
2-Oct-19	WED				
3-Oct-19	THU				
4-Oct-19	FRI				
5-Oct-19	SAT				
6-Oct-19	SUN	SUNDAY			
7-Oct-19	MON	18	1	DASARA HOLIDAYS	
8-Oct-19	TUE				
9-Oct-19	WED				
10-Oct-19	THU				Case: Performance Management system (PMS)
11-Oct-19	FRI				Unit-I&II review
12-Oct-19	SAT				SECOND SATURDAY
13-Oct-19	SUN				SUNDAY
14-Oct-19	MON	19	3	Unit-II&III review	
15-Oct-19	TUE			Unit-IV review	
16-Oct-19	WED			Unit-V review	
17-Oct-19	THU			II MID EXAMS	
18-Oct-19	FRI				
19-Oct-19	SAT				
20-Oct-19	SUN				
21-Oct-19 to 29-Oct-19		PREPARATION & PRACTICALS			
30-Oct-19 to 14-Nov-19		END EXAMINATIONS			
15-Nov-19	FRI	II SEM CLASS WORK			

Performance Management

definition:- Performance management is a continuous process identifying, measuring & developing the performance of individuals and teams and aligning performance with the strategic goals of the organization

Continuous Process

formulation of organization objectives

Process of Performance Management

Implementation

Performance Assessment

Provide Coaching

Aligning Strategic goals

Identifying strengths of individual and developing the strength to develop individuality and organizational development

Used in nuclear bombs
(Polonium)

(2)

Performance management

Performance Appraisal

3 Pillars

- Setting clear & measurable goals
- Implementing concrete actions
- Imposing rigorous frequent consequences

Advantages of PM

- Motivation to perform is increased
- self esteem is increased
- Managers gain insight about subordinates
- The definition of job and criteria are clarified
- self-insight and development are enhanced
- Administrative actions, are more fair & appropriate
- Organization goals are made clear
- employee become more competent
- There is better protection from lawsuit

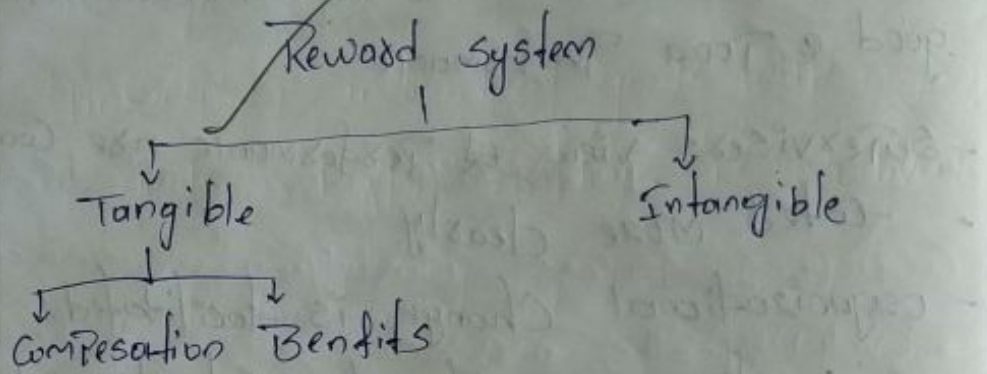
(3)

- ③
- There is a better timely differentiation b/w good & poor performance
 - Supervisors view of performance are communi-
 - cated more clearly
 - organizational change is facilitated.
 - motivation, commitment & intentions to stay in the organization are enhanced.

Disadvantages of poorly implementing PM

- Increased turnover
employee leaving the organization for a particular time period
- Use of false & misleading information
- Lowered self-esteem
- Wasted time and money
- Damaged Relationship
- Decreased motivation to perform
- Increased risk of litigation
- Unjustified demands on managers & employee resources
- Vaguing & unfair standards & ratings
- emerging bias (partiality)
- unclear rating system

④



Compensation of two factors named as tangible and intangible returns is known as reward

Financial return to an employee in exchange return to his skill can be known as Compensation

financial
|
non-financial

Basic Pay

Cost of living adjustment

Medit Pay Contingent Pay

Short term Incentive

Long term Incentive

Perks

Income Protection

Work like focus

Union membership

⑤

⑤ other allowances

Intangible returns are returns which can not be turned to financialy such as recompensatio status.

Learning or Opportunities, interpersonal relationship

The minimum payment provided by employes to employee based on qualification & Post.

is known as loose pay / basic salary

amount fixed for all level of employees.

- Based on work merit pay is provided

- short term incentive is provided in

previous functions

- long term is provided to employees who work for long period in terms of shares bonds etc... (stock option scheme)

Benefits

- Income Protection

* Aims & Role of PM System

→ mainly used for feed back

→ Identifying employee strength & weaknesses

6 purposes are main!

1) Strategic Purpose

page
6

linking up individual goals with organizational goals and how employee is motivated

2) Administrative Purpose

To take administrative decisions like

- Salary adjustments
- Promotions
- employee retention
- employee termination
- recognition of superior individual performance
- Identification of Poor Performance
- layoffs
- merit increases

3) Informational Purpose

Researching the expectation of the employee by an employee

4) Developmental Purpose

developing skills & enhancing them for efficiency of an organization as well as individual

5 Organization maintenance Purpose

To identify the talent inventory

- HR Planning
 - Type of people (skills abilities)
 - How many people are acquired
 - Competency.
- } Talent Inventory

6 Document Purpose

To know where the individual is lack off
used to test development
used in case of litigations

Characteristics of an ideal PM System

1. Strategic Congruence

2. Thoroughness - 4 dimensions

- all employees should be evaluated
(and including top level mgmt)

- All major responsibilities regarding should be evaluated.

- is a continuous process
- Receiving the feedback in a way.

3 Practicality relevant standards should be set out.

4 Meaningfulness

- PA at regular intervals of time & appropriate time also
- PM slm should be continuous skill development programs
- Result should be relevant with administrative decisions

5 Specificity

- PM should be specific towards organizational goals as well as individual goals

6 able to identify effective and ineffective

Performance skills of

- To enhance the skills of ineffective

Performance.

7. Reliability

Page 9

free from errors

8. Validity

deficiencies should not arise

9. Fair

results should be justice (free from partiality)

10.

inputs should be collected from multiple sources

11. Openness

- good m/s should be open (no secrets)
- miscommunication should not arise
- and two way communication should exist and it should be in a proper way, systematic way - factual info and be honesty.

12. Correctability

arised errors should be corrected.
Includes mechanisms to correct errors

13 Standardization:

(page 10)

Performance is evaluated consistently across people and time

1a1 Ethicality:

ethics should be followed

Integration with other HR and development Activities

- Planning
- Recruitment
- Training
- Job evaluation
- wage & salary fixation

} These all are interrelated with PM

**

PM P200

(page 11)

Prerequisites

a) → Identifying individual

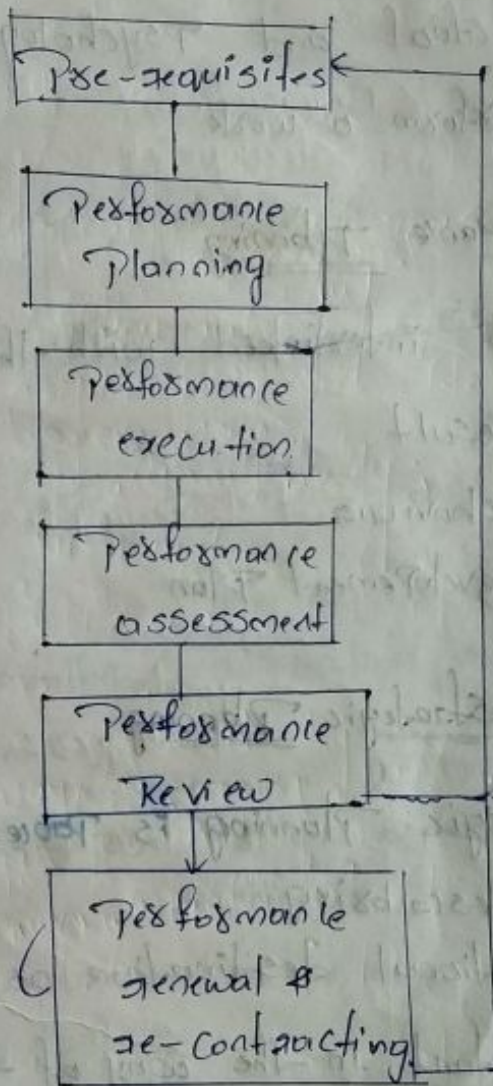
b) → Identifying

3

**

PM Process

Page 11



Prerequisites: 2 requirements are found/identified

a) Identical of strategic mission, goal and individual goals, and departmental goals.

b) Identify the knowledge of the job

3 Properties

- knowledge
- skills
- Ability

Ability include behaviours Physical, emotional, intellectual and Psychological aptitude to perform a work

Performance Planning

- It is interlinked with three steps
 - Result
 - Behaviour
 - Development Plan

PM & Strategic Planning

Strategic planning is process that involves describing organizational destination assessing barriers that stand in the way of that destination, and selecting (that stand) for moving forward

main aim of strategic planning is to allocate resources in a way that provides organization with a competitive advantage

Purchase

- helps to
- help on
- Enhances
- Changes
- provide of res
- produce
- Co-operat
- allows
- * oppos
- provide daily
- *** process

Page 13

Purpose of Strategic Planning

- ② - helps to define the organizational identity
- help organization to prepare for the future
- Enhances ability to adopt the environmental changes
- provide focus & allow for better allocation of resources
- produces and organizational culture of co-operation
- allows for the consideration of new options & opportunities
- provides employee with information to direct daily activities

Process of f.)

*** Process of linking PM to the Strategic Plan

2

Organizational Strategic Plan

- vision
- mission
- goals
- strategies

Unit Strategic Plan

- vision
- mission
- goals
- strategies

Job description

- task
- knowledge
- skill
- ability

Individual & team performance

- Result
- Behaviour
- Development of Plan

Growth Strategy

Combination Strategy

Problematic Strategy

Constraints

Reversed

Characteristics of Vision

- Brief
- Verifiable
- Bound by time line
- Current
- Focus
- Understandable
- Inspiring
- Stretchable

Strategies

- Communicate knowledge strategies plans
- outline ksa needed for strategy implementation
- Importance of reward s/m.

UNIT II

System Implementation

Defining Performance & Choosing a Measurement Approach

Defining Performance

- Evaluative
- Multi dimensional
- Behaviour
- Result

4 characteristics

Determinants of Performance

- declarative knowledge
- procedural "
- Motivation
- Explain about facts of Performance
- how to complete a task (or) how task/Job is completed through difference methods (ability based)

Depended on 3 factors

- * Choice to expend effort (doing work)
- * Choice of level of effort (try in time)
- * Choice to persist in the expenditure of that level of effort (zero)

Performance : declarative knowledge x Procedural knowledge x motivation

If any determinant is zero then performance is also zero

2 types of Practice

i. Regular Practice

ii. Deliberate Practice

Performance dimensions

- Task Performance depends on two factors

i. Input to output

ii. linked with skills (top-level employees, middle level employees)

- Contextual Performance

providing good environment to task performance

more is known as contextual PM

Measurement

task/Job methods

- * Persisting with enthusiasm
- * Voluntary working (Initiative)
- * helping & co-operating with others
- * following organizational rules & regulations
- * supporting & defending organizational objectives

Techniques for Contextual

Approaches to Measuring Performance

- Trait approach
- Behavioural approach
- Result "

Measuring Result of behaviour

Key accountabilities are used for measuring result & behaviour - these are producing high results for the organization which depend on objectives based on performance standards

Determinants of key accountabilities

- based on job description
- managing position
- time of evaluation

determining objectives / characteristics of behavior

Specific: clear easy to understand, time dependent challenge, priority, significance, measurable, achievable relevant measuring result

Determining Performance Standards: 3 ways

- quality
- quantity
- time

Characteristics: related to position, reviewing regularly.

Measuring behaviour

Measured based on competencies
 Measured through indicators

- i) Comparative Competencies
- ii) absolute Competencies

i) simple rank order

ii) essay method

- alternate rank order

- behaviour check list

- Paired comparison

- critical incident

Techniques for Contextual

ce

measuring
 using high
 depend
 standards

Gathering Performance Information

how the performance information is collected

Main Components in Appraisal forms:

- feedback form can be known as appraisal form

Basic employee information:

employee name, position, experience, salary

Accountabilities objectives:

- for whom he is accountable what he want to achieve regarding his position & his competencies

Competencies & Indications:

measuring behaviour tool is indicators

Major achievements & Contributions:

what are the achievements of an employee & contribution to the organization

developmental achievements

Co-operation for the development of the individual unit & for organization.

developmental Plans, needs & goals

research regarding individual, societal and organizational level development

② Meaning
collected

Page
6

Stake holder input

Information gathered from stakeholders

play a key role in the organization

- employee comments:

The one who is being assessed, these should be active to explain about himself these self

- Signature:

Assessment should be done through the person who is being assessed, person who assessed & HR manager

Characteristics of appraisal forms

- 1) simplicity
- 2) relevance
- 3) descriptiveness (open ended questions)
(objective - type questions - close ended Q)
(opinion based/descriptive - open ended)
- 4) adaptability

5. Comprehensiveness & definitional clarity

includes role clarity & goal clarity
what should we do & what should be achieved

6. Communication (proper communication should be there and relevant information should be provided)

7. Time oriented.

How to determine overall rating:

Two main strategies

Judgemental strategy
Overall assessment of an employee is known as Judgemental strategy

Mechanical strategy

assessment is done on areas is known as mechanical strategy
(based on weightage)

— accuracy is obtained

page 8

APPRA

1) system

2) self

3) class

4) merit

5) develop

6) objective

who

5

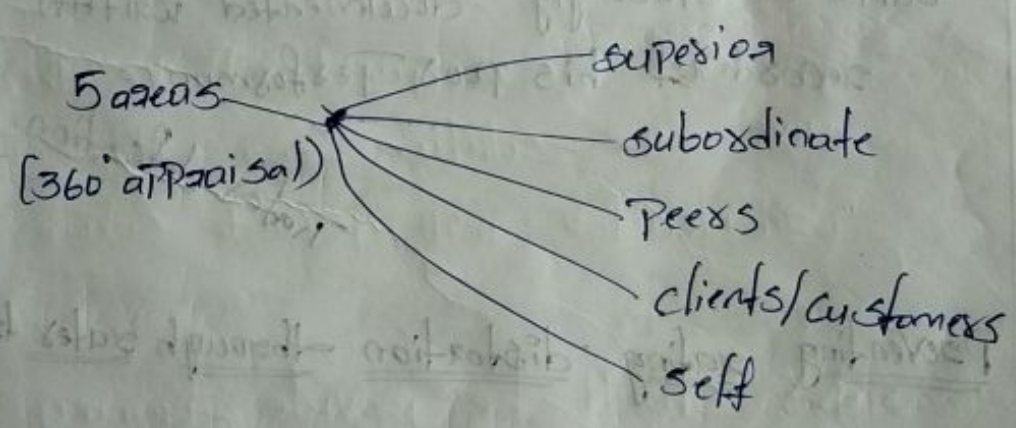
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Appraisal Period, of no. of meetings:

6 meetings

- 1) system inauguration
- 2) self appraisal
- 3) classical performance review
- 4) merit (or) salary review
- 5) developmental plan
- 6) objective setting.

who should provide performance information



Model of rates motivation

- Maximizing merit rewards
 - Encourage employees
 - avoid creating a written record
 - Promote undesired employees out of unit
 - make the managers look good to his superior (or) subordinate.
 - shock an employee
 - Teach a rebellious employee a lesson
 - Send a message to the employee that he should consider leaving.
 - build a strongly documented written record of his poor performance
- Refer information
- Rates defecation

Preventing rating distortion through rates training

Program:

- Reason for implementing PMS (system)
- how to identify & rank Job activities
- how to observe record and measure

page 10

- information on appraisal form
- how to minimize rating errors
- how to conduct an appraisal interview
- how to train & counsel the employee

Implementing Performance System

4

Communication Plan

Appeal Process

Training Programme

Pilot testing

Coel.

- what is PM system?
- How does PM system fit to our organization -al strategy?
- what are the benefits to an employee for implementing performance system?
- How does it work?
- what are the responsibility of an employee in implementing PM systems?

refers information

what he

training

How performance related to other initiatives

Three types of bias may be because of

- selective exposure
- selective perception
- selective retention

⇒ when performance is not in proper way, appeal process arises

→ In level A appeal will appeal to the and if the solution is accepted by the appeal then there else it closes

⇒ In level B a panel will be there to give the solution from different dept. arbitrator will provide solution

⇒ Rates should be provide training regarding

(Reasons should be provided training)

• Reasons for implementing pm system

- How to identify the and ranks the Jobs
- How to observe record & measure Performance
- How to minimize rating errors
- How to conduct appraisal review
- How to train Counsel

→ If the rater has no knowledge about performance then it is rater error

- Similar to me error
- Contrast error
- Linearity error (high)
- Severity error (low)
- Central tendency error (avg)
- Halo error (impact of one on another variable)
- Primary error
- Recency error
- negativity "
- first impression error
- Spillover error
- Stairstep error
- attribution error

Three types of training

- Frame of reference training (FOR)
- Behavioural observational (BO) training
- Self leadership training (SL)

→ It is done whether the work is correct

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UNIT III



Page 1

Employee Development

1. PMP development

2. PMP skills.

1(a) Personal Developmental Plan:-

Identifying strengths & weaknesses

enhancing skills, knowledge etc.

It includes 3 stages

1. Developmental plan objectives

2. Content developmental plan.

3. Developmental activities.

These are some more objectives along with skills, knowledge, they are

- * Improve performance in current job
- * Sustaining performance in current job
- * Prepare advancement for employee.
- * enrich the employee for work experience.
- * optimal results

And we should frame stretch goals and they should be in form of:

- * Not to deviate attention
- * To improve our efficiency
- * It leads to persistent

* It will motivate to search for new knowledge.

Content developmental plan:

* It is linked with description of specific objectives to be achieved.

The skills and time should be provided.

Developmental Activities:

* on the Job Training

* Courses.

* Self guided reading

* Mentoring (1-1 relationship)

* Attending a Conference & writing a report

* Getting a degree.

* Job rotation

* Temporary assignments.

* Membership (or) leadership role in a profession.

* Membership (or) trade organizations.

ex - www.shrm.org, www.cipd.co.uk

Preparing a personal development plan

Steps: Identify development needs (DN)

Set goals for meeting these needs

Prepare action plan for meeting DN

Implement the plans

evaluate

page
3

360° feedback System:

1. Immediate Supervision
2. Peers
3. Subordinates
4. Self appraisal

Characteristics of good STM:

1. Anonymity
2. observation of emp perfor
3. feedback Interpretation
4. follow up
5. Emphasis on behaviours
6. Raters are trained.

Coaching is a collaborative ongoing process in which manager interacts with his/her employees and takes an active role & interest in their performance.

It involves directing, motivating, rewarding employee behaviours.

4 guiding principles.

1. A good coaching relationship is essential.
2. The employee is source & director of change
3. Employee is whole & unique
4. Coach is facilitator of employee growth.



Styles:

Priver

Per

Amiable

Analyzer

Constraints:

1. Time
2. Situational
3. Activity.

Coaching process:

page
4

- Two types of goals

long term & short term

Goals should be specific, attainable & clear

→ Identify the best strategy

→ Implement the strategy

→ Timeliness is first constraint of a coach which affects majorly.

Situational constraint.

Activity Constraint (process of receiving the Information)

* It should be specific

* Use adjectives & adverbs

* Balance +ves with -ves

* focus on job related info

* Be comprehensive

* Standardized procedure

* Describe observable behaviours

→ Giving feedback

(praising & reinforcing) +ve -ve

* To build confidence

* To develop competence

* It enhances involvement

key points in documentation

based on these 3 reasons feedback is taken.

Suggestions for giving feedback:

- page 5
- * Timeliness
 - * Frequency
 - * Specificity
 - * Verifiable
 - * Accuracy
 - * Consistency
 - * Privacy
 - * Description first & evaluation next.
 - * Should generate Confidence
 - * Should generate new ideas.

(+ve)

Praising should be finance

It should be stated related to specific behaviours.

(-ve)

-ve reactions & consequences (from employee)

-ve experiences in the past

Playing like a god

need for evidence.

Performance review meetings:

6 meetings:

Sequence of activities done in meeting:

- explain purpose of meeting
- conduct self appraisal
- Share ratings (should be reliable)
- Discuss development
- Ask employee to summarize
- Discuss rewards

→ Followup meetings

page → Discuss approval & appeal process

6 → Conduct final re-cap.

Supervisor role to present suggestions defensive

responses:

* Establish & maintain support

* Be empathetic

* observe verbal & non verbal cues

* minimize threats

* Encourage participation.

* Be open minded.

UNIT-IV

①

Reward s/m & legal issues:

* Traditional & Contingent Plan:

Rewards

Traditional approach

Contingent approach / Pay for performance

* Based on Job description

* Position & Seniority

Basic salary

one time bonus (variable pay)

(Applicable upto middle level mgmt)

Reasons for introducing CP plans:

* To encourage employee

* put complete efforts for organizations work

* Talent war - due to this high performers are recognized by high rewards.

[Giving high rewards to high level performance is known as Sooting effect].

* Reduces partiality

* Chance of facing a legal issues.

Employee performance is effected by 3 joint

Determinants:

→ Declarative knowledge

→ procedural knowledge

→ Motivation

defensive

skills → expectations

expectation → efforts

efforts → available rewards (valence)

Motivation → expectancy × Instrumentality × valence

Problems associated with CP plans:-

1) poor performance mgmt s/m is place with CP plan. (CPP)

It arises due to improper assessment of performance and designing performance assessment.

2) There is the folly of rewarding A while hoping for B.

3) Rewards are not considered as significant.

4) Managers are not accountable.

5) There exist extrinsic motivation (format rewards) at the expense of intrinsic (recognition) motivation.

6) Rewards for executives are disproportionately large compared to rewards for everyone else.

Selecting a CPP:

Organization Culture

Traditional culture

* Top down approach

* vertical (low-top)

Communication

Involvement culture

* Shared decision making

(MBO implementation)

* Lateral Communication

* loosely defined roles

* CPP is

a) Piece for System.

b) Sales

c) Group

Strategic

1. Employee

2) Custom

3) product

4) Team

5, Over

putting

1) Define

allocate

2) Use

3) Make

4) Make

page 3

- * CPP is in the
- a) piece form of rate system.
 - b) Sales Commission
 - c) Group incentives.

- a) profit sharing (FO) (executive level)
- b) stock option scheme (NFO)
- c) skill based pay (Software industry)

Strategic business objectives

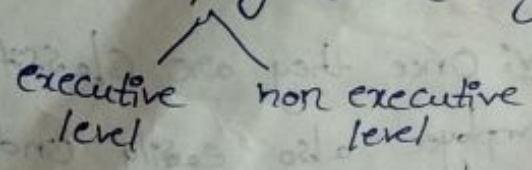
- 1. Employee development
- 2. Customer service
- 3. productivity/output
- 4. Team work
- 5. Overall profit.

Contingent Pay Plan (CPP)

- skill based pay
- Competency based pay
- If Individual it may sales Commission / piece rate s/m.
- If group, group incentives.
- Team sales/performance Commission
- Executive Pay/ stock option scheme

Putting pay in Context:

- 1) Define & measure the performance and then allocate rewards.
- 2) Use only rewards that are available.
- 3) Make sure that all employees are eligible.



- 4) Make rewards visible
- 5) Make rewards timely

6, Make rewards reversible.

page
4

Pay Structures:

Two methods

- a) Job evaluation
- b) Broad Banding.

a) * Evaluating the worth.

Skills, experience, Ability, knowledge - Job related.

* How much that job is important for organizational growth.

* How other organizations pay the similar job

→ How to assess - Different methods.

1, Ranking method: Two steps

Identifying KSA based on Job description

Comparing one job with another job

adv: It requires less effort & time.

dis adv: It may not be clear sometimes.

2, Classification method: Two steps

Based on job performance job is given, this type of grading is known as classification method (each are given grade)

Each individual job is placed in that class

adv: Once they are classified, it is easy

employee also easily understand his/her job

dis adv: It takes lot of

3- Point Rating Method:

page
5

Identifying Compensable factors



factors are scaled



each factor is assigned to weights

→ Skill, experience, responsibility & working conditions are some of compensable factors.

Based on job factors will change.

→ Ratings will be provided.

Based on positions rating factors will change.

→ Weights are provided.

adv: It is a comprehensive measurement for a relative worth of job.

Ranking job is easy to do once the total points for each are known.

disadv: More time & more efforts.

Broad banding:

It is a type of pay structure that collapses all jobs into few categories.

It has become very popular because, it gives flexibility in rewarding people and this reflect changes in the organizational structure.

*) Performance Mgmt & law :-

page
6

It says that every employee should be treated equally.

fair & acceptable rewards should be paid.

Legal principles effecting PM :-

6 principles.

1. Employment at will :-

This is a contract b/w employee & employer. And contract is they can end relation b/w them with both of interest.

exemptions

* If policy & rules are not followed by employee then employer can terminate employee.

* If there is any +ve feedback from peers, colleagues etc employee can terminate employee.

2) Negligence: Not following manual of Company.

3) Defamation: Disclosure of info

4) Misrepresentation: Disclosure of favourable performance. It creates risk to organization, society, machinery etc.

5) Advance Impact / unintentional discrimination: Variation is found but not intentionally.

6) Illegal discrimination

*) Lo

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① Laws effecting PM:-

Applicable to US, UK, India etc.

* Equal Pay Act

India - 1965

US - 1963

UK - 1970

* Race Relation Act

Describes about non-discrimination about nationality, colour, gender, caste etc.

→ Sex discrimination Act: Gender, Marital Status

→ Disability discrimination Act:

→ Employment Equality regulation Act:

* gender

→ Employment equality Act regarding religion.

Managing Team Performance:-

Team can be defined as a group of people who work for achieving a common goal by interdepending in that group in a dynamic way.

Teams can also be as Autonomous work group, Self work group, processed group.

Reasons:

→ Teams are done/made/formed to reduce the risk (down size) of an organization

→ Teams work in more effective & efficient than

Types of Teams: 3 types.

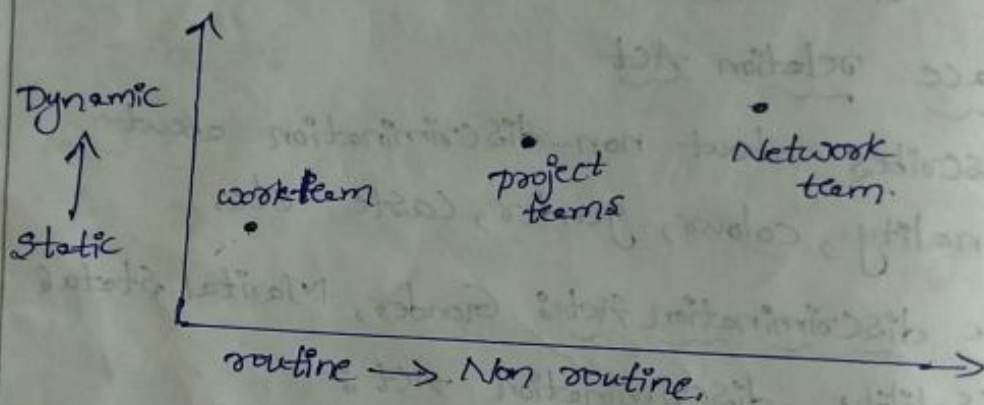
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1) Work/Service team

2) Project team

3) Network team

1) To perform routine tasks, work team is formed.



2)

3) If the employees in a team are interacted through, the digital technology/network then it is called as Network teams.

Mainly used in MNCs

Challenges of Team Performance Mgmt:

1) How do we assess relative individual contribution?

Recognising the effective person in the achieved team is a big challenge for the person who assess the performance.

Team result is based on motivation.

2) How do we balance individual and team

page
9

Individual is responsible for himself & self accountable. (9)

page
9

In team how do the effective performance is rewarded & how individual & team performance is balanced.

3) How do we identify individual & team measures of performance.

How we allocate the rewards and how the performance method begins.

Including Team performance in PMS:

- 1) Make sure that ^{team} it is a recognized team
- 2) Make the investment to measure (Time efforts)
- 3) Define measurement goals clearly.
- 4) Using multiple approaches for the method.
- 5) Focus on process as well as outcomes.
- 6) Measure longterm changes.

Team PM process:

Rewarding Team performance:

To encourage team rewards must be given

- 1) Reward should be provided for eligible persons
- 2) Rewards should be contingent
- 3) Rewards should be visible.
- 4) Rewards should be reversible

→ Variable pay is best method for rewarding a person in a team.

→ Other performance rewards is added to basic pay.

→ Bonus is controlled by team.

* By generating funds by reducing wastage.

It is called self-funded bonus.

→ Company wide pool method.

Rewarding Team Performance

Team PM process:

1. Measure long-term changes

2. Focus on process as well as outcomes.

3. Using multiple approaches for the method.

4. Define measurement goals clearly.

5. Make the investment to measure (time effort)

6. Make sure that it is a recognized team.

7. Including team performance in TMS:

8. Encourage team awards must be given.

9. Rewards should be provided for eligible personnel.

10. Rewards should be visible.

11. Rewards should be contingent.

UNIT-V

* page 1 Bench Marking / Best practices benchmarking / process BM :-

Comparing one company standards with another companies / competitors or industry.

Comparing is done in 3 areas:

- 1) Quality
- 2) Cost
- 3) Time

It takes lot of time & cost for comparing with an industry or another company - major disadvantage.

The major benefit is that the weakness of our company and strengths & weakness of the competitor are known.

Self comparison also considered based on previous results.

History: It was firstly launched in Guns and Ammunitions manufacturing sector, i.e. weapon designing sector.

In 1800 it was firstly introduced.

In 2008, Global bench marking system was used in industries and 22 countries represent this practice.

Bench marking is done in following areas:

- 1) * Mission & Vision Statements
- 2) * Customer Satisfaction.
- 2) SWOT Analysis.
- 3) Informal bench marking

4) Performance benchmarking

(2)

page
2

5) Best practices benchmarking

Software Packages

Metric benchmarking

2 subdivisions

DEA

Regression analysis

Data envelope
Analysis

The impact of one variable on
another variable deals the regression

Data regarding the
total analysis of a
Company totally is

In this regression is used to
compare the standards and
what are the benefits are

DEA Analysis

known.

(for quality)

Procedure for Bench Marking:

Stage 1: Identify the HR practices to the
bench mark.

2: Establish core team

3: Select the bench mark partners.

5: Analyse & Interpret the data

4: Collect the data

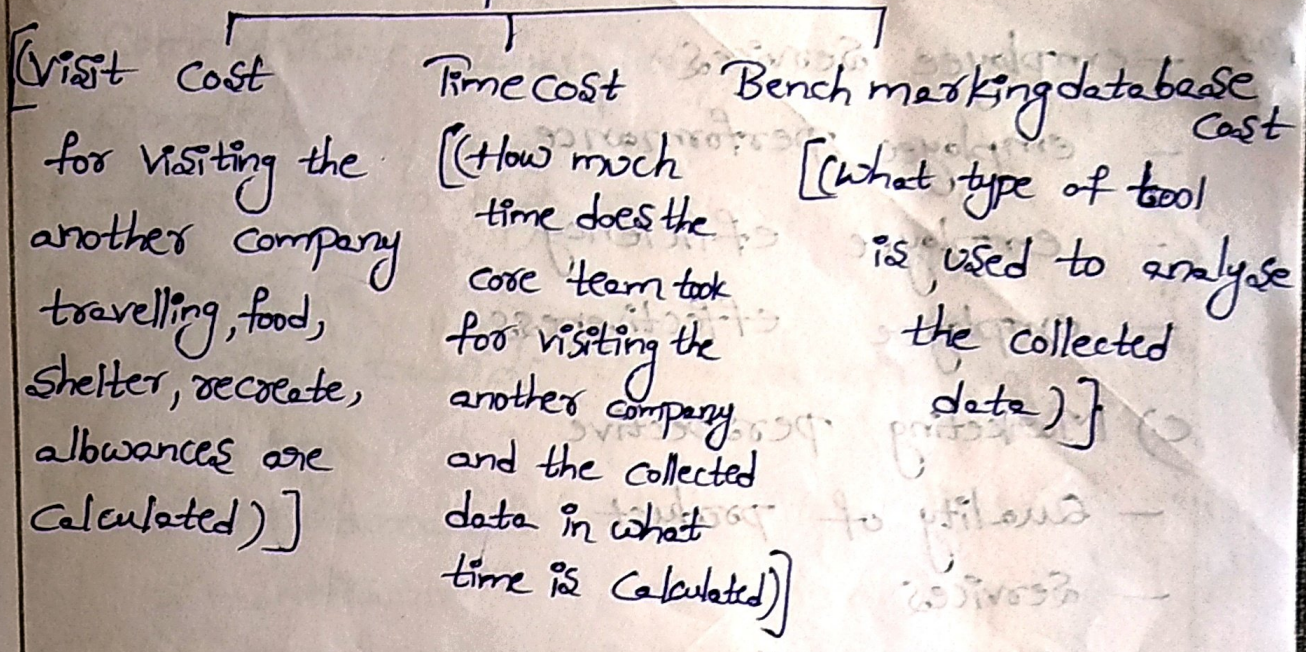
6: Prepare the report

7: Implement the Action plan.

3 types of cost

(3)

page 3

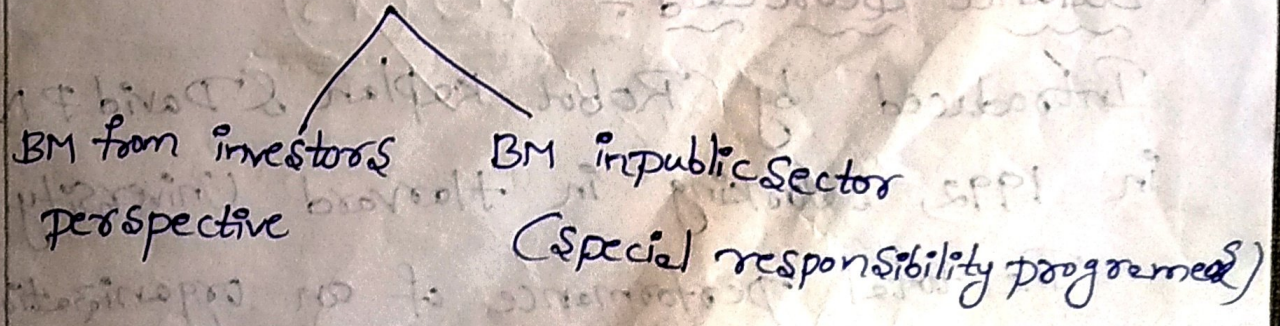


Comparing the technology of one company with another company's technology known as Technical bench marking.

Comparing one finished product with another company's finished product is known as product bench marking.

- (BM) bench marking, is divided into 3 types:
- 1) process bench marking / back office bench marking
 - 2) performance " "
 - 3) strategic " "

(2a) financial aspect



b) HR perspective

Page
4

- employee services
- employee performance
- employee efficiency
- employee effectiveness

c) Marketing perspective

- Quality of product
- Services
- Advertising the product

3) To get success what are strategies to be implemented

a) Functional Strategies Benchmarking

It includes HR, FM, MM

b) Best in class benchmarking

c) Operational benchmarking

[Competition strengths, are analysed]

Advantages:

- * Adapting of new strategies
- * Create & initiate a need for change.
- * Balance Score Card = 10 (B)

Introduced by Robert Kaplan & David P North
in 1992, Working in Harvard University.

The total performance of an organization
can be known as balance score card.

Evaluation is done using 4 areas: (5)

page
5

* Communicate what they are trying to accomplish.

* Align day to day work

* Prioritise

* Monitor towards the strategic target

K - Key

P - Performance

I - Indicator

BSC: Big Picture of BSC

Mission, vision → Core Values → Strategic areas (Goals)

Initiatives ← Targets ← KPI (Measures) ← Operational Elements (Objectives)

Org is assessed in 4 areas/pillars/perspectives:

1. Financial perspective/Stewardship
2. Customer perspective
3. Internal perspective
4. Organizational perspective

① * Generally, in quantitative form.

* Company's financial position is assessed.

* The impact of dollar, budget is assessed.

* Effect of inflation is also assessed.

② * Customer plays a key role for the success/failure of an organization.

* Customer retention & Satisfaction is assessed. (6)

3) * It is also known as business process.

* To get success financially and customer retention/ & Satisfaction, Internal/ business process should be perfect.

* KPI plays a key role in perfection of business process.

* Way of presentation is a key performance Indicator in the business process.

* Waste reduction is also another KPI

4) * Another name is learning & growth perspective.

* Efficiency of human Capital, technology, culture, Infrastructure are some of KPI for organizational perspective.

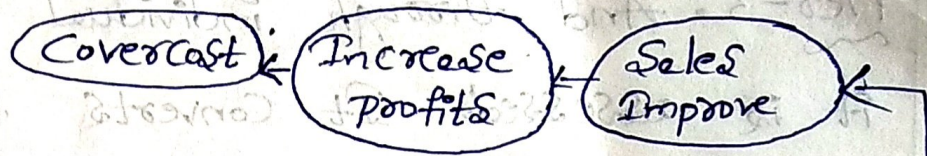
* Improve knowledge and skill & updated technology.

* Increasing process efficiency.

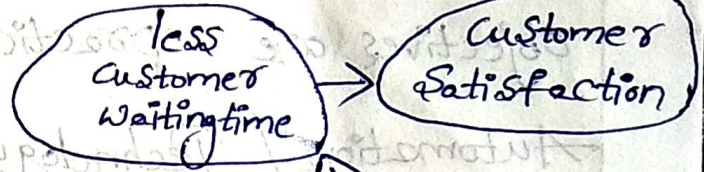
Strategic Mapping ⑦

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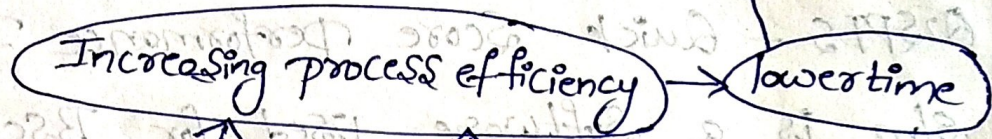
Financial



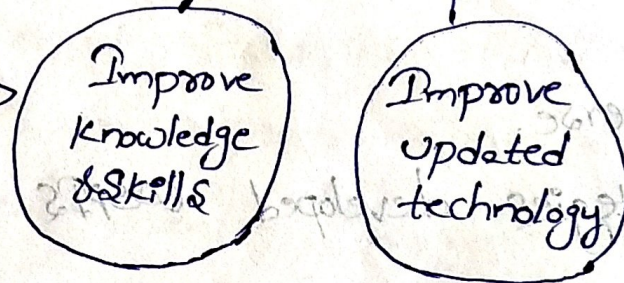
Customer



Internal



org'al



Strategic Mapping is a simple graphical representation that shows cause & effect relationship.

Cascading

How the BSC is translated to Corporate Sector is known/given by Cascading.

3 levels

Pier-1



Pier-2



Pier-3

Pier-1: This belongs to business unit. KPI'S info should be communicated.

departments.

page 8
Tier-3: And through individual performance it is assessed. It converts Strategic Planning into operational process.

objectives are practical

Automation / Technology Using BSC:

QSPTS - Quick Score Performance Information

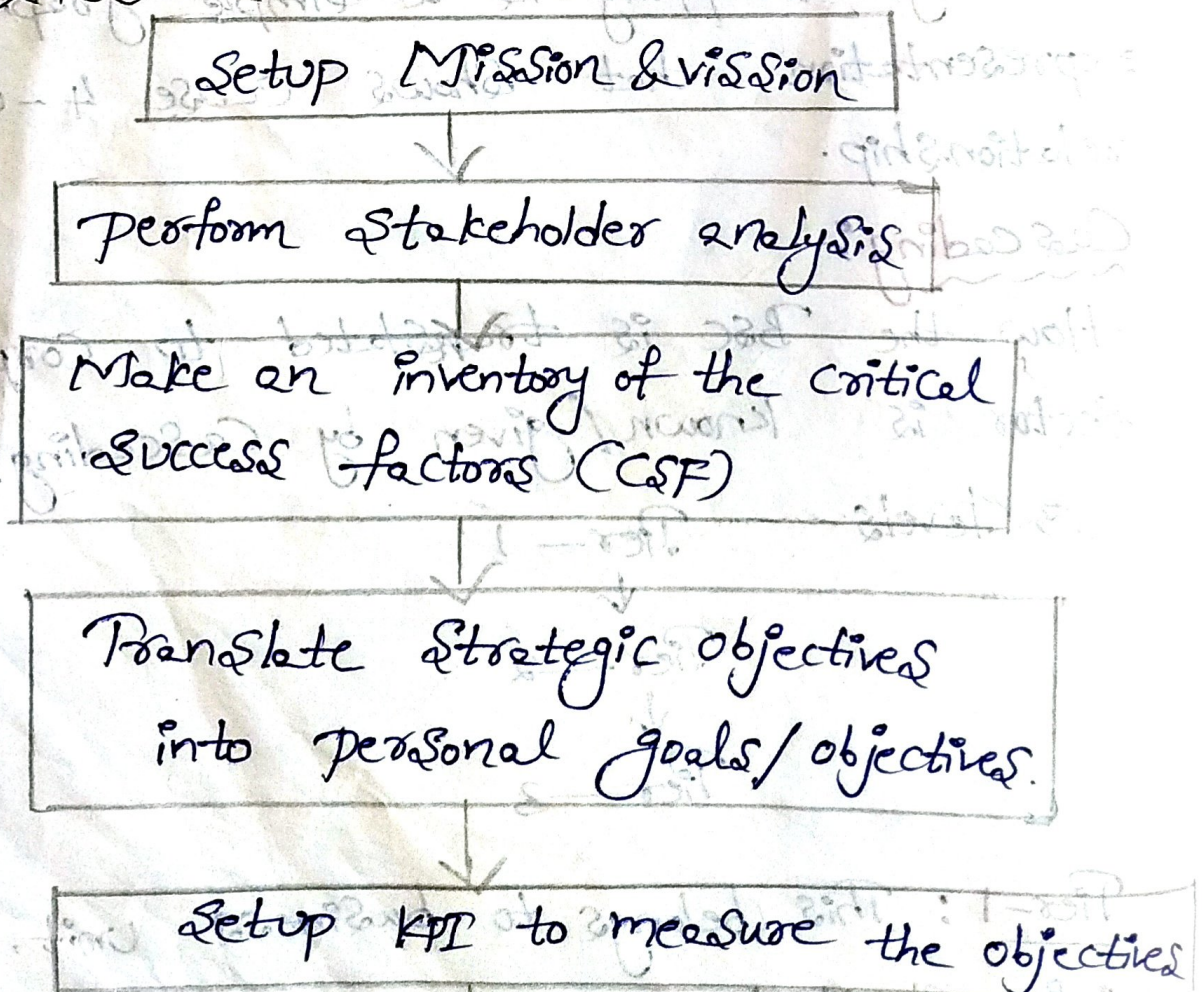
Sim is a software used for BSC.

70% - USA

50% - Universe.

Spider Strategies developed QSPTS Software.

Implementation of BSC:



Translate the objective into operation activities

9

Page 9

Development of BSC

1. Assessment
2. Strategy
- 3) Objectives
- 4) Strategic Mapping
- 5, Measure Targets
- 6) Creation of Strategic initiatives.
- 7) Analysis of performance
- 8) Training, mentoring, Coaching
- 9, Evaluation.

Relation b/w financial & non financial perspectives and long term & Short term is found out.

* Pygmalion effect :-

founders - Rosenthal & Jacobson in 1968

The set of expectations towards the people. Putting high expectations & the performance to reach that expectations is known as Pygmalion effect.

firstly applied in schooling

Self fulfilling prophecy (prediction about what will happen)

Based on 4 principles.

* Framing an expectation.

* Expectation should be communicated.

* Behaviour is adopted to meet the expectation.

* Expectation then become true.

2) Expectations from a defence:

1. Leadership

2. Allocation of resources

Creating Pygmalion effect in workplace:

1) Remove -ve expectations of performance

2) Wipe this late clean.

3) Set high expectations.

4) Set sight expectations.

5) Training & Coaching the people to improve self efficiency.

6) Give feedback.

Lack of replication - Limitation.

Six Sigma:

5

Firstly used by Motorola Company in the year 1980 by an engineer named as

Bill Smith. Later it was named as GE

(General Electronics) 1995.

Majority of the Companies follow this Six

Sigma.

To reduce the no. of defectives, the technique used is 6σ.

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By applying this technique, the success rate obtained is 99.999998027 %

Mikel Harry produced hard disk with the defective rate of 3.4 defects per million opportunities for 1 million products.

DMAIC (Define Measure Analyse Improve Control)

6σ along with lean mgmt is used in all companies in order to get much more accuracy [JIT/Lean mgmt]

Due to lean mgmt, wastage is reduced.

To reduce the waste and maintaining quality lean mgmt is used.

Methodologies: 2 Methods.

1. DMAIC
2. DMADV/DFSS (Design for Six Sigma)

- 1, Define measure Analyse improve Control.
- 2, " " " " Design verify

*It is now called as RDMAIC (Recognise)

The conditions in which arise at the time of quality.

CTQ (Critical to Quality)

~~and~~ Analysing the alternatives to solve

the problems. Improve the analysed data.

After redesigning the data.

And verification.

7 Stages / Belts for implementing 6σ:

1) Executive leadership (TLM, resources)

2) Champions,

3) Act as mentors to black belt / group

3) Master black belts

They are inhouse employees and are selected by champions.

They are having 100% responsibility to provide knowledge to black belt people.

They act as mentors for green & black belts.

4) Black belts

Assistants to master black belt and mainly focus on 6σ and play a role of executing.

5) Green belt.

Checking the duties of these

6) Yellow belt - Training for 6σ people.

7) White belt -

~~orange~~ orange belt.

Application :-

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13

1) Manufacturing Sector :-

By applying this 6σ T & T saved 600 millions. Wastage is reduced.

2) Engineering & Construction dept :-

26.6% - 67% Wastage is reduced. Client Satisfaction is improved.

3) Finance :-

Collection of cheque defects.

American express & Bank of America uses 6σ more effectively.

4) Supply chain mgmt :-

Quality Maintenance - defect free

timely delivery.

5) Health Care :-

Criticism :-

1) Lack of ~~vir~~ virginality.

2) Inadequate for complex manufacturing.

3) Role of consultants.

4) Potential -ve effects.

5) Over reliance on statistical tools.

6) Lack of systematic documentation.

Job Analysis

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14

A bundle of related tasks is known as Job

$$JA = JD + JS$$

Job Analysis is combination of Job Description

+ Specifications

Two Perspectives

Psychological

Sociological

- related to work experience

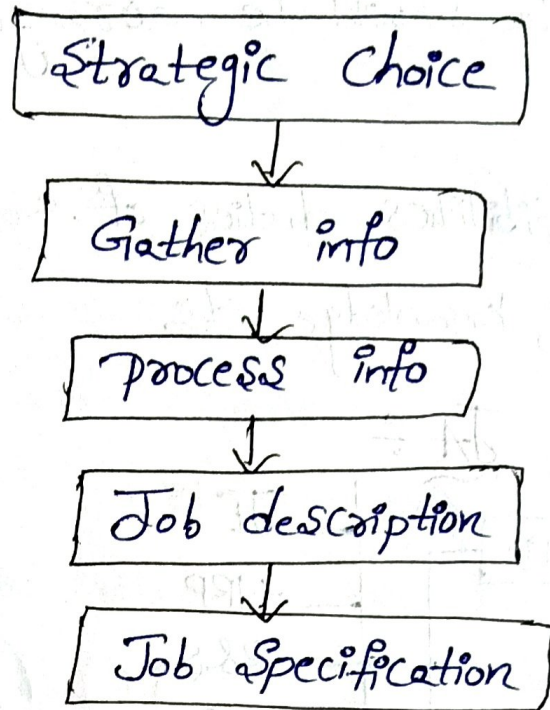
If experience is enhanced it is easy

Simple and effective to do the job

Advantages of JA

* Process of JA :-

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Strategic choice :-

- * Job is decided.
- * Extent of employee in Job analysis.
- * Level of details of Job analysis.

Responsibilities of our position.

- * Timing & frequency of analysis.
- * Based on demand & Remuneration, Job Analysis is done.
- * Past oriented, vs future oriented Job.
- * JA is done based on MHRD rules & regulation.

Gather info :- What type of data should be

- * Primary & Secondary methods are used.
- * Who will collect the data.
- * Purpose of data.

Process info :-

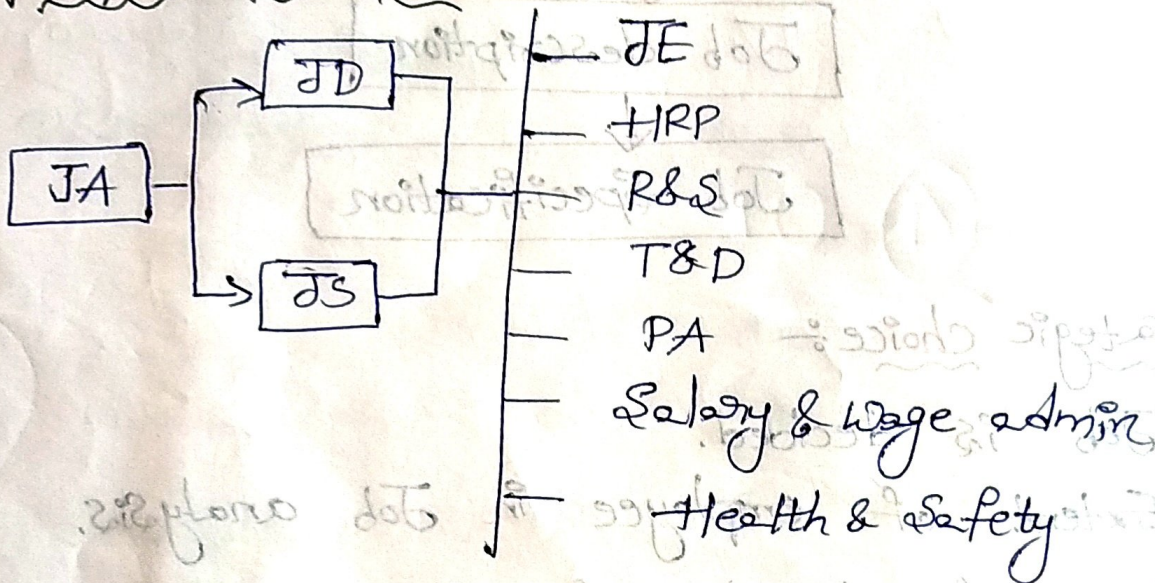
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Collected data should be arranged in a systematic way

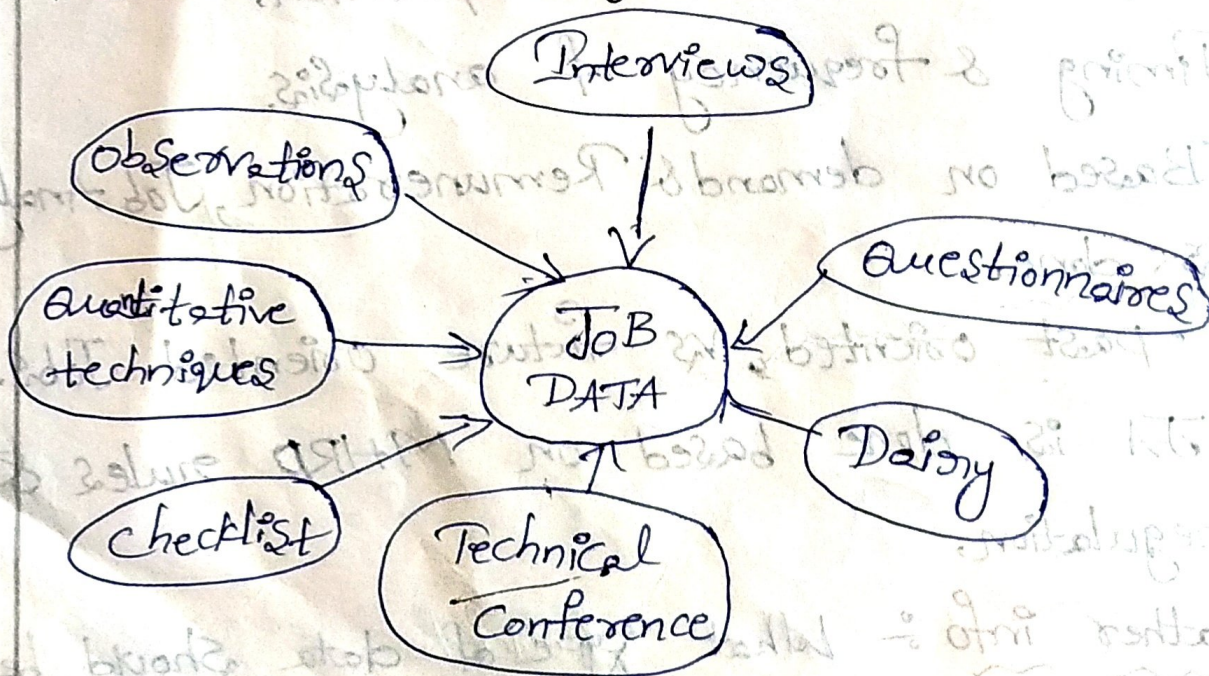
JD: responsibilities, duties of a Job

JS: Skills, Knowledge etc.

* purpose of JA :-



Methods of collecting Job data :-



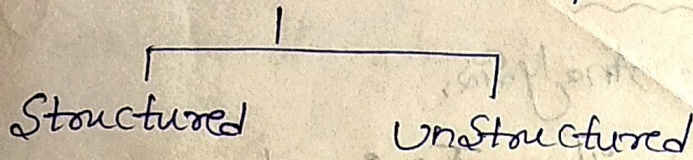
Interviewers

Structured

Unstructured

* Questionnaires (Superior will analyse) (17)

Page 17



* Diary & detailed

Complete & detailed info of a job

Individual will analyse self.

* Conducting Conferences with a group of people and then analysis is done through the group of people.

* Checklist

Selecting the suitable one.

* Q.T (Quantitative techniques)

MIPDO

(Managerial Position Descriptive Questionnaire)

208 Job related items under 13 categories)

PAQ

(Position Analysis Questionnaire related with 194 items

under 6 categories)

FJA

(Functional Job Analyst) employee oriented method

employer oriented

* Observation

- 1, What help performs
- 2, time taken to perform
- 3, How the performance is

Job Analysis And TQM (Total Quality Mgmt) :-

JA & Strategic HRM

Used for future analysis.

Problems related with JA 4

- * Lack of Support from TLM
- * Lack of Single means & Sources.
- * Lack of training & motivation.
- * Activities may be distorted.

Competency Mapping

10 (A)

Characteristics

By using KSA, behaviour can be changed.

(related to task) can be considered as Competency

* Motives.

* Trait.

* Self Concept.

* Knowledge

* Skill.

Competence is a standardized requirement for an individual to perform a specific job.

Types of Competencies

1. Organizational
2. Job
3. Personal.

Levels of Competency: 4 levels.

1) practical Competency (employee's ability to perform a set of tasks).

- 2) Foundational Competency (Understanding) (19)
Capability of why he/she doing the job)
- 3) Reflexive Competence (tasks done is correlated with other's task)
- 4) Applied Competency (the combination of doing the job in an understanding way & correlated with others).

Competency mapping :-

How much employee using his/her KSA's to the organization and correlating is known as competency mapping.

- * Emotional intelligence/emotional quotient (EQ)
- * Team structure, leadership, decision-making.

Steps involved in Competency Mapping :-

Conducting Job Analysis.

[with the help of PIQ (Position Information Questionnaire)]



Identify the Competencies required for a job
[by developing job docs with help of JA]



Performance appraisal



If +ve rewards & awards are given

If -ve T&D.

Methods of Competency mapping = 5 methods. ⁽²⁰⁾

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20

1) Assessment Centre method.

(Exercises & Simulation)

a) GD

b) In-tray (group is selected, but performance is given individually).

c) Interviews.

d) Case Studies.

2) Critical Incident methods.

3) Interview technique.

4) Questionnaires.

a) Common metric Questionnaire (5 areas)

* Back ground

* Contact with people.

* Decision making

* Physical & mechanical

* Work Setting.

b) Functional Job Analysis (7 areas)

* Things

* data

* People

* worker Instruction

* Mathematics

* Reasoning

* Language

c) Multi purpose Occupational S/m analysis
Inventory (MOSAIC) : 2 major descriptions.

- * Task related
- * Competency related.

page 21

d) Occupational analysis inventory (617 elements)
5 areas.

- * Information received
- * Mental activities
- * Work behaviour
- * Work goal
- * Work Context

e) PAQ (Position Analysis Questionnaire)

5) Psychometric test.

Analysis of behaviour based on Situation

2 types of test.

- aptitude test
- achievement test