



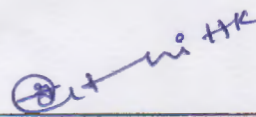
ACHARYA INSTITUTE OF TECHNOLOGY

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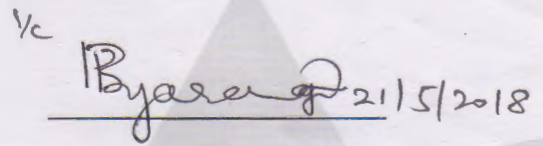
Date: 15/05/2018

CERTIFICATE

This is to certify that **Ms. Rashmi P N** bearing USN **1IA16MBA34** is a bonafide student of Master of Business Administration course of the Institute 2016-18 batch, affiliated to Visvesvaraya Technological University, Belgaum. Project report on **“A Study on Effectiveness of Performance Appraisal System at BHEL-EPD, Bangalore”** is prepared by her under the guidance of **Prof. Keerthi H K**, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belgaum, Karnataka.

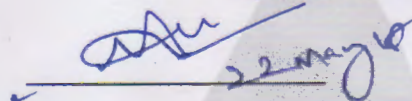


Signature of Internal Guide

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ACHARYA

ಭಾರತ್ ಹೆವಿ ಎಲೆಕ್ಟ್ರಿಕಲ್ಸ್ ಲಿಮಿಟೆಡ್

ಎಲೆಕ್ಟ್ರೋಪೋರಲೇನ್ಸ್ ವಿಭಾಗ, ಬೆಂಗಳೂರು - 560 012

ಭಾರತ ಹೆವಿ ಇಲೆಕ್ಟ್ರಿಕಲ್ಸ್ ಲಿಮಿಟೆಡ್

ಇಲೆಕ್ಟ್ರೋಪೋರಲೇನ್ಸ್ ಡಿವಿಜನ್, ಬೆಂಗಳೂರು - 560 012

Bharat Heavy Electricals Limited



(A GOVERNMENT OF INDIA UNDERTAKING)
ELECTROPORCELAINS DIVISION

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DT : 24 MARCH 2018

CERTIFICATE

CERTIFIED THAT

RASHMI P N

11A16MBA34

Who is pursuing studies for the award of Degree in **MBA** from "**ACHARYA INSTITUTE OF TECHNOLOGY**" has completed the PROJECT WORK on "**A STUDY ON EFFECTIVENESS OF PERFORMANCE APPRAISAL SYSTEM AT BHEL - EPD, BANGALORE**" in BHEL - EPD, Bangalore from 16.01.2018 to 26.03.2018.

The above student has submitted Report on the above Project Work.

M/24.3.18
[MARY VARGHESE]
SR. MANAGER/ HRD

ಮೇರಿ ವರ್ಗಿಸೆ, ಹಿರಿಯ ವ್ಯವಸ್ಥಾಪಕರು/ಮಾಸಂವಿ
मेरी वर्गीस, वरि. प्रबंधक / मासंवि
MARY VARGHESE, Sr. Manager / HRD
BHEL- EPD, Bengaluru-560012

ACKNOWLEDGEMENT

I deem it a privilege to thank our Principal Dr. Sharanabasava Pilli, Dr. Mahesha, Dean Academics and our HOD Dr. Nijaguna .G for having given me the opportunity to do the project, which has been a very valuable learning experience.

I am truly grateful to my external guide Smt. Sharda Durga, Deputy Manager HR, BHEL – EPD, Bangalore., and my internal research Guide, Prof. Keerthi. H.K., for their research guidance, encouragement, and opportunities provided.

I wish to thank all the respondents from the firms who spent their valuable time in discussing with me and giving valuable data by filling up the questionnaire.

My sincere and heartfelt thanks to all my teachers at the Department of MBA, Acharya Institute of Technology for their valuable support and guidance.

Last, but not least, I want to express my deep appreciation to my parents for their unstinted support.

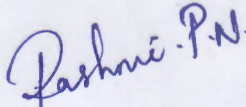
DECLARATION

I, Rashmi.P.N., hereby declare that the Project report entitled "A study on effectiveness of performance appraisal system" with reference to "BHEL-EPD, Bengaluru" prepared by me under the guidance of Prof Keerthi.H.K., faculty of M.B.A Department, Acharya Institute of Technology, Bangalore and external assistance by Smt. Sharda Durga, Deputy Manager HR BHEL – EPD, Bengaluru.

I also declare that this Project work is towards the partial fulfillment of the university regulations for the award of degree of Master of Business Administration by Visveswaraya Technological University, Belgaum.

I have undergone a summer project for a period of Ten weeks. I further declare that this project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: Bangalore


Signature of student

Date: 26/05/2018

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EXECUTIVE SUMMARY

I have done my project in one of the world's biggest engineering and manufacturing company, which is serving from more than 54 years. That is "Bharat Heavy Electricals Limited – EPD, Bangalore".

In today's business scenario, the real asset of the company is its Human resource. Human resource is of paramount important for the success of any organization. Different individual exhibit similar and dissimilar patterns of behavior, as they have their own set of need, drives, goals and experiences. Management should be aware of their requirements and Manpower management should be aware of their requirements.

Manpower management is the most crucial job, so proper human resources management will enhance and performance of the people at work. If the company wants to live for long time, then it is very important to keep their employees happy and satisfy them.

The trend now a days to measure the performance of the employees, appraisal systems are introduced and it is important to know about what the man does rather than what he is in the organization.

The whole project intends to study about the Effectiveness of Performance Appraisal System at BHEL. This study attempts to measure the awareness and satisfaction level of reward and appraisal schemes in the organizations and its impacts and the project describes about the E-MAP system the performance appraisal system followed in BHEL.

The project contains the brief details about the company, its culture and functioning and later part of the project deals with Questionnaires on the basis of which the primary data was collected and research study was conducted and statistical tools and instruments were used to find the hypothesis and based on that data analysis and interpretation if given and concluded with suggestions given by the executives about their company and their perspective.

CHAPTER 01

INTRODUCTION

1.1. INTRODUCTION

A splendid formation of human brought significant changes in our everyday industry life. The humans in any organization are measured as assets. To make or blight an organization we want persons. Human resource management helps an organization in getting right humans at right situation, right time and impel them to contribute the assets consistently to run the organization effectively.

An association of pursuits can be comprehensive just when members put in their accomplishments. The best way to examine whether or not an employee has put off their effort within the given undertaking based on performance appraisal.

Analyzing performance of employees is the basic job of Human Resource Management; for this reason, and performance evaluation is the way of evaluating the performance of an employee or personnel established on the project – assigned in a given period of time.

Which aids the superiors to present the targets to the workers established on their abilities, potential abilities, talent, and intelligence and it also helps to direct and inspire the employee to entire personnel or authentic goals.

Performance appraisal which surveys employee's job performance provides feedback to representatives about both dynamic and damaging parts of execution. Performance measurements are basic for association and for singular; they are essential data used as a feature of choosing pay, progressions, because of representatives who perform unacceptably, dismissal.

So equivalent significance in regards to the way the employees perform should to be surveyed properly and association should empower the colleagues or the workers by furnishing them with cable rewards or group acknowledgment to the capable workers so as to keep them inspired towards the hierarchical objectives.

1.2. INDUSTRY PROFILE

India's electrical energy sector is one of the most diverse in the world. From habitual supply equivalent to lignite, natural gas, hydro and nuclear power and coal, to doable non-traditional sources similar to home waste, agricultural waste, sunlight, and wind. India is building broad reserves in raising the comprehensive form of the power sector. Electricity association in the nation has augmented rapidly and is predicted to mount extra within the future years. With a view to meet the escalating command for electricity within the country, gigantic addition to the set up producing capability is calculated. The intact amounted capacity for power iteration in India used to be 326,848 MW as on 31st March 2017, and more or less 57,260 MW of the amounted potential used to be from renewable energy sources.

The Indian executive's center of attention on achieving 'energy for all' has accelerated ability addition in the nation. The Indian electrical energy sectors present process is for the big alterations so as to redefine the industry outlook. Persistent financial growth continues to force electricity demand in India. The annual development rate in renewable power new release has been estimated to be 34%. The federal government has delivered 8,500 MW of established iteration capacity for the period of April 2016 - January 2017 period. Under the twelfth five year Plan, the federal government has introduced 93,500 MW of traditional energy generation potential, thereby surpassing its target of 88,500 MW for the period.

India's overall installed capacity of 57260 MW of grid-connected renewable power, a huge share of 56% came from wind energy, at the same time 8% is contributed by small hydro energy. The quantity of biomass and waste to power segments contributed about 14%, with the balance 21% coming from the sun. The Indian executive's hard works are centered on attaining the ambitious renewable energy targets within the coming years, habitually to achieve the "Power for all" objective and to uphold smooth energy. The industrial electrical energy generation market represents the decentralized and captive power producing industry. The manufacturer's business drivers in a home as well the export markets integrate Industrial Capital Expenditure, Renewable vigor and Opportunistic sale to the grid by means of Captive power items. Many of the industries which require both steam and energy for their method make use of their energy plants. The steam essential for the country is produced within the boiler and is handled by means of the steam turbine at distinct bay pressure and temperature. This helps in generating energy for the operation of the power. The steam at a chosen stress can also be extracted by way of use of mining mills.

The steam, therefore, extracted at a meticulous pressure and temperature can be used to approach necessities. The steam that's still right through the turbine in addition expands and is used for energy generation. As significance, the requirement of each of the steam and energy is fulfilled by means of a single procedure. There is a huge ability of procedure co-iteration in various industries, solvent extraction items, rice mills, petrochemical vegetation, suggestive of breweries, caustic soda vegetation, cloth mills, distilleries, fertilizer plants, paper and pulp industry, and so forth. Additionally, these co-iteration errands additionally use of conventional fuels, consequent to coal, lignite, fuel oil, etc., for meeting their energy and energy standards.

1.3. COMPANY PROFILE

Bharat heavy electrical limited (BHEL) Government of India was based 1964 ushering original heavy electrical equipment industry in India. Heavy electrical (India) used to be combined with BHEL in 1974. Being the leading manufacturing and industrialized business in India the power associated infrastructure sector. Conglomerate is engaged in huge array of products & services for nucleus sector i.e. trade and industry structure, which is Energy, Transmission Renewable power, Oil and fuel and safety with over one hundred eighty products choices to discharge the wishes of that sector. BHEL devours strong substratum of India's Heavy Electrical Equipment Industry from inception.

During 1991 Company used to be transformed into a public controlled corporation. It urbanized the perspective to provide a form of electronic and mechanical electrical, types of equipment for all sectors.

Company center of operations of BHEL is positioned in New Delhi. It has a neighborhood of 17 mechanized divisions all over India. There are about eight supplier facilities, one ancillary, four provincial offices, 2 refurbish items, six overseas workplaces, 15 provincial marketing facilities, six combined undertakings & communications permitting to implement in more than 150 initiatives at locations athwart India and overseas. A firm serve each countrywide and international market. There are two production sectors to facilitate the organization to provide on time and compelling services to consumers, the organization has a route in addition to in more than 70 countries just around the world. The high-quality and dependability is as a result of the prominence in design, engineering, and manufacturing to worldwide requirements through obtaining and adapting one of the vital quality applied

sciences from most important organizations on this globe, in conjunction with practical sciences developed in its own Research and Development Center.

BHEL is the primary insulator production and Nano-materials architect in the country. The corporation has positioned the ability to supply Twenty Thousand MW per annum. Of power, apparatus concentrate on growing demand designed for new authority release apparatus. Conversely, a bulk of the income of the enterprise is derivative from the sale of equipment for power generation corresponding to mills, boilers.

BHEL has been a revenue making companionship ever since its incorporation. Its involvement with the equity, excise and obligation and many others is gigantic. BHEL is paying dividend and bonuses since 1976. Bhel has also obtained “admirable” standing for 9 years repeatedly in attaining memorandum of confronting ambitions with an executive of India and has been conferred the outlay reputation of a “Navaratna organization”. As of 2018, company supplied apparatus contributed to about 55% of the whole installed energy power production facility in India.

MAJOR MILESTONES IN THE HISTORY OF BHEL

Year	Milestones
1947	Recommended panel felt want for electrical equipment industry in India.
1948	Investigative commission to establish heavy electrical generating equipment factory in the affirm sector.
1955	S.A Gelkary commission reiterates wants for heavy electrical producing equipment industrial unit.
1956	Heavy electrical (private) limited integrated later on renamed as HEL at Bhopal.
1964	BHEL set up a well-known plant at Trichy and Hyderabad.
1972	Action committee plant for public corporation recommends integration.
1972	HEL and BHEL formally merged and organization prepares the first corporate plan.
1980	Corporation strategies 2nd corporate plan.

1992	Government brings out liberalization coverage, allows the private sector to fabricate power generation equipment.
1995	BHEL shares had been listed on all main and essential stock exchanges in the country.
1997	Larger autonomy to public sector challenge BHEL accorded NAVARATHNA state.
1997	BHEL prepares the record on viewpoint for 2000.
1997-2000	Workforces of individuals were conferred with the prime minister's "SHARM BHUSHAN" Award.
2006	Implementation of SAP.
2010	It was placed the 4th situation in forces Asia's fantastic 50 lists.
2011	The corporation received the distinguished 'Golden Peacock' award for occupational wellness and protection 2011.
2012	BHEL acquired two awards in CIT-IT sustainability awards 2012 from the President of India.
2013	BHEL gained ICAI country wide progressive corporation on the earth by way of US business magazine Forbes.
2014	BHEL obtained the countrywide intellectual property award 2014 and WIPO award for the progressive corporation.

TYPE OF INDUSTRY: HEAVY ELECTRICAL EQUIPMENT.

A heavy electrical equipment industry is a main industrialized sector that caters to need of power division and other industrialized sectors. Essential equipment like steam, turbines, transformers, switch gears, rapid generators and relays linked mechanism contrived by this venture is strongly connected to the energy capability toting up together software of the nation.

The heavy electrical industry covers energy new release, Transformers, Distribution and Utilization, Transmission, equipment. These incorporate turbo generators, boilers, more than a few forms of mills, Transformers, switch gears and other associated items. The preponderance of the products contrived by means of heavy electrical enterprise within the nation entailing items like transformers switch gears being utilized in every sector of the trade and industry system.

It contains equipment's used for the generations, transformers, transmission distribution and utilization of power. It includes items such as mills, boilers, generators, switch gears and so on.

1. Power transformers.
2. Electrical Motors.
3. Cables and wires.
4. Lifts and Escalators.
5. Generators/Gears.

The turbine operates through power producing equipment and solutions segment. It offers back-pressure and condensing steam mills over 1000 megawatt that works across a diversity of strain and float purposes. Its condensing steam turbines include straight condensing kind, bleed condensing variety and injection condensing style. Its back pressure steam turbines comprise straight back strain sort and bleed again strain. Its functions incorporate new release combined warmness and power, waste warmness recovery and combined cycle power plant, incidental power generation from ignition captive energy plant, detached vigor producer and non- conventional energy.

ORIGIN AND GROWTH OF BHEL - EPD:

Bharat Heavy Electricals Limited, Electro Porcelains Division, betrothed within the manufacture of extreme apprehension insulators is a pioneer in ceramics opposing in the world market. EPD used to be centered approach again in 1932 as Government Porcelains factory (GPF) by using the geared up steerage of Sir Mizra Ismail the then Dewan of Mysore State, at that time it was once affianced within the producer of low apprehension insulators and then for the duration of 1937 it was once occupied in the manufacture of high apprehension insulators by means of the knowledgeable supervision of Dewan of Mysore State Sir. M. Visveswaraya. Over an interval, many prominent personalities visited this unit to disclose the underpinning stone for up gradation such as his Highness (Sri.Jayachamarajendra Wodeyar) for the duration of 1954, Pt. Jawaharlal Nehru, the then Prime Minister of India right through 1957, to augment the creation and to obtain better first-rate, Mysore Porcelain constrained changed from government Porcelain factory, and entered into technical collaboration with NGK insulators, Japan ,who were pioneers within the area

of ceramics .With series of modernization and advancement, the venture acquired amalgamated with BHEL, the main Engineering enterprise for the period of 1976 and became full-fledged BHEL manufacturer in the course of 1978.Over the interval of 75 years, the manufacturer has grown as much as intercontinental status and turned out to be rapid of its assortment within the country to put together excessive anxiety insulators of high fine demonstrated at the worldwide laboratory. Now the organization is leading in exporting extreme first-rate porcelain insulators to many nations in a foreign country.

BACKGROUND OF BHEL – EPD AT GLANCE

Area of Land	369 acres
Constitution undertaking	Central Government
Year of establishment	1932
Cost of project	38 cores
A cycle time of production	33 days
Turnover of EPD unit	58.84 cores
Means of finance	Peripheral Borrowing
Bankers	SBI,SBM,CANARA BANK,SBH,BANK OF BARODA

1.3.1. PROMOTERS

The Major promoter of the association is executed and managed by means of the momentous executive, the will power lies with the previous government. The promoters of BHEL are President of India and nominees of President of India. The President of India holds 1543,45,200 shares as on 31 March 2017 maintaining 63.06% of the total shares of the company and has a total voting force of 63.06%.And the other Non – Promoters are as follows:

PROMOTERS	NUMBER OF SHAREHOLDERS
President of India	1543,452,000

NON – PROMOTERS	NUMBER OF SHAREHOLDERS
[Life insurance corporation of India]	230,453,920
[Comgest growth plc Comgest growth emerging markets]	34,660,004
Pine bridge Investments GF Mauritius Limited	27,696,389
Lazard emerging markets portfolio	27,369,356
Magellan	26,822,509
[LIC of India market plus 1 growth fund]	[24, 939, 880]

1.3.2. VISION AND MISSION STATEMENT AND QUALITY POLICY:

VISION

A Global Engineering Enterprise providing solutions for a better tomorrow.

MISSION

To be Indian multinational engineering enterprise providing total business solutions through quality products, systems, and services in the field of Energy, Industry Transportation infrastructure and other potential areas.

VALUES

1. Admiration aimed at self-esteem impending of personages.
2. Allegiance superiority in the company.
3. Encourage learning, Creativity, Teamwork.
4. Firm obedience to Commitment.
5. Guarantee quickness of response.
6. Respect, excellence, commitment, Innovation, Teamwork.

QUALITY POLICY OF BHEL

In operation to be World – class, BHEL practice persistent development in Quality of Products, Services, performance important for entire Customer Satisfaction and Business growth through dedication, commitment, and teamwork of all employees. BHEL has earned popular (ISO 9001) official recognition of (QUALITY) in the year 1994, To advocate the arrangement as a supplier of quality, product in compliance to relevant principles and build a high level of customer assurance on an unremitting basis The corporation has also earned (ISO 14001) qualifications of (ENVIRONMENTAL), in its enterprise to adopt and put into operation the environment Act.

1. Compliance by means of appropriate environmental legislation/regulation.
2. Encouragement of renovation resources by environmental management.
3. Augmentation of environmental consciousness in the midst of the employees, customers, and suppliers.
4. Support and co- maneuver with apprehensive government agencies, regulatory bodies betrothed in environment activities ornamental BHEL’s capabilities in the world.

1.3.3. PRODUCT AND SERVICE PROFILE

A. THERMAL POWER PLANTS

BHEL provides a wide and excellent variety products and services to customers which involves products like Steam turbines, Steam generators, Turbo generators along with regenerative feed cycle as much as a 1000 MW capacities for fossil-gas and mixed-cycle purposes.

B. NUCLEAR POWER PLANTS

They also provide Engineering, Manufacturing and deliver Reactor aspect add-ons like the Steam generator, Reactor header, finish preserve, designated rationale heat Exchangers, Pressure Vessels, Motors and so forth. Nuclear power plants up to seven-hundred MW capacities. BHEL, in addition, provides an entire approach to the Secondary surface of Nuclear energy initiatives and has potential to supply generators, rapid turbines, and Condensers, and so forth.

BHEL has the capability to design, provides more than a few accessories for each Reactor feature and Secondary aspect for Nuclear power Plant tasks up to 500 MW.

C. HYDROPOWER PLANTS

Bulb turbines with matching generators as much as 10 MW are generated. High capability pumps together identical motors for encouragement Irrigation Schemes (as much as 150 MW) and Electro-Hydraulic Microprocessor-based Digital Governor conservative mills and microchip situated Digital Controller for put on a pedestal irrigation schemes.

D. AIR - PREHEATERS

1. Tubular air preheaters for industrial and utility boilers.
2. Rotary regenerative air preheaters for tanks and process furnaces.

E. POWER ELECTRONIC

1. Excitation system
2. AC Drive system
3. Static stators.

1.3.4. AREAS OF OPERATIONS

BHEL operates at international, national and the regional levels. The customers of BHEL are worldwide. As the major invention of EPD is prolonged series of the insulators and electricity-related products, the major clientele of EPD is the various power production, diffusion and distribution bodies.

REGIONAL OFFICES OF BHEL:

1. New Delhi
2. Kolkata
3. Nagpur
4. Chennai

CORPORATE OFFICES OF BHEL:

1. Delhi

CORPORATE RESEARCH AND DEVELOPMENT

1. Hyderabad

1.3.5. INFRASTRUCTURE FACILITIES

BHEL provides the following infrastructure facilities:

1. HRD Center.
2. Canteen facilities.
3. Learning Center (Library).
4. Security and firefighting facility.
5. Medical facility.
6. Production plant and Machinery.
7. Testing and R and D equipment.
8. Loading, Unloading and Material handling facilities.
9. Workshop and maintenance.
10. Transportation facilities.

1. HUMAN RESOURCE DEVELOPMENT CENTER:

The corporation organizes a numeral of programs in team building, managerial development productivity techniques and company information through a well outfitted Human Resource Development Center, a training space that is provided with reorganized visual aids.

2. CANTEEN FACILITIES:

Healthy food at a stumpy price with a special menu on different days, and on every month on 24th there would be extraordinary lunch as on every month there would be workers who are retiring. The canteen provides wholesome and sanitized food. The cafeteria is well furnished and a special feature is that each member of staff has to give a thumb intuition on the machine, which records the utilization of canteen service by the workforce.

3. LEARNING CENTER:

It is a detached block which is comparable to a library possessing latest books, Journals, periodicals and international magazines, standards which might be used by staff and project work students for references.

4. SECURITY AND FIRE-FIGHTING FACILITY:

BHEL –EPD shares its campus with ISG division, so they have universal firefighting and security facility which guarantee safety environment for workers with signboards and other firefighting equipment.

5. PRODUCTION PLANT AND MACHINERY:

BHEL has a sophisticated and very good outline for plant machinery and is having contemporary machines and tools with Japanese technology and it also ensure the safety of each and every worker and provide a good working condition.

6. WORKSHOP AND MAINTENANCE:

The workshop is a part of administration service apparatus and technicians within the company would repair the machines, tools, and vehicles, outsiders are only called only when the problem arises. Baring, nuts and steel blocks etc are provided by the company for the regular preservation of machines.

7. LOADING, UNLOADING, AND MATERIAL HANDLING FACILITIES:

This would be done by both regular and casual, provisional workers. As far as the work is disturbed raw materials are shred in the warehouse., would be grouped on the country or state wise for these vehicles such as Frock lift truck, Band Truck, Tillers are used as and when required.

8. R & D AND TESTING EQUIPMENT:

BHEL is equipped with various testing facilities like x-ray differatometers, spectra and Flame photometers, multichannel dilatometer etc.

9. MEDICAL FACILITY:

BHEL provides a day clinic in the premises and has a hospital facility which ties up with major hospitals in Bangalore.

10. TRANSPORTATION FACILITIES:

Transportation system which is the impudence system of the company except the carrying of employees to the company, it also provides all other facilities for carriage of underdone supplies & completed merchandises. Will endow with facilities in order to bring guests, customer and other business delegates to the firm.

1.4. COMPETITORS' INFORMATION

DOMESTIC COMPETITORS	INTERNATIONAL COMPETITORS
<p>1. JAYASHREE INSULATORS: It was founded in the year 1968 and located at Kolkata. This is a joint venture of Aditya Birla Group and NGK Japan. It is a major insulator manufacturer in the private sector with its two plants located at Halo (Gujarat) and Rishire (West Bengal).</p> <p>2. W.S INDUSTRIES: It is located in Chennai and it produces Disc, Solid core, Hallow, and Post insulators and it has collaboration with (Germany), for the manufacture of oil insulators and instruments.</p> <p>3. IEC INDUSTRIES It is located at Bhopal and is major producers of Disc insulators, post, and solid core and hallow insulators etc.</p> <p>4. MODERN GROUP INDUSTRIES: These are the major producers of solid core and hallow insulators and located at Rajasthan.</p> <p>5. BIRLA INDUSTRIES: It is located in Baroda and produces hallow, solid and post insulators.</p>	<p>1. DALIAN</p> <p>2. SEDIBA</p> <p>3. NIPPON GUIZI KAISI FROM JAPAN</p> <p>4. GENERAL ELECTRICALS</p> <p>5. ABB</p> <p>6. SIEMENS</p> <p>7. LARSON AND TURBO</p> <p>8. ALSTHOM</p> <p>9. SIMPLEX</p> <p>10. RELIANCE</p> <p>11. CUMMINS</p> <p>12. INDURE</p> <p>13. AELECON</p> <p>14. TATA POWER</p>

1.5. SWOT ANALYSIS

STRENGTHS

1. BHEL has gigantic occurrence in the service sector.
2. It has well-built engineering base and established industrial relationship and has been making uninterrupted earnings.
3. BHEL is well-known for its superiority products of a disc, hollow insulators.
4. It has a prearranged marketing system through a cooperative channel.
5. BHEL has the capability to distribute high-quality products at a spirited price.
6. It has more than 190 products and 30 plus most important product groups.

WEAKNESSES

1. Government interference is more in tactical decision building which creates difficulty to undertake company decisions.
2. Addiction for equipment handling facilities like Cranes.
3. Intend and manufacturing technology of critical equipment required meeting credentials.

OPPORTUNITIES

1. With an increase in investment in the steel industry and power plants, BHEL has many opportunities for escalating its business.
2. Major initiatives are being undertaken.
3. Capacity development.
4. Improvement of the competitive circumference.

THREATS:

1. Stiff rivalry from private players.
2. Improved competition from other companies operating in the same industry.
3. The price rise of energy and steel, aluminum etc has impacted margin and efficiency improvements.
4. Many new companies entering into power sector business.
5. Cool linkages for thermal power plants leading to business reduction.
6. The drain of endowed manpower due to low payments.
7. Rigorous delivery conditions.
8. Raising customer expectations.

1.6. FUTURE GROWTH AND PROSPECTS

1. BHEL is striving hard towards achieving higher efficiencies through technological enhancements.
2. BHEL will acquaint with State Of The Art CFBC technology appropriate for wide range fuels like pet-coke , washer - rejects lignite
3. BHEL is concentrating on opportunities for Raw materials and spare business in hydropower plants.

1.7. FINANCIAL STATEMENTS

1.7.1. STATEMENT SHOWING BALANCE SHEET OF BHEL AS OF 31/3/2017

PARTICULARS	Amount as on 31.3.2017	Amount as on 31.3.2016	Amount as on 1.4.2015
EQUITY			
Equity share capital	489.52	489.52	489.52
Other equity	31804.92	31691.56	32660.18
Total	32294.44	32181.08	33149.70
LIABILITIES			
NON CURRENT LIABILITIES			
Financial Liabilities			
Borrowings	89.55	126.29	61.00
Trade payables	631.12	746.22	644.85
Other financial liabilities	104.71	123.51	796.01
Provisions	5001.35	7624.50	6330.61
Other non – current liabilities	2983.36	3637.78	4559.44
Total	8810.09	12258.30	11686.06
CURRENT LIABILITIES			
Trade payables	8709.16	8698.34	8798.28
Other financial liabilities	1531.45	1643.82	1699.26
Other current liabilities	5693.50	7045.50	7414.55

Provisions	4191.56	3335.90	3981.22
Total current liabilities	20125.67	20723.56	21893.31
Total equity and liabilities	61230.20	65162.94	66729.07
ASSETS	Amount as on 31.3.2017	Amount as on 31.3.2016	Amount as on 1.4.2015
NON CURRENT ASSETS			
Property, plant, equipment	3491. 12	3825. 12	3979. 91
Work-in-progress	159.51	309.50	502.03
Intangible assets	104.76	137. 3 6	158. 3 0
Intangible assets [development]	8 . 8 3	8 . 83	8.83
Trade receivables	9787.73	11127.27	11239.38
Loans	78.04	65.62	104.26
Investments	661.42	664.16	420.47
Others	0.16	0.62	2.15
Deferred tax assets (net)	3841.37	3659.23	2813.59
Other non – current assets	203.30	240.40	528.49
Total non-current assets	18336.24	20037.66	19765.88
CURRENT ASSETS			
Inventories	7372.38	9602. 15	10103.70
Financial assets			
Trade receivables	22075.56	22430.12	23967.74
Cash & cash equivalents	1489. 7 6	1966. 0 9	2800. 0 1
Bank balance other than cash and cash equivalents	9002.03	8119.90	7011.86
Loans	138.88	176.61	90.95
Other	216.98	157.62	214.91
Current tax assets	873.08	582.93	628.39
TOTAL CURRENT ASSETS	42893.96	45125.28	46963.19

**1.7.2. STATEMENT OF PROFIT & LOSS ACCOUNT FOR YEAR ENDED
MARCH 31, 2017**

PARTICULARS	AMOUNT AS ON 31 .3.2017	AMOUNT AS ON 31.3.2016
INCOMES		
Revenue from operations	29474.99	26638.37
Other income	996.09	1497.72
Total Income	30471.08	28136.09
EXPENSES		
Cost of materials consumed	16566.14	16377.13
Changes in inventories and WIP	994.48	210.49
Employee benefits expense	5399.92	5379.75
Finance costs	350.61	359.48
Depreciation and amortization expense	848.84	935.74
Other expenses of manufacture, administration, selling, & distribution.	4435.55	4033.81
Provision (net)	1272.75	2050.43
Cost of job	25.04	46.57
Total	29843.25	29300.26
Profit before tax	627.83	1164.17
Current tax	298.35	391.08
Deferred tax	166.38	845.65
Profit for the year	495.86	709.60
Other comprehensive Income	29.00	76.38
Total comprehensive income for the period	466.86	785.98

CHAPTER 2

CONCEPTUAL BACKGROUND AND LITERATURE REVIEW

2.1. THEORETICAL BACKGROUND OF THE STUDY

PERFORMANCE ASSESSMENT

Performance assessment one of the principal parts and common actions used to organize a business delicate performance appraisal use to estimate the performance of the human resources connected with past, present, and anticipated performance so that appropriate decision can be made. Performance appraisal is to perform of assessing employee job performance and providing responses to those recruits about both optimistic and pessimistic aspects of their performance. Performance dimensions are very vital both for the organization and the individual; for they are the most important data used in shaping salary increases, promotions, and, in the case of workers who perform disappointingly, discharge.

PERFORMANCE MANAGEMENT

Performance management is a target oriented course of action going towards ensuring administrative progressions by remaining popular in habitation towards exploit proceedings & efficiency of employees, teams, and ultimately, organization. It acts as supreme player accomplishing managerial stratagem that implicates determining and refining the value of workforce. It includes backup goals and consequent motivation standards so that affiliation can undoubtedly understand & communicated. At hand association concerning encouragements & routine.

USES OF PERFORMANCE APPRAISAL

For numerous establishments, primary objective of an assessment system is to improve individual directorial performance:

1. Human resource planning

In assessing a firm's Human Resources, data have to be presented categorize individuals that have impending to be encouraged or for any of domestic employee associations. In course of routine assessment, it may reveal that there is an unsatisfactory amount of employees who

prepare to arrive organization. The procedure can be completed aimed at larger prominence taking place administration growth. Well-made evaluation methods provide outline of administration's human resource powers and faults to sustenance their exertion.

2. Recruitment and selection

Performance assessment ratings may be accommodating in predicting presence of job applicants. A firm's thriving employees demonstrate assured behaviors when performing key tasks. These data may endow with a benchmark for evaluating aspirant response obtain during behavioral interviews, invalidating selection tests, employee ratings may be used as unpredictable against test scores are compared. Fortitude of the selection test influence would depend on the exactness of appraisal results.

3. Training and development

Performance appraisal must point out employees explicit for working out and development. If dense finds that quantity of first-line supervisors is having involvedness in administering punitive action, training sessions addressing this problem may be appropriate. By identifying deficiencies that negatively have an effect on Performance, Training and Development programs can urbanize those consent individuals to construct on their strengths and curtail their deficiencies. Appraisal systems do not promise properly trained and developed employees. However, influential Training and development needs are particular when appraisal data are available.

4. Career planning and development

Career planning is enduring process in personage set vocation goals and identifies the means to accomplish them. Career development is a prescribed approach used by organization to ensure that people with the appropriate credentials experiences is available when needed. Performance appraisal data indispensable in assessing employee's strengths and weaknesses and influential the person's potential

PERFORMANCE APPRAISAL PROCESS

Performance appraisal is the process of identifying unambiguous performance goals. Appraisal system possibly cannot successfully serve every anticipated purpose , so management should select the definite objectives it believes to be most important and pragmatically possible. Besides many assessment systems fall short because management

expects to large extent from one progression and does not settle on particularly what it wants the organization to get done the goals.

The continuing cycle endures with launching performance criterion (standards) communicating these performance opportunities to those concerned. Then the work is performed and the superintendent appraises the performance. By closing stages of appraisal period, assessor and worker collectively evaluate work performance and estimate and align with established performance standards. This assessment helps to settle on how well employees have met these principles, determine reasons for deficiencies, and along with develops plan to resolve problems. In the end, goals are set for next evaluation period, and cycle repeats.

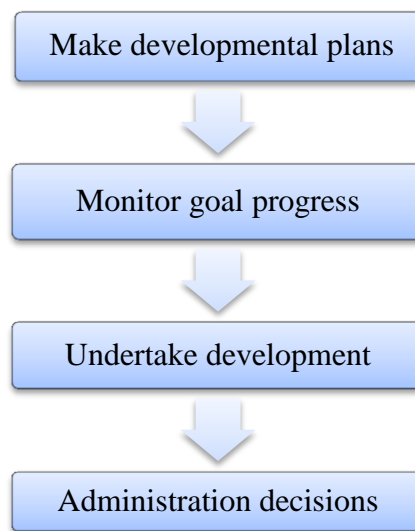


Figure 2.1: Process of Performance Appraisal

ELABORATIVE INFORMATION ON THE TOPIC

PERFORMANCE MANAGEMENT SYSTEM IN BHEL – EPD

1. E-MAP stands for Electronic-Moving Ahead through Performance Management System which is followed in BHEL.
2. This system was introduced in the year 2002.
3. E-MAP aims at creating an alignment of individual goals with those of the company and enables to effectively manage performance.
4. This system covers Frontline Executives of BHEL.

MAP FOLLOWS AN APRIL TO MARCH CYCLE AND CONSISTS OF THREE KEY PHASES:

1. Performance and Development Planning.
2. Mid Year Review.
3. Final Review.

1. PERFORMANCE AND DEVELOPMENT PLANNING

Performance appraisal is a fundamental requirement for improving the productivity of an organization because it is through an appraisal that each individual's productivity is evaluated.

It serves as the basis for counseling and developing an individual to maintain or increase productivity. This segment of the MAP is initiated in the month of March upon the finalization of the outline financial plan for the company. Following figure shows the Workflow of the Performance and Development Planning Phase:

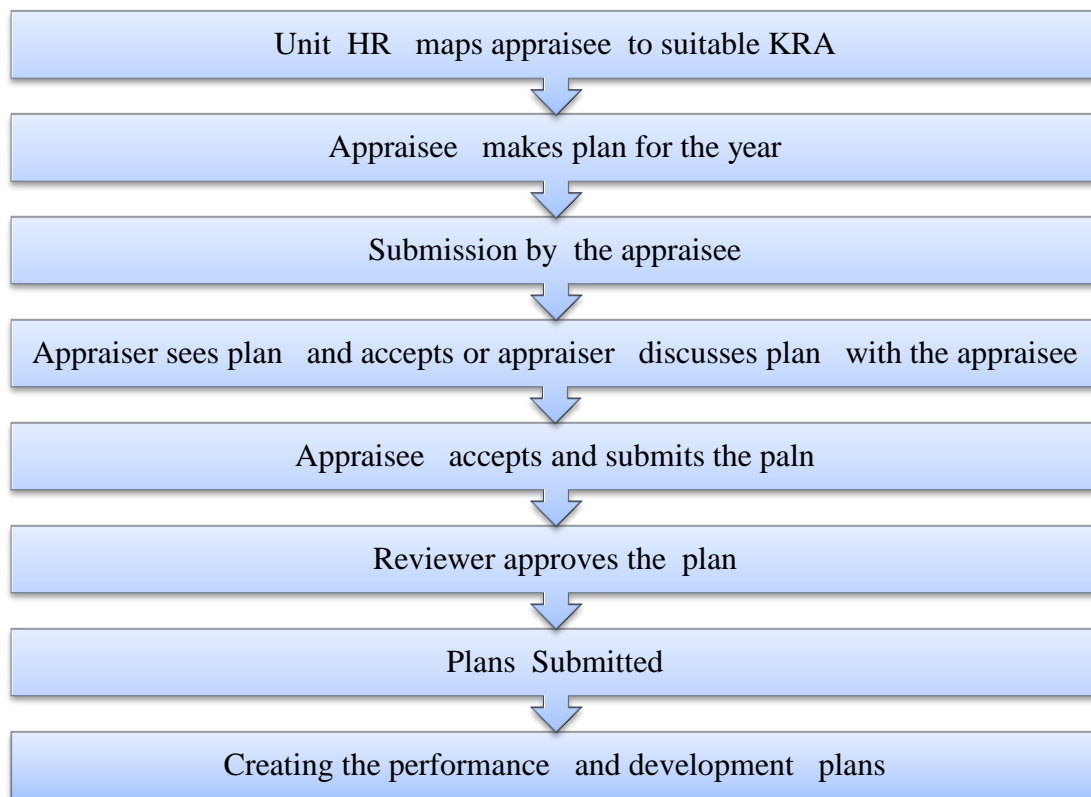


Figure 2.1.1: Workflow of Performance and Development Planning Phase

2. MID YEAR REVIEW

Mid Year Review is excellent opinion session which takes place involving the appraisee and appraiser only and takes position through the month of October for the half year wrecked September. It is a process for reviewing and tracking achievement thus reducing scope for the time ended supervisors. The following figure shows the Workflow of the midyear review phase:

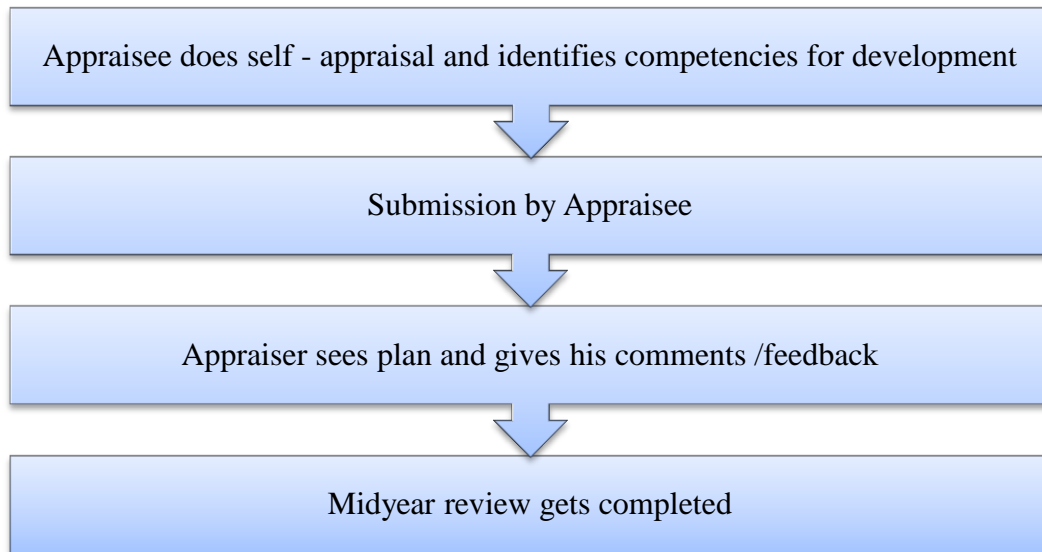


Figure 2.1.2 Workflow of Midyear Review Phase

3. FINAL YEAR REVIEW

The final year review phase will commence with the assessment in which appraisee's gives the evaluation of board attainment on each KRA defined in the act plan. The appraiser will appraise the outcomes of self appraisal and gives his own estimation of realization of the targets in the act plan. For each KRA's, in addition, he will also give his assessments on the behavioral traits defined in system. After appraisal by the appraiser, plan will come to appraisee for his information and assessments done for KRAs. The figure shows the Workflow of the Final year review phase:

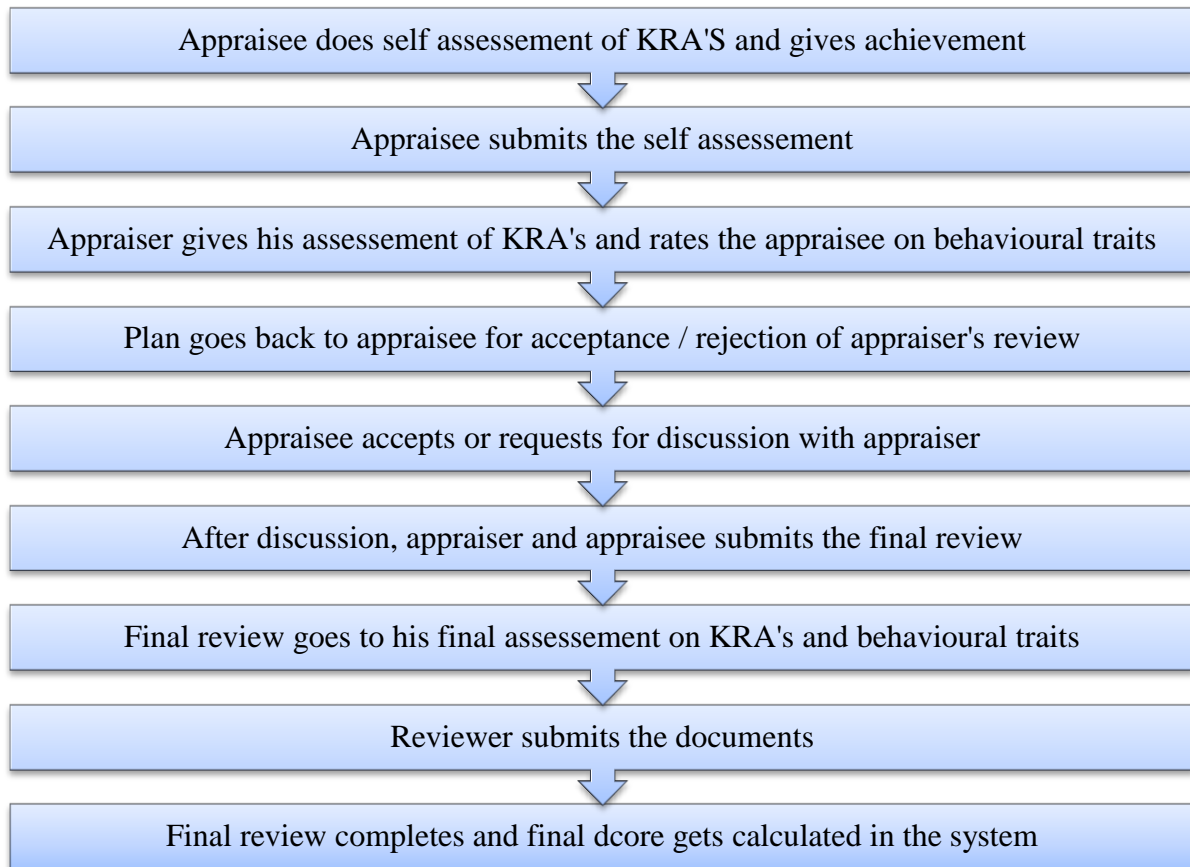


Figure 2.1.3: Workflow of Final Review Phase

2.2 LITERATURE REVIEW

1. **Ellen V Rubin and Amani Edwards (2018)** analyzed that efficiency of performance appraisal programs and connection among the appraisal arrangement and appraisal prejudice complaint. For fulfillment of any performance appraisal process worker perceptions of the fairness of critiques of performances is fundamental and from performance appraisal and suitable coaching and voice possibilities helps in growing of appraisal discrimination complaints. So for better efficiency appraisal process, the focus will have to be on making improvements to the interpersonal verbal exchange as an alternative than redesigning the appraisal systems.

2. **James R Harrington (2015)** identified that human useful resource administration establishes both an effective and a fair performance appraisal process and it additionally deals with quite a lot of organizational and psychological reasons which have an effect on

employee's notion of performance appraisal equity, peculiarly in public companies. The study additionally focuses on regards to the expectations between a worker and that of a service provider and what each gives and expects in return from the other.

3. Nathan B.R , Mohrman, M & Milliman (1991) studied that there is a considerable agreement that organizations can advantage from using performance appraisal programs. It states that both supervisors and employees have bad and optimistic reactions to the method, so without figuring out individual employees' reactions to performance appraisal method, it's much less seemingly for performance appraisal to be used for its original ambitions.

4. Michal Biron, Elaine Ferndale & Jape Paawwe (2011) analyzed that the success of the performance appraisal method may rely on learn how to control the workers' perceptions of its fairness and no longer the fairness, so the function of performance value determinations acts as a motivational software for performance appraisal and it describes that efficiency of perceived fairness of performance appraisal programs.

5. Catherine Truss & Lynda Grattan (2006) studied the relationship between interdependence, pain with that of conducting performance appraisal, the study also offers with implications of performance appraisal and future areas of research on performance and cultural points.

6. M. Z Iqbal, S Akbar & P. Budhavar (2015) analyzed that performance appraisal techniques and their packages act as an administration manage tools for attaining or for implementation of organizational targets and organizational efficiency. Performance appraisal is worthwhile for making improvements to worker performances and even reaching organizational pursuits.

7. Kanfer R., Sawyer & J Early (2014) studied in regards to the more than a few goal settings in the performance appraisal interviews. In this study, quite a lot of information was accrued through video - recording type of interviews centered on the efficiency value determinations from public sector businesses. This article usually makes a specialty of the function of writing and choosing the fashioned targets for the progress of future.

8. Burke R J., Wetzel, W & Weir (1978) analyzed that Human resource management is the process of evaluating a workers' job performance and most ordinarily it may be known as

performance appraisals. So performance appraisal is a very lot worthy to and even carrying out the more than a few most important targets of the entire firms and to the procedure has to be designed to move towards a best performance appraisal process.

9. David. E. Guest (2011) studied that utilization of performance appraisal applications as an administration control device for actualizing hierarchical objectives is intricate for the intent of growing performances within the corporations and it explains various forms of plans and reasons that offers with the performance appraisals.

10. Shaun Michael (2009) analyzed that Human resource management and performance appraisal method are all interrelated and it's the most closely matter and its primary end result is that how employees react on that performance appraisal process or approaches.

11. Bard Kuvass (2006) studied performance appraisal satisfaction and worker results, and various approaches towards substitute relations among performance appraisal approval and worker results within form of self - reported work act, there used to be a survey product of quite a lot of workers which resulted in performance appraisal satisfaction was once immediately involving strong commitment and turnover intention.

12. Paul. E. Levy, Jane R. Williams (2004) analyzed that very most common management device in the U.S. is the employee efficiency appraisals and so they all set various questionnaires and collected information from two significant businesses and determined that efficiency appraisals have a very large position in businesses for the future growth.

13. Aharon Tziner, Jeanette N Cleveland, Kevin R Murphy Sage (1995) analyzed specialty of the purpose oriented viewpoint would be utilized in imposing and evaluating of efficiency appraisal system. So it offers with goals pursued by using raters and rates and other users of efficiency appraisal systems are taken into consideration.

14. Cawley, Brian D, Lisa M, Paul E Levy (1998) analyzed the relationship between participation in the efficiency appraisal tactics and various different worker reactions and this sort of relationship was once explored via meta-evaluation review of discipline investigations containing various samples.

15. Bruce M Meg leno, Thomas P Cafferty (1984) studied that mannequin of efficiency appraisal process that mostly specializes in the cognitive tactics which is being workers

through a rater to kind an analysis, the model includes quite a lot of items on how the rater collects, outlets, encodes and retrieves information from reminiscence and weights and combines inflammations to type an evaluation and later transformed to a score scales.

16. Gary. P. Latham, Kennet.N. Wexley (1995) analyzed to facilitate performance appraisal is foremost supervision tool and solitary most efficiency appraisal programs had been 1. Job Description, 2. Efficiency commentary at a period of targeted time, 3. Study about appraisal work within, 4. Seal of performance, 5. Choice making.

17. Wanguri.D.M. (1995) curious about problems involving employees related to efficiency appraisals, and indicates that each the staff and supervisors have a social and interpersonal issues and because of that they are maintaining an appraisal which is concerning interplay. So, the appraisal system is beyond these data.

18. David Thompson, Edward Snape, Tom Redman, Coryn Stokes (2013) analyzed a case be trained of supervision to alteration in public sector health center. It is paying attention on the accomplishment of a management performance appraisal approach - employees' progress overview. A feedback from survey method and in-depth interviews techniques were been used to investigate managers' and staffs' knowledge of and attitudes to the approach. The outcomes of that appraisers' understanding in terms of appraisal interview, comfortable of appraisal conversation, and habits of appraiser. Respondents 'views on effectiveness necessities, and measure of pleasure with procedure, and its apparent benefits have been in addition to be offered. As an importance the procedure has talented its foremost objectives of absorbed managers' consideration on performance and evolution of their personnel.

19. Muslin Lee, Byoungoo Son (2010) studied that whether or not an employee appraisal evaluation honestly changes employees' subsequent performance so the influence for this was once longitudinal analyses to reap contradicting outcome. Extra longitudinal reports have been done. A suite of knowledge gathered from an electrical and power company was taken, and observed that, although each and every of the three measures of appraisal overview content that is the measure to which, for the duration of the appraisal assessment, (1) staff have possibility to take part in discussion, (2) ambitions are certainly set and (3) profession problems was once significantly regarding the staff' reactions to the overview, none of them had a positive impact on the next job performance.

20. T. T. Selvarajan, Peggy A. Cloninger (2011) analyzed that employee's reaction with association linking performance appraisal traits and apparent responses of employees to appraisal characteristics and appraisal outcomes. As result hypothesized that multi-supply appraisals, value determinations used for administrative and developmental value determinations and value determinations that have a high degree of suggestions richness would lead to extra alleged accuracy and perceived equity of appraisals.

CHAPTER 3

RESEARCH DESIGN

3.1. STATEMENT OF THE PROBLEM

This problem is chosen to evaluate the performance of an employee. Performance appraisal is the stage where organization finds out how proficient it has been at hiring and placing employees. If any performance problems are identified steps are taken to communicate, the same is taken to the employees and are provided with a solution. It is compulsory for all the organizations to have such systems. BHEL – EPD also possesses such system to evaluate employee’s performance.

3.2. NEED FOR THE STUDY

The study enables to have access on various facts of the business. This helps in understanding the need for the importance and advantage of performance appraisal system in the business firms, this study gives the exposure to our minds to the integrated management of Human Resource in the various operations, techniques and the methodologies adopted by the business firms.

3.3. OBJECTIVES

- To understand the existing performance appraisal system followed by the company.
- To identify factors influencing the effectiveness of the existing performance appraisal system.
- To assess the satisfaction level of the employees towards Performance appraisal system.

3.4. SCOPE OF THE STUDY

The study was done to understand the performance system at BHEL- EPD. The study mainly concentrates on how the company helps in improving feedback to employees so that they come to know where they stand and can also improve their job performance.

3.5. RESEARCH METHODOLOGY

3.5.1. RESEARCH DESIGN

This study on performance appraisal is a descriptive type of research.

3.5.2 METHODS OF DATA COLLECTION

- Primary data
- Secondary data

PRIMARY DATA

The data was collected from employees through some feasible methods which include Questionnaire method and Face to Face or Personal method. The structured questionnaire was administered to collect the data from organizations executives. A personal face to face interview was conducted with the help of the questionnaire and collected data used for analysis of the objectives.

SECONDARY DATA

For collecting secondary data various publication, trade journals, reports prepared by research scholars, historical document, and records, and Handouts are used. While collecting the secondary data nature, scope and object of inquiry, time factor, and precision are considered.

3.5.3. SAMPLING DESIGN

Population

The research population for this study comprises of BHEL –EPD executives in Bangalore. The total executive’s employees in the company were of 80 and only 50 executive’s employees were considered as population for this study.

Sample size: 50 executive employees.

Sampling technique: Simple random sampling

3.5.4. INSTRUMENT DESIGN

The instruments used for this research on the effectiveness of performance appraisal system at BHEL are Questionnaires and the data so collected is from primary data. The questionnaire basically includes Likert Rating scales questions and Dichotomous questions and both open-ended and structured or close-ended questions. Based on this the questionnaires were formed.

Development of the questionnaire

The review literature indicated that performance appraisal system is a formal management tool and one of the best or most efficient appraisal programs and the literature review clearly specifies that satisfaction level and workers performance this study attempts to identify the satisfaction level of employees and accuracy of performance appraisal evaluation and various other factors affecting to that and impact on the appraisal system followed by the company.

The questionnaires were discussed and complied with the internal guide of institution and external guide of the company and changes suggested were implemented.

Structure of questionnaires

The questionnaires include the following sections

Section A – Demographical and Biographical data.

Section B – Knowledge, Perception and satisfaction levels about appraisal system.

Section C – Expectations and suggestions based on the appraisal system.

The questions contained in the questionnaire, comprising of both open-ended and close-ended questions.

3.6. HYPOTHESIS

Testing of hypothesis

H₀: There is no relationship between accuracy of performance evaluation and performance appraisal in achieving individual and organization goals.

H_a: There is a relationship between accuracy of performance evaluation and performance appraisal in achieving individual and organization goals.

3.7. LIMITATIONS OF THE STUDY

1. The study pertains only to the employees of BHEL-EPD.
2. The total number of respondents were only restricted to 50 employees.
3. The study is limited only to the officials hence broad generalization about the company may not be possible.
4. The data is collected through questionnaire hence the response from the respondents may not be correct.
5. An interaction between officials was limited due to the busy schedule.

3.8 CHAPTERS SCHEMES

CHAPTER 1 – INTRODUCTION

This chapter is introductory in nature. This is the preface to the study and covers the introduction to the research topic.

CHAPTER 2 – INDUSTRY AND COMPANY PROFILE

This chapter gives a brief profile of the company, its history, industry, incorporation, mission and product profile etc.

CHAPTER 3 – THEORETICAL BACKGROUND OF THE STUDY

This chapter contains the theory concerning human resource management and performance appraisal.

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

This chapter is about analysis of relevant data over the study period and interpretation of the same.

CHAPTER 5 – SUMMARY OF FINDINGS, SUGGESTIONS, AND CONCLUSIONS

This chapter deals with the findings of the study and according to a conclusion is drawn based on the set objectives.

BIBLIOGRAPHY

It contains a list of published sources referred to the project which is shortly called as secondary sources.

ANNEXURES

- Questionnaire.
- Weekly report.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 DATA ANALYSIS

The nature of data analysis that can be conducted on a group of test of the data will be prejudiced by goals constructed and the real collected data. It is an essential way in which the whole collected data is split down into various constituent parts of the options to which the specific questions under the statements of the problem are chosen.

To do the research appropriately, both Qualitative and Quantitative analysis is very much necessary in getting the appropriate results and it is essential to evaluate the data and respond to the revised questions. As already indicated in the before chapter, data is interpreted in a descriptive type.

This chapter comprises the analysis, appearance, and explanation of data conclusion resulting from this research and the analysis and interpretation of data consist of results based on the questionnaire.

The analysis and interpretation of data are carried out in two different phases.

1. The first constituent consists of results found on the questionnaire
2. The second component consists of hypothesis testing of the variables.

PART A

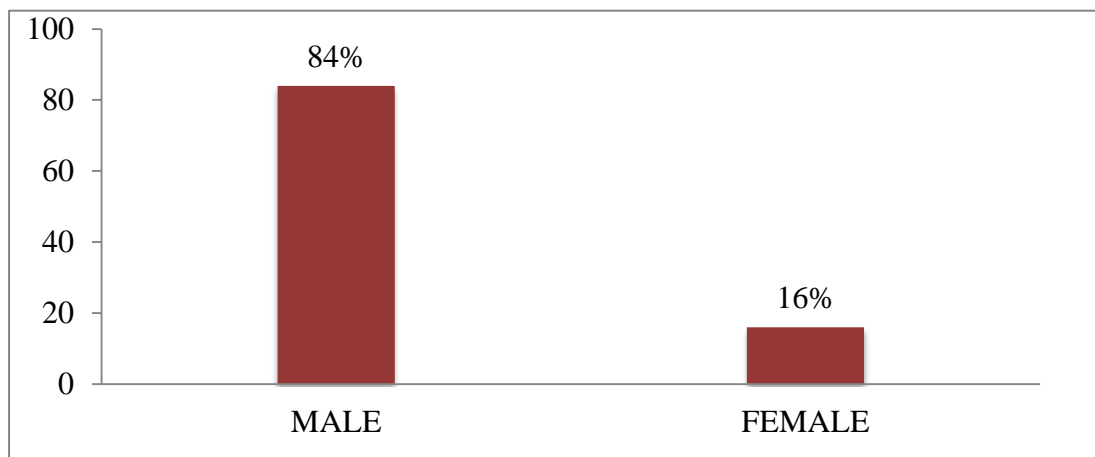
DEMOGRAPHIC INFORMATION

Table 4.1. Gender Position of employees

GENDER	NO OF RESPONDENTS	PERCENTAGE (%)
Male	42	84
Female	8	16
Total	50	100

[Source: Primary data]

Chart 4.1. Chart showing the gender position



[Source: Table 4.1.]

Analysis: The table shows that 84% of the respondents are male employees working at BHEL- EPD and 16% of the respondents are Female employees working at BHEL –EPD, Bangalore.

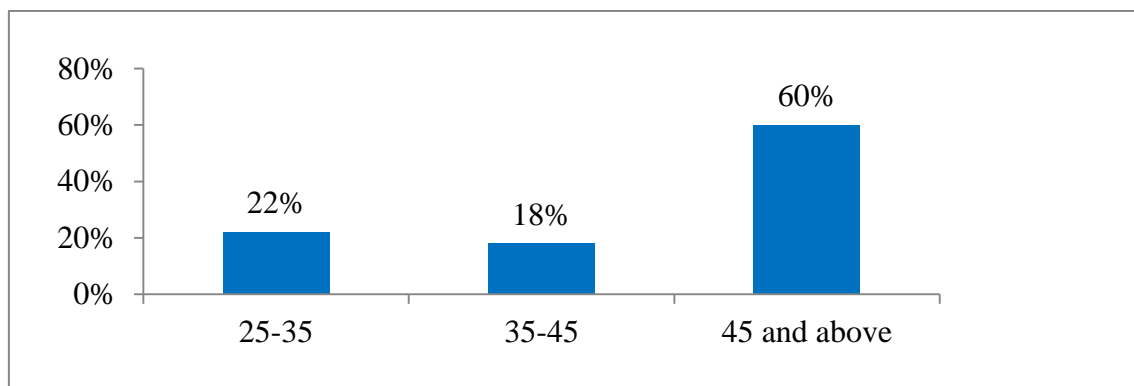
Interpretation: It can be observed that maximum respondents are male & only few Female employees are working in the company under the Frontline Executive category that is from Engineer to Manager (E2-E5) which mainly considered for this research survey.

Table 4.2. Age Group (in years) of employees

AGE GROUP	TOTAL	PERCENTAGE
25 -35	11	22
35 – 45	9	18
45 and above	30	60
Total	50	100

[Source: Primary Data]

Chart 4.2. Chart showing the Age Group



[Source: Table 4.2]

Analysis: The above table clearly establishes that 60% of respondents belong to age group of 45 years & above and 22% respondents belong to age group of 25 to 35 years and 18% of the respondents belong to age group of 35 to 45 years in the organization.

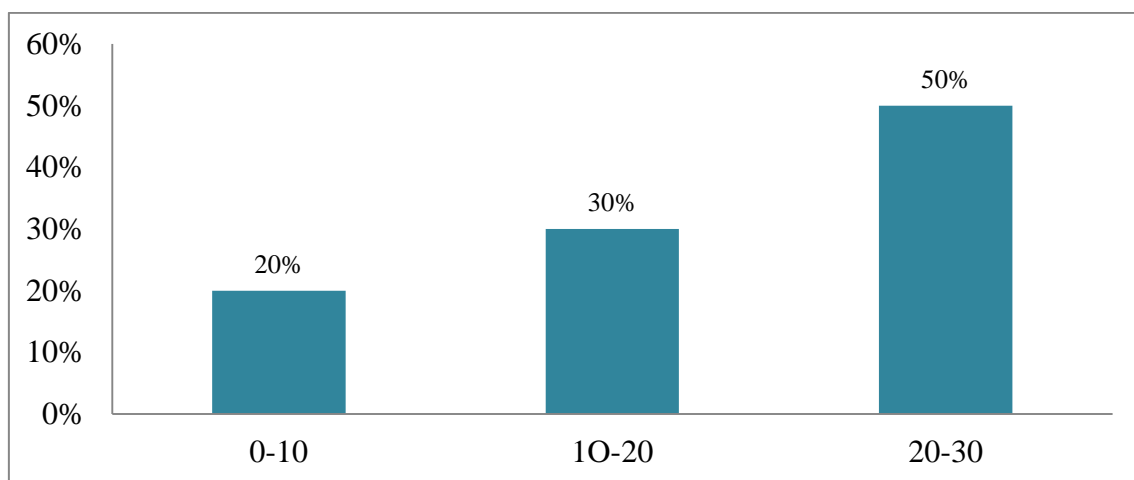
Interpretation: Analysis clearly states that most of the respondents working in the company has an years of experience in their field of work in the concerned department and the diagram also shows the age of respondents, by this, we can analyze that 30 employees are between the age group of 45 and above, 9 employees are between the age of 35 -45 years and 11 number of employees are between the age of 25-35 years. Thus a large amount of the employees are experienced.

Table 4.3 Work experience [in years] of the employees

WORK EXPERIENCE	NO OF RESPONDENTS	PERCENTAGE
0-10	10	20
10-20	15	30
20-30	25	50
Total	50	100

[Source: Primary data]

Chart 4.3 Chart showing the work experiences of the employees



[Source: Table 4.3]

Analysis: The table clearly shows that the experience of the employees in the organizations in which 50% of the employees have work experience of about 20-30 years, and 20% of respondents have an experience of fewer than 10 years and 30% of the respondents have an experience of 10-20 years in BHEL.

Interpretation: Most of the employees in the organization have a well verse experience in the organization as they have been working for more number of years in the same company and providing service to their company. It clears shows that employees enjoy the work culture and ambiance of Bhel and hence have been working in the company for years.

PART B

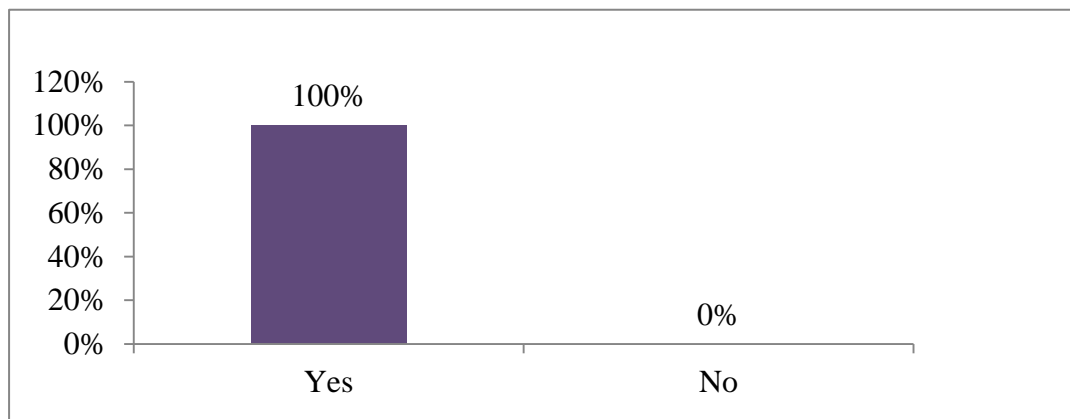
ANALYSIS AND INTERPRETATION

Table 4.4. Table showing awareness of workflow of performance appraisal

RESPONSES	NO OF RESPONDENTS	PERCENTAGE (%)
Yes	50	100
No	0	0
Total	50	100

[Source: Primary data]

Chart 4.4. Chart presenting awareness of workflow of performance appraisal system



[Source: Table 4.4]

Analysis: It can be analyzed that 100% of the respondents are aware of the workflow of the appraisal system followed by the organization.

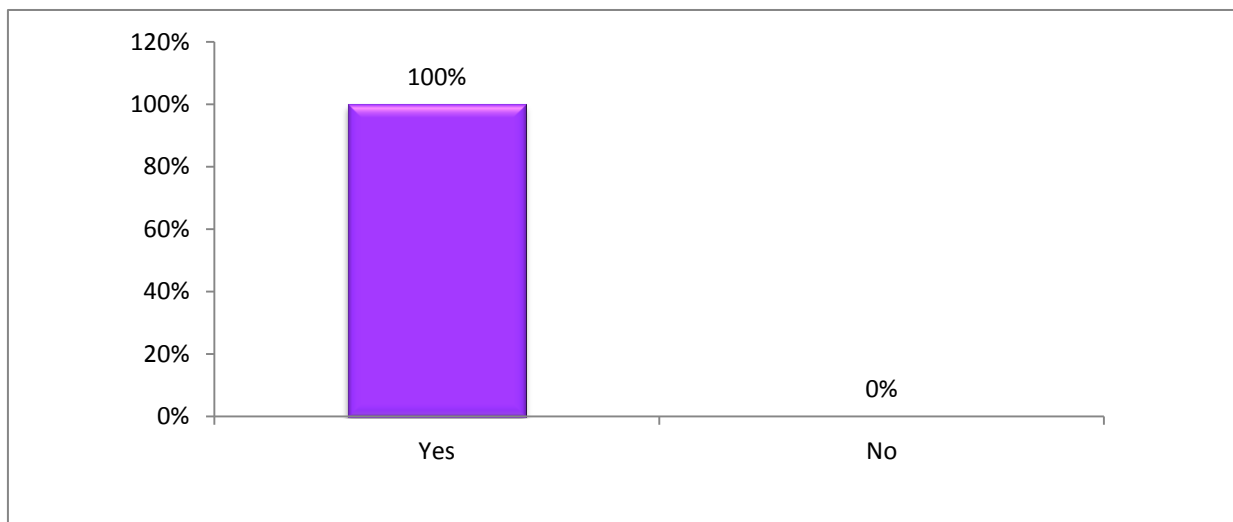
Interpretation: The above analysis infers that all the respondents stated they are aware of workflow of appraisal system in BHEL-EPD.. From the above analysis, it can be inferred that all the employees of BHEL-EPD agree that performance appraisal system exists and they are aware of the workflow.

Table 4.5 Table showing that performance appraisal helps in organizing the works expected

RESPONSES	NO OF RESPONDENTS	PERCENTAGE (%)
Yes	50	100
No	0	0
Total	50	100

[Source: Primary data]

Char t 4.5 Chart presenting performance appraisal helps in organizing the works expected



[Source: Table 4.5]

Analysis: The table and graph, displays that 100% of the respondents thinks that performance appraisal system helps in organizing the work expected by the organization.

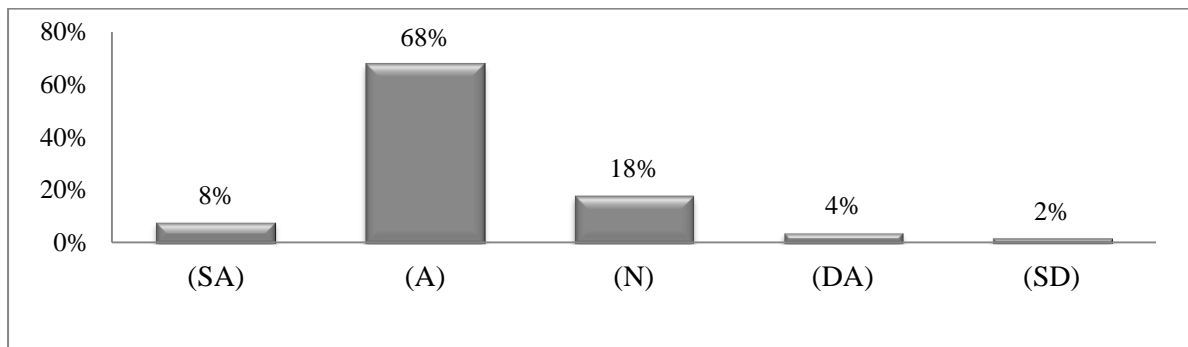
Interpretation: All the respondents feels that organizing expected work which is to be done by them are carried on with the help of performance appraisal as they initially motivates the employees to do the work assigned to them .All the respondents stated that performance appraisal helps in organizing the works that are expected to be done by them.

Table 4.6 Table showing whether the implementation of performance appraisal method E-map) has given an appropriate review of the performance of employees

LIKERT SCALE	NO OF RESPONDENTS	PERCENTAGE (%)
Strongly agree (SA)	4	8
Agree (A)	34	68
Neutral (N)	9	18
Disagree (DA)	2	4
Strongly disagree (SD)	1	2
Total	50	100

[Source: Primary data]

Chart 4.6 Chart showing whether the implementation of performance appraisal method E-map) has given an appropriate review of the performance of employees



[Source: Table 4.6]

Analysis: Table shows that 68 % of respondents agree and 8% of the respondents strongly agree, to that they are getting appropriate review of their performance after the implementation of E-MAP whereas, 18% of respondents have neutral opinions about this and 4% of the respondents don't agree with this and 2% of the respondents strongly disagree amid it respectively.

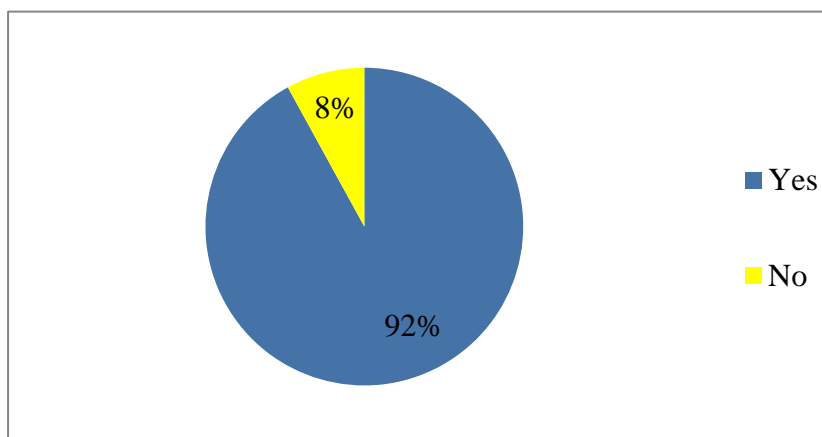
Interpretation: From the above analysis it can be understood that after the implementation of E-MAP in the organization, employees are getting an appropriate review of their performance as the appraiser is completely aware of the role and environment in which the appraisee is operating and based on that he gives feedback or review.

Table 4.7 Table showing appraisal system improves motivation and job satisfaction

RESPONSE	NO OF RESPONDENTS	PERCENTAGE (%)
Yes	46	92
No	4	8
Total	50	100

[Source: Primary data]

Chart 4.7. Chart presenting appraisal system improves motivation and job satisfaction



[Source: Table 4.7]

Analysis: Above table 4.7 clearly states that 92% of the respondents agree that system helps in improving Motivation and Job satisfaction of the employees in the organization and 8% of the employee's feels that performance appraisal system does not help in improving Motivation and Job satisfaction of the employees in the organization.

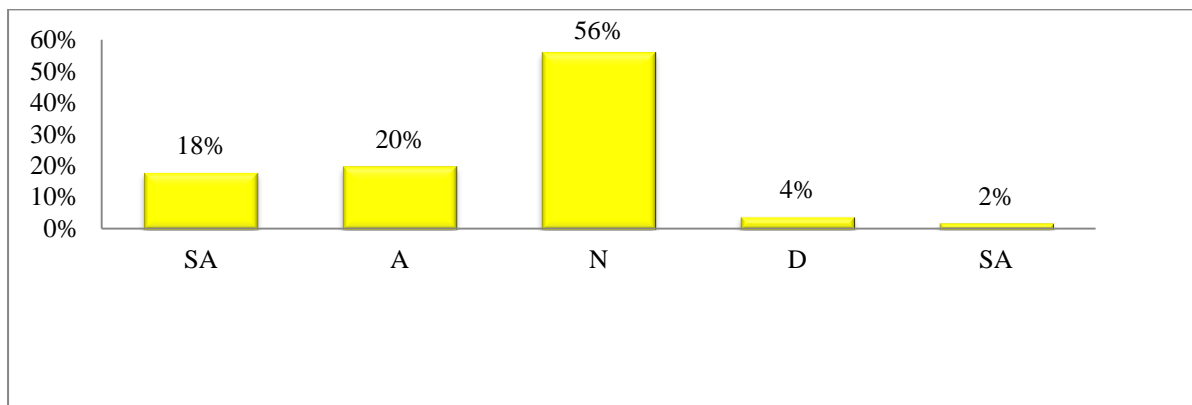
Interpretation: From the above analysis it can be inferred that Performance appraisal helps in Motivation and Job satisfaction. As the job satisfaction helps the employers in knowing the works which are done by the workforce plus if recruits are aggravated by means of the appraisal given by their appraisers they would be motivated and satisfied and carry on the work more effectively.

Table 4.8 Table showing appraisal system accurately evaluates the performance

APPRAISAL SYSTEM EVALUATES THE PERFORMANCE	NO OF RESPONDENTS	PERCENTAGE (%)
Strongly agree (SA)	9	18
Agree (A)	10	20
Neutral (N)	28	56
Disagree (DA)	2	4
Strongly disagree (SD)	01	2
Total	50	100

[Source: Primary data]

Chart 4.8 Chart showing appraisal system accurately evaluates the performance



[Source: Table 4.8.]

Analysis: Table 4.8 shows that 56% of the respondents has an opinion regarding the performance appraisal system accurately evaluating their performance, 20% of the respondents agree that performance appraisal system accurately evaluates their performance whereas 4% of the respondents disagree & 2 % of the respondents strongly disagree & 18% of respondents Strongly agree that performance appraisal system accurately evaluate their performance.

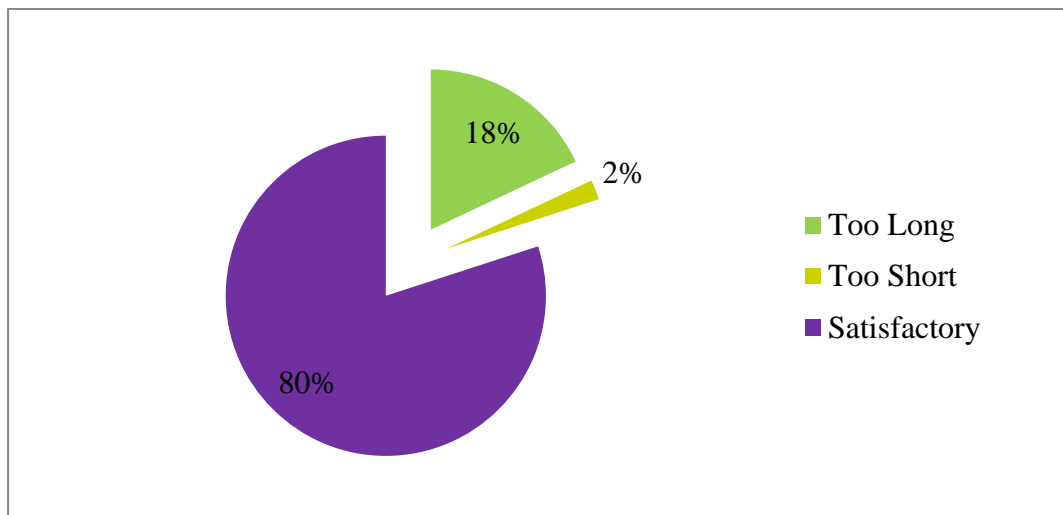
Interpretation: The employees feel that their appraisal system in the company is accurately evaluating their performance in the organization and helps them to perform better in the organization.

Table 4.9. Table showing the opinion of appraisal system

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE (%)
Too long	9	18
Too short	1	2
Satisfactory	40	80
Total	50	100

[Source: Primary data]

Chart 4.9 Chart showing opinion about the performance appraisal system



[Source: Table 4.9]

Analysis: The above graph shows that 80% of the respondents are satisfied regarding the cycle time of performance appraisal system; whereas 18% of the respondents say it's too long and 2% of the respondents say it's too short.

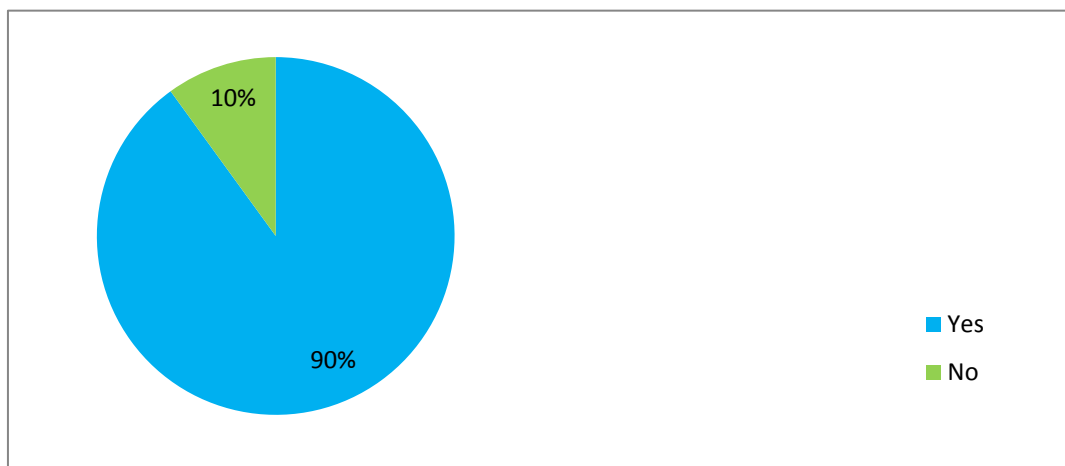
Interpretation: From the above analysis it is clear that employees in the organizations feels that the cycle time which is used in the appraisal system is not too long or too short as they think it is satisfactory. Thus the employees are satisfied with the cycle time of the system.

Table 4.10 Table showing Feedback on performance

RESPONSE	NO OF RESPONDENTS	PERCENTAGE (%)
Yes	45	90
No	5	10
	50	100

[Source: Primary data]

Chart. 4.10 Chart presenting feedback on performance



[Source: Table 4.10]

Analysis: From table 4.10 it can be analyzed that 90% of the respondents are getting feedback from their appraiser on their performance and 10% of the respondents feel that they are not getting feedback on their performance.

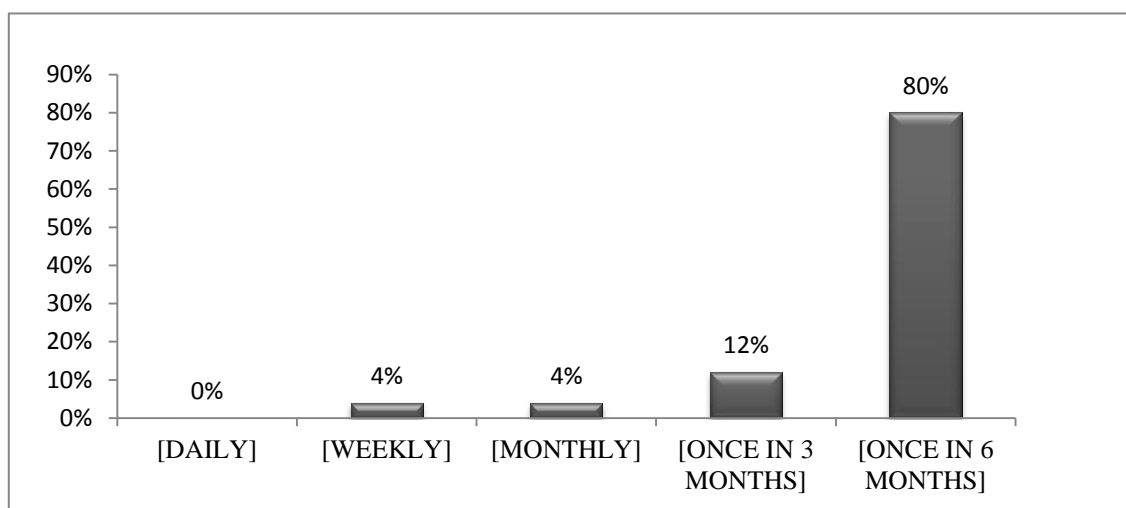
Interpretation: From the above data it can be analyzed that most of the appraisee's are getting feedback from their appraiser on a timely basis. So it can be inferred that periodical feedback on the performance of the employee is essential for the growth.

Table 4.11 Table showing frequency of the feedback

FREQUENCY OF FEEDBACK	NO OF RESPONDENTS	PERCENTAGE (%)
Daily	0	0
Weekly	2	4
Monthly	2	4
Once in 3 months	6	12
Once in 6 months	40	80
	50	100

[Source: Primary data]

Chart 4.11 Chart showing frequency of the feedback



[Source: Table 4.11]

Analysis: It is observed that 80% of the respondents get their feedback once in 6 months whereas 12 % of the respondents receive their feedback once in 6 months and 4% of the respondents get their feedback on a monthly basis. And 4% of the respondents receive their feedback on weekly basis.

Interpretation: From the analysis it can be assumed that employees or the appraisee’s are receiving their feedbacks on regularly basis if the appraiser feels the appraisee should be guided on the performance they would provide a feedback regarding to which will it would

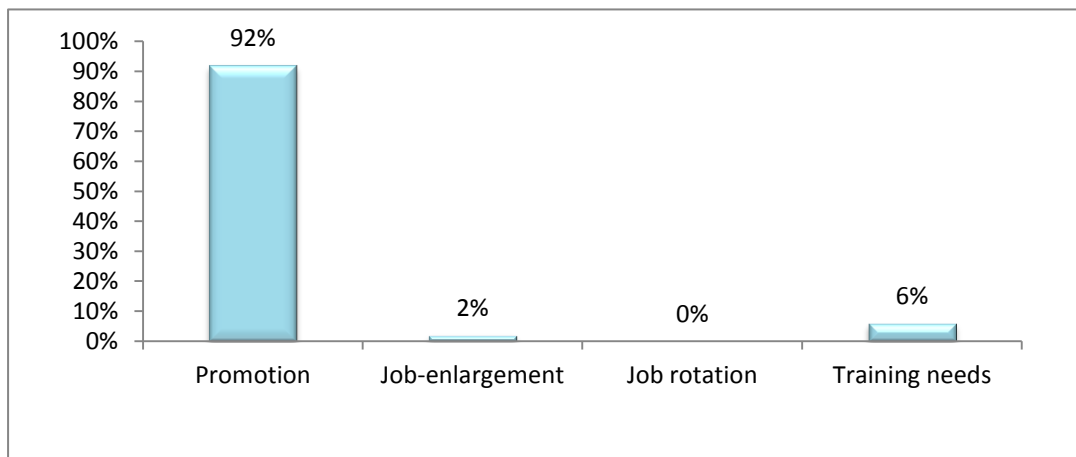
improve the performance of the employees and they can learn from the feedbacks given. They receive feedback, weekly, monthly and once in 3month and once in 6 months.

Table 4.12. Table presenting the use of performance appraisal

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE (%)
Promotion	48	92
Job-enlargement	1	2
Job rotation	0	0
Training needs	3	6
	50	100

[Source: Primary data]

Chart .4.12 Chart showing the use of performance appraisal in the company



[Source: Table 4.12]

Analysis: From the above data it analyzed that 92% of the respondents feel that appraisal in the company is used for promotion purpose whereas 6% of the respondents feel that performance appraisal system is used for training needs and the rest say that it is used for job enlargement.

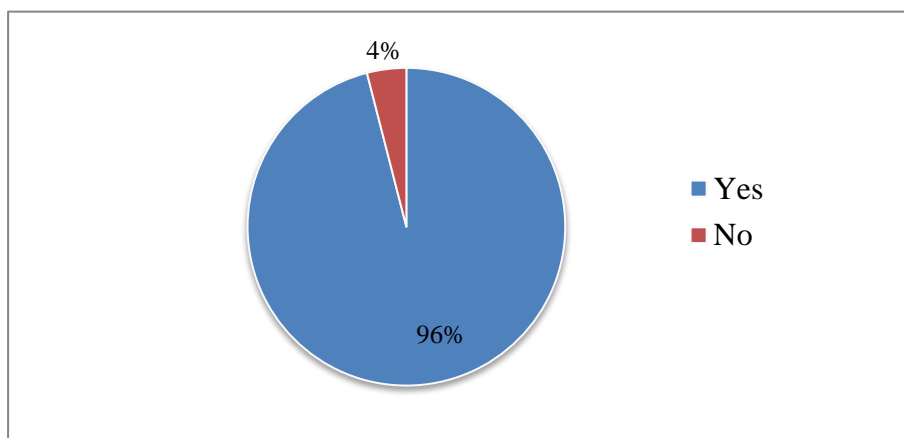
Interpretation: The employees are appraised on an regular basis so as they would perform better and many employees thinks that if they perform better in the organization they would be promoted to higher or to the managerial levels easily by their performance so they use performance as an tool to getting promotion in the organization

Table 4.13 Table showing improvement after appraised by HR department

RESPONSE	NO OF RESPONDENTS	PERCENTAGE (%)
Yes	48	96
No	02	4
Total	50	100

[Source: Primary data]

Chart 4.13. Chart presenting improvement after appraised by HR department



[Source: Table 4.13]

Analysis: From the table and the graph it is observed that 96% of the respondents get an opportunity to improve their performances whereas 4% of the respondents feel that they don't get an opportunity to improve their performances after getting information from the HR department.

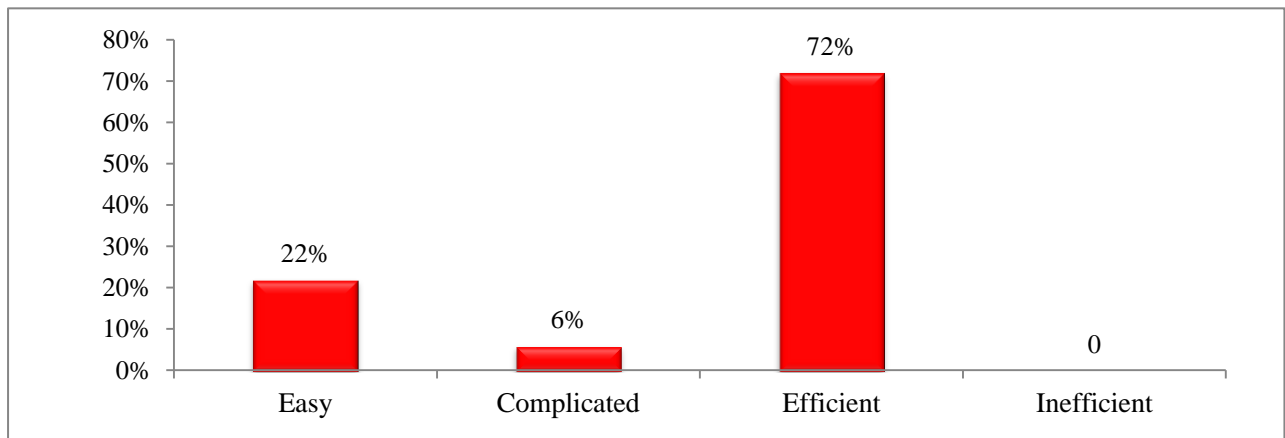
Interpretation: Most of the employees perform better after they get an information regarding their appraisal and feedbacks and suggestions from the HR department of the company and most of the employees doesn't get information regarding this due to the negligence of the department in providing their information to that particular employees this error would happen in case the appraiser has not fulfilled all the process or stages in the performance appraisal.

Table 4.14 Table showing rating of performance appraisal method

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE (%)
Easy	11	22
Complicated	3	6
Efficient	36	72
Inefficient	0	0
Total	50	100

[Source: Primary data]

Chart 4.14. Chart showing rating of performance appraisal method



[Source: Table 4.14]

Analysis: Based on the data that 72 % of the respondents say that the present performance appraisal method followed in the business is efficient, whereas 22% of the respondents say that it is easy and 6% of the respondents say it's complicated.

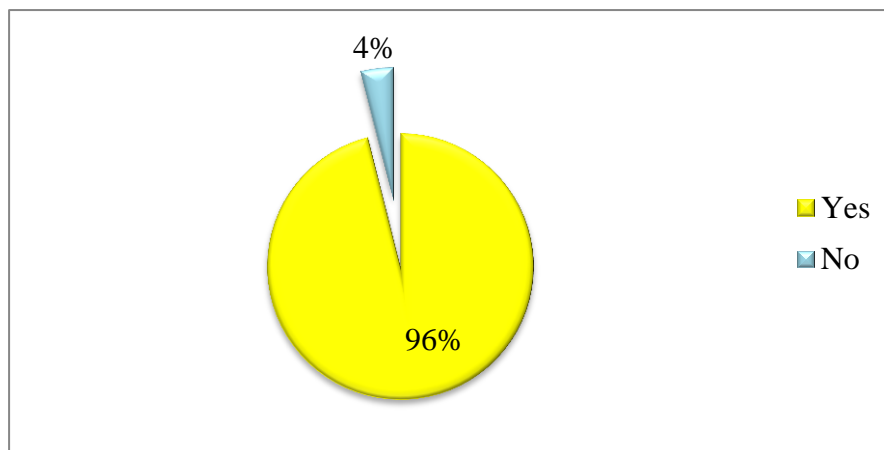
Interpretation: The employees in the organization has accepted the present performance appraisal method and they feel that if all the process are done once in a while and if proper guidance are given regarding that information it is very easy technique .

Table 4.15 Table showing improvement of performance after appraisal system

RESPONSE	NO OF RESPONDENTS	PERCENTAGE (%)
Yes	48	96
No	2	4
	50	100

[Source: Primary data]

Chart 4.15 Chart showing improvement of performance after appraisal system



[Source: Table 4.15]

Analysis: Based on that it is clear that 98% of the respondents feel that their performance will improve after the process of performance appraisal whereas 4% of the respondents think that even after the process of performance appraisal they dint get a chance to improve.

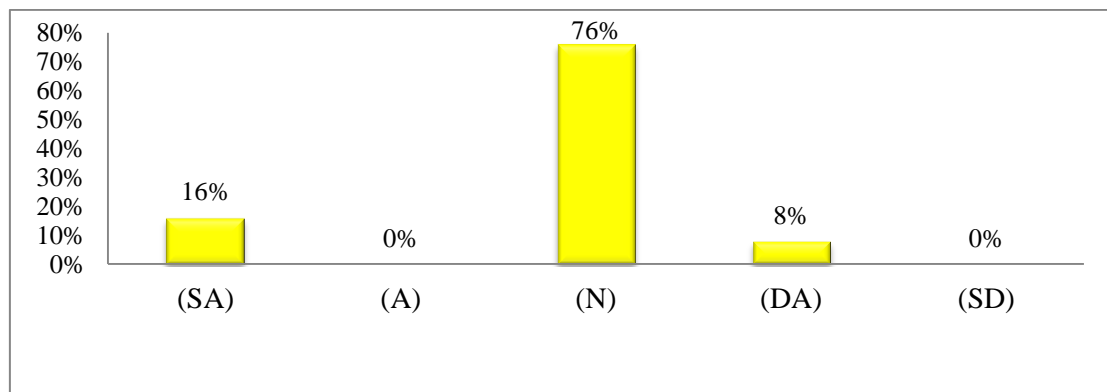
Interpretation: Performance appraisal system helps in improving the individual performances and as well as teams performances so the employees are given a chance to change and improve accordingly

Table 4.16 Table showing receiving of feedback on past performance

LIKERT SCALE	NO OF RESPONDENTS	PERCENTAGE (%)
Strongly agree (SA)	8	16
Agree (A)	0	0
Neutral (N)	38	76
Disagree (DA)	4	8
Strongly Disagree (SD)	0	0
	50	100

[Source: Primary data]

Chart 4.16 Chart showing receiving feedback on past performance



[Source: Table 4.16]

Analysis: Table 4.16 observed that 76% of the respondents think that, they get feedback on their past performances while 16% of the respondents strongly agree that they receive feedback from their past performance by the appraisers and 8% of the respondents do not agree that they receive feedback from past performance.

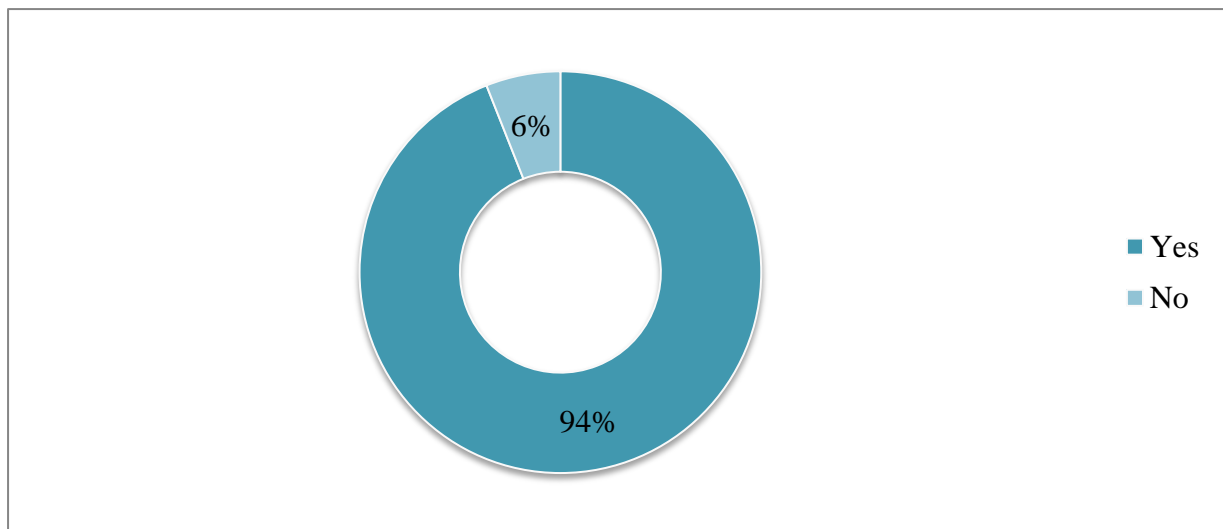
Interpretation: The most of all the employees in the organization are receiving feedback from their appraisers but only a few of them are not receiving the feedback from their appraisers on their past performance as they require the past performance to compare the present and past performance and then take active changes to follow what is being told by the appraisers.

Table 4.17 Table showing appraisal system provides counseling for poor Performance

RESPONSE	NO OF RESPONDENTS	PERCENTAGE (%)
Yes	47	94
No	3	6
Total	50	100

[Source: Primary data]

Chart 4.17 Chart showing appraisal system provides counseling for poor performance



[Source: Table 4.17]

Analysis: Table 4.17 shows 94% of the respondents agree that performance appraisal helps counseling poor performance in the organization whereas 6% of the employees think that performance appraisal does not help in counseling poor performances.

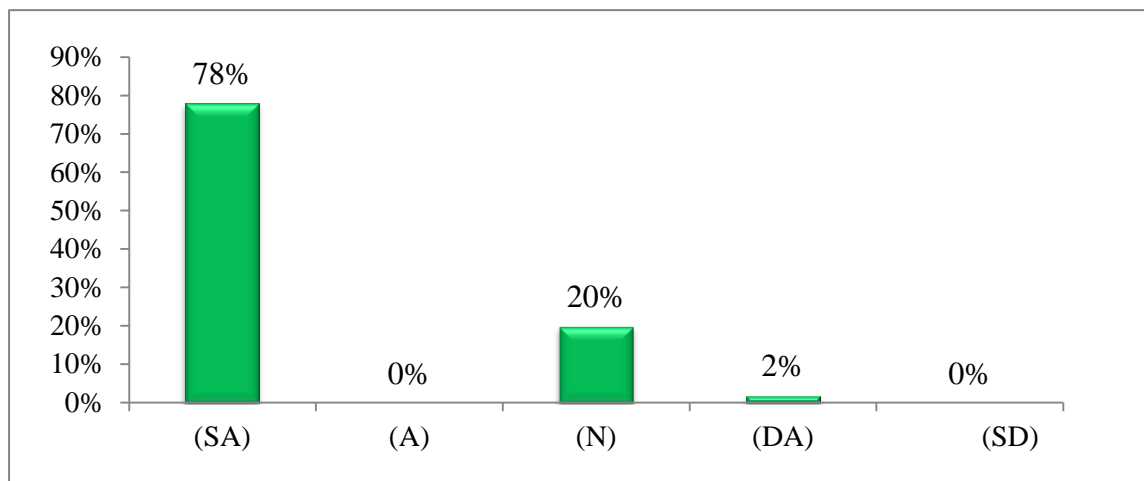
Interpretation: From the analysis it can be interpreted that Counseling of the poor performance in the organizations done by giving opportunity to the employees to rate himself for his performance and guide him to improve where he has going wrong and providing feedback

Table 4.18 Table showing appraisal gives a sense of fulfillment

LIKERT SCALE	NO OF RESPONDENTS	PERCENTAGE (%)
Strongly agree (SA)	39	78
Agree (A)	0	0
Neutral (N)	10	20
Disagree (DA)	1	2
Strongly Disagree (SD)	0	0
Total	50	100

[Source: Primary data]

Chart .4.18 Chart showing appraisal gives a sense of fulfillment



[Source: Table 4.18]

Analysis: Table 4.18 clearly shows that 78% of the respondents agree that performance appraisal gives them a sense of fulfillment whereas 20% of the respondents neither agree or disagree that performance appraisal gives them a sense of fulfillment and 2% of the respondents disagree that performance appraisal doesn't give a sense of fulfillment.

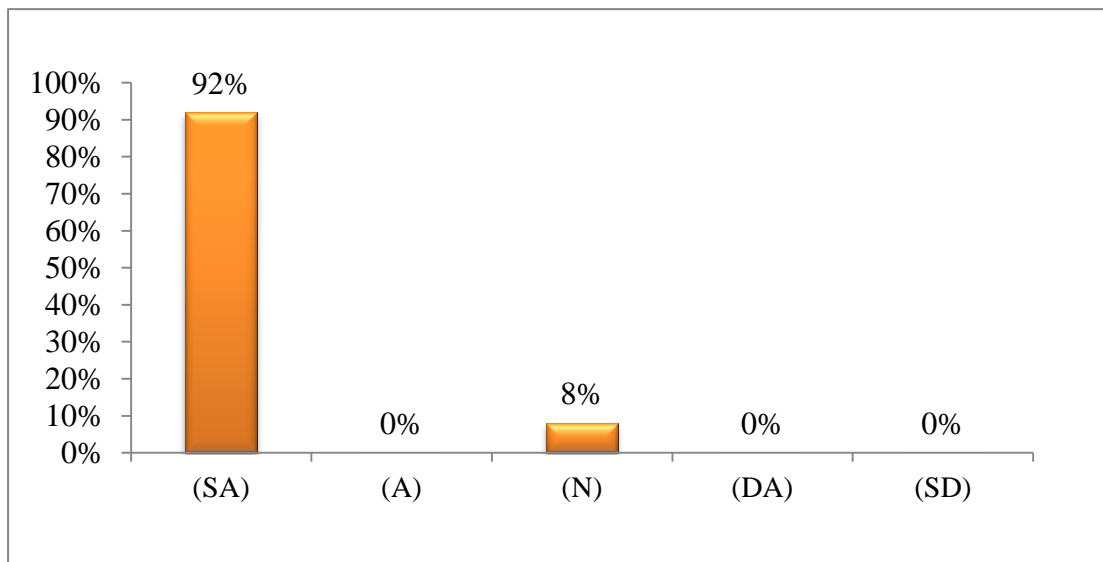
Interpretation: Performance appraisal method followed by the company gives them a sense of fulfillment by reaching the targets successfully, as employees themselves plan and design the key result areas according to the set targets.

Table 4.19 Table showing appraisal helps in individual goals and organizational goals.

LIKERT SCALE	NO OF RESPONDENTS	PERCENTAGE (%)
Strongly agree (SA)	46	92
Agree (A)	0	0
Neutral (N)	4	8
Disagree (DA)	0	0
Strongly disagree (SD)	0	0
	50	100

[Source: Primary data]

Chart .4.19 Chart showing appraisal helps in individual and organizational goals



[Source: Table 4.19]

Analysis: It is clear that 92% of the respondents strongly agree that performance appraisal helps in integration of both individual and organizational goals whereas 8% of the respondents are neutral about their responses.

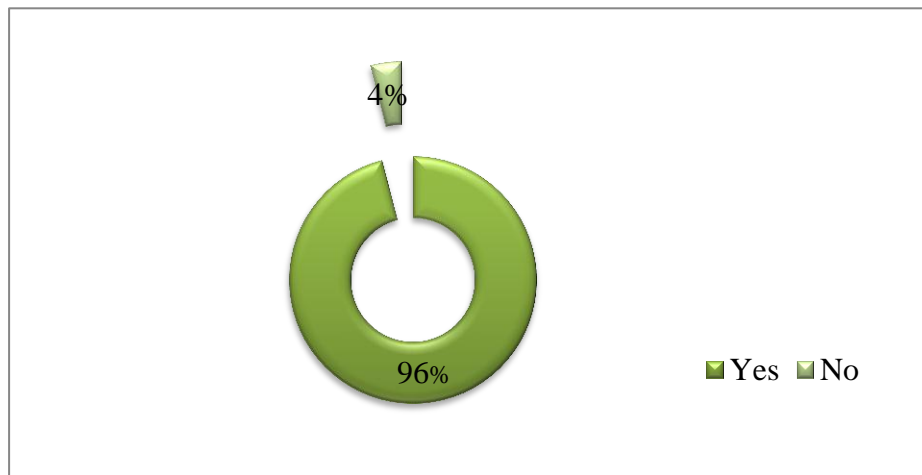
Interpretation: From the analysis it can be inferred that Performance appraisal system, followed by the company helps in integration of both individual and organizational goals that is when the appraisee's set or design the key result areas of their own and find them by themselves what are their USP's according to the job they carry out they can perform well and reach their targets and goals which integrates their individual with organizational goals.

Table 4.20 Table showing performance appraisal system indicates the strength and weakness of employees

RESPONSE	NO OF RESPONDENTS	PERCENTAGE (%)
Yes	48	96%
No	2	4%
Total	50	100%

[Source: Primary data]

Chart 4.20 Chart showing appraisal system indicates the strength and weakness of employees



[Source: Table 4.20]

Analysis: From the above analysis it is clear that 96% of the performance appraisal system indicates the strengths and weakness of employees, 4% disagree.

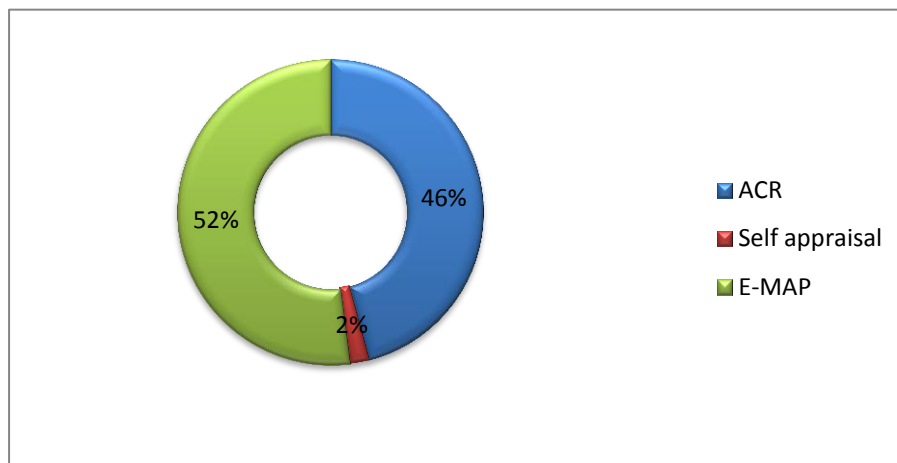
Interpretation: From the analysis it is observed that the majority of the respondents agree with the performance appraisal system indicates the strengths and weakness of employees in the organization as they helps in identifies individuals strength and weaknesses with that of the work given the employees can form a standard where they would overcome with their weaknesses and achieve the specified targets respectively.

Table 4.21. Table showing method of performance appraisal

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE (%)
Annual confidential report	23	46
Self-appraisal	1	2
E- map	26	52
	50	100

[Source: Primary data]

Chart 4.21 Chart showing the method of an appraisal system



[Source: Table 4.21]

Analysis: From the table and graph it is observed that 52% of the respondents want E- whereas 46% of the respondents prefer ACR and 2% of the respondents want self-appraisal system.

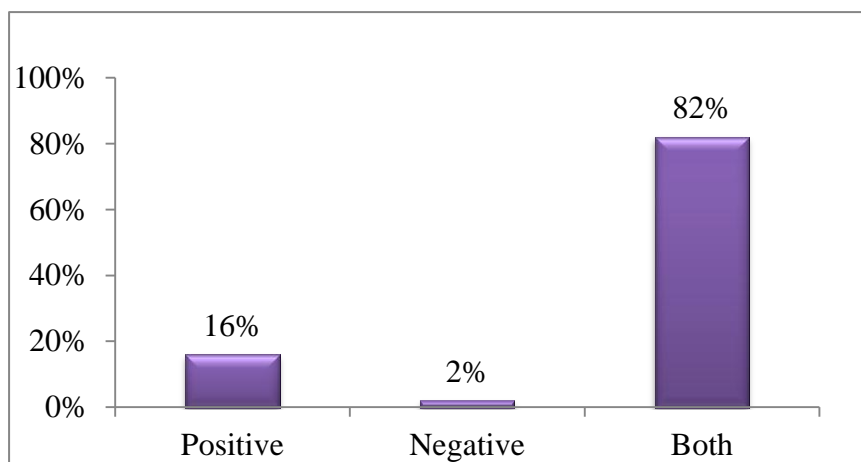
Interpretation: It can be concluded most of the employees working in the organization prefer E-MAP method of performance appraisal stem which was introduced recently in the organization as it avoids any errors or it maintains secretarial information about the contents which are not open to all the employees to refer and many of them also prefer Annual Confidential Report method as it was just like the progress report which could be easily seen but it had many drawbacks regarding the accuracy as it was confidential so EMAP method which is an online appraisal system was introduce in the company and most of them prefer this method.

Table 4.22 Table showing kind of feedback received the most

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE (%)
Positive	8	16
Negative	1	2
Both	41	82
Total	50	100

[Source: Primary data]

Chart. 4.22. Chart showing the kind of feedback received most



[Source: Table 4.22]

Analysis: From the Graph it is observed that 82% of the respondents have received both positive and negative feedbacks regarding their performance in the company whereas 16% of the respondents have received only positive feedback from their appraiser and 2% of the respondents feel that they have received a negative feedback from their appraiser.

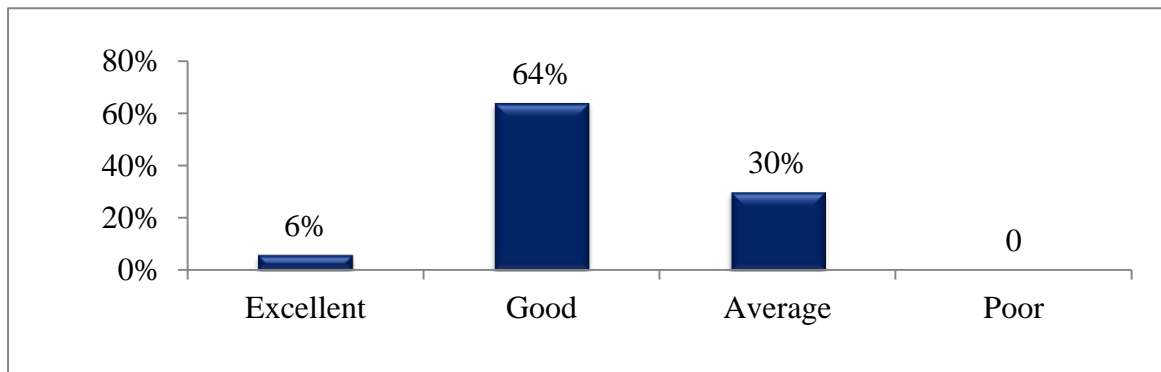
Interpretation: From the above analysis it is clear that the appraisee receive both positive as well as negative feedback by the appraiser, which shows the integrity towards the feedback to genuinely to improve the performance of the employees in the organization.

Table 4.23 Table showing the effectiveness of E-map system as a tool of performance appraisal

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE (%)
Excellent	3	6
Good	32	64
Average	15	30
Poor	0	0
Total	50	100

[Source: Primary data]

Chart .4.23. Chart showing the effectiveness of E-map as a tool of performance appraisal



[Source: Table 4.23]

Analysis: From the above table and graph it can be analyzed that, 64% of the respondents say that effectiveness of E-Map as a tool of performance appraisal is good, 30% of respondents say it is average and 6% of the respondents say E-map is an excellent effective tool.

Interpretation: Performance appraisal of E-map is an effective tool in analyzing the performances of the employees in the organization as in the final review stage they themselves will be in an position to create their own KRA'S and they would build an standard regarding the performance and those benchmarks performances would be later used for setting the KRA'S.

4.2 DATA ANALYSIS PROCEDURE AND STATISTICAL TOOLS RESULTS:

GRAPHICAL REPRESENTATION METHOD:

The data collected by questionnaires are presented through graphs provided by MS office tools. For an easy and clear understanding of data graphical representation is helpful.

PERCENTAGE ANALYSIS METHOD:

In order to analyze the data obtained through survey percentage analysis method is used. In this method, the raw streams of data are covered in percentages form for a better understanding of those data.

STATISTICAL TESTS AND PACKAGES

CORRELATION

Karl Pearson coefficient of correlation is the general frequent means of measuring the degree of relationship between the two variables. This correlation assumes the subsequent: There is a link between the two variables. Two variables are offhandedly linked with a way that one of the variables is independent as well as the other one is dependent and a huge quantity of independent causes is effective in both variables so as to construct a normal distribution. Analyses of the data are done by using the MS office tools like MS Word and MS Excel. Hypothesis testing is done through the Statistical Package for the Social Sciences (SPSS) software.

STATISTICAL TOOL RESULT

Hypothesis:

H₀: There is no relationship between accuracy of performance evaluation and performance appraisal in achieving individual and organization goals.

H_a: There is a relationship between accuracy of performance evaluation and performance appraisal in achieving individual and organization goals.

Statistical Tool Result

CORRELATION

Table 4.2.1 Table showing the calculation of Karl Pearsons Correlation for Hypothesis

Correlations			
Particulars	Particulars	The appraisal helps in achieving individual goals and organizational goals.	Performance appraisal system is accurately evaluating your performance
The appraisal helps in achieving individual goals and organizational goals.	Pearson Correlation	<i>1</i>	<i>.485**</i>
	Sig. (2-tailed)		<i>.000</i>
	N	<i>50</i>	<i>50</i>
Performance appraisal system is accurately evaluating your performance	Pearson Correlation	<i>.485**</i>	<i>1</i>
	Sig. (2-tailed)	<i>.000</i>	
	N	<i>50</i>	<i>50</i>
**.			<i>Correlation is significant at the 0.01 level (2-tailed).</i>

Interpretation: The above correlation chart shows that relationship between the Performances is accurately evaluated and helps in achieving Individual and organizational goals with the significant value of *0.00* which is less than *0.05*. It means, the performance is accurately measured at BHEL and this Performance Appraisal System is helping employees to achieve Individual and Organizational goals. The Alternative Hypothesis (H_a) is accepted.

CHAPTER 5

SUMMARY OF FINDINGS, SUGGESTIONS, AND CONCLUSIONS

5.1 Findings

A study on Performance appraisal system was conducted at BHEL –EPD to make an analysis of the existing performance appraisal system. A questionnaire was administered for a group of respondents that comprises of 50 executives of the company. The data was so collected and analyzed. The evaluation of the data collected from respondents reveals the following findings.

- 84% of the respondents were male employees working at BHEL -EPD and 16% of the respondents were female employees working at BHEL -EPD
- 60% of the employees belong to the age group of 45 and above.
- 50% of the employees have a work experience of more than 20 to 30 years.
- It is clear from the analysis that all the employees at BHEL - EPD are aware of the workflow of performance appraisal.
- Most of the respondents have the same opinion that appraisal system helps in organizing the works expected of them.
- 96% of the respondents agree that they were motivated by the appraisal system followed in the company and also think that it provides them a sense of satisfaction on the job they have been assigned to.
- All most all the employees agree that routine evaluation scheme is accurately assessing their act in organization.
- Maximum number ,of the respondents has an view that present appraisal systems cycle time is satisfactory
- Employees are receiving feedback on a regular interval of time based on their performance.
- 80% of the respondents receive feedback once in 6 months from their appraisers for their performances.
- 92% of the employees have the same opinion that performance appraisal on the company is used for promotion purposes.
- According to the study, performance appraisal system gives a sense of fulfillment for the employees.

- Majority of the respondents feel that it is necessary to take feedback during and after performance appraisal.
- Few of the respondents receive feedback weekly, monthly based on their performance required by the organization.
- Performance appraisal system helps in incorporation of both individual and organizational goals.
- According to the analysis it can be clearly stated that appraisal system helps in providing counseling of poor performances in the company.
- The employees are mostly satisfied with the E-Map system but still few of them feel that require the old Annual Confidential Report method to be followed.
- Majority of the respondents agree that appraisal system measures job satisfaction.
- Majority of the respondents agree that E-MAP system of performance appraisal system acts a tool to performance appraisal system in the company.

5.2 Suggestions

Although, most of the officials at BHEL – EPD endorsed that E-MAP is a viable instrument of performance appraisal, the technique can be additionally enhanced by adhering to the following recommendations:

- As per findings, it can be recommended that the company should incorporate self-evaluation framework and a large portion of them needs the past system which they were following that is Annual Confidential Report (ACR).
- It will be better if the Organization gives performance and potential appraisal rewards frequently.
- An appraiser needs to give input to assess after their evaluation.
- The employers recommended that the management should if conceivable to evacuate the Forced bell curve in performance appraisal system.
- The company should undertake to provide special reward and compensation system henceforth to keep up the employees advantages and rouses them to perform better.
- I would recommend the organization that if feedbacks are offered month to month to the representatives they would enhance their performance more adequately than giving input in once in a half year.
- The association should perceive and address the employee's needs.
- Motivation through proper advantages must be given to the employees who finish their undertakings according to plan.
- Superiors are supposed to continue a cordial relationship with workers and officers recognition of the employee's efforts and provide guidance to workers.
- E-MAP System should not just utilize KRA's for the evaluation of the employee's performance however general performance of the employees additionally needs appearance in E-MAP. So I would suggest that the usefulness of E-MAP should be enhanced by incorporating 360 degree performance appraisal system in future.
- It will be better if the organization gives incentives to representatives so it will support their work and profitability.
- Promotions of representatives should be founded on the execution and not simply on experience.
- Employee's suggestions and recommendations should be considered during the appraisal.

5.3 Conclusions

In the whole company performance appraisal system framework is essential keeping in mind the end goal to know how well the representatives are been performing out their employments which is assigned to them so it is important for every one of the organization requires to take after a viable execution examination framework. Human Resource is the central wellspring of each association. Each worker in a business expands the profitability and altruism of each organization. A representative, being an individual is dealt with as resources in the association. So the association ought to chiefly accentuation execution examination strategies and its improvement programs. Both the appraiser and assess ought to understand the standard and utilize the apparatus of evaluation framework valuably for the thriving of the association. Workers are happy with the present performance appraisal frameworks many as new evaluation methods have developed; the association can actualize current procedure. So by making performance and development designs the appraisers enhances the general performance of the workers and later they are given appropriate job for that specific employees to be successful. In the event that the proposed measures are taken into consideration it will expand the viability of performance appraisal system.

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ANNEXURE

Contents

- **Questionnaires**
- **Weekly report**

ANNEXURE - 1

QUESTIONNAIRE

Dear respondents,

I am delighted to introduce myself as Rashmi.P.N., as a MBA student of Acharya Institute of Technology, Bangalore. I have undertaken a research study on “Effectiveness of performance appraisal system at BHEL” as a part of my MBA core curriculum. I honestly request you to fill the questions in this questionnaire as truthful as possible. Honest responses would provide well-built basis to come to conclusion. I assure you that all information gathered will be held classified and used only for the point of research and academic only.

PART A

DEMOGRAPHIC INFORMATION

1. Respondents Name : _____
2. Gender : Male [] Female []
3. Age : 25 year-35 years []
35 year-45 years []
45 years and above []
4. Work experience : 0-10 years []
10-20 years []
20 -30 years []
5. Designation : _____
6. Qualification : _____

PART – B

RESEARCH DATA

1.As an appraisee are you aware of workflow of performance appraisal system in your organization?

a. Yes []

b. No []

2.As an appraisee, do you think performance appraisal helps in organizing the work you are expected to do?

a. Yes []

b. No []

3.Do you agree that after the implementation of performance appraisal system of E-Map in the organization, you are receiving an appropriate review of your performance?

a. Strongly agree (SA) []

b. Agree (A) []

c. Neutral (N) []

d. Disagree (DA) []

e. Strongly disagree(SD) []

4.Do you think performance appraisal improves motivation and job Satisfaction?

a. Yes []

b. No []

5.As an appraisee, do you agree that performance appraisal system is accurately evaluating your performance?

a. Strongly agree (SA) []

b. Agree (A) []

c. Neutral(N) []

d. Disagree (DA) []

e. Strongly disagree(SD) []

6.What is your opinion about cycle time of performance appraisal system?

- a. Too long [] b. Too short [] c. Satisfactory []

7.As an appraisee, are you receiving feedback on your performance?

a. Yes []

b. No []

8.If yes, how frequently are you given feedback on your performance?

a. Daily []

b. Weekly []

c. Monthly []

d. Once in 3 months []

e. Once in 6 months []

9.The performance appraisal in company is used for?

a. Promotion []

b. Job-Enlargement []

c. Job Rotation

d. Training Needs []

10.Have you improved yourself after getting information from HR department about your performance?

a. Yes []

b. No []

11.How would you rate the Performance Appraisal method in your organization?

a. Easy []

b. Complicated []

c. Efficient []

d. Inefficient []

12.Do you think that the performance of employees will improve after the process of performance appraisal?

a. Yes []

b. No []

13. Do you receive specific and accurate feedback from your appraiser on your past performance?

- a. Strongly agree (SA) []
- b. Agree (A) []
- c. Neutral(N) []
- d. Disagree(DA) []
- e. Strongly disagree (SD) []

14. Does performance appraisal in the organization help in counseling poor performance?

- a. Yes []
- b. No []

15. Does final review in performance appraisal give you a sense of fulfillment?

- a. Strongly agree(SA) []
- b. Agree(A) []
- c. Neutral(N) []
- d. Disagree(DA) []
- e. Strongly disagree(SD) []

16. Do you agree that performance appraisal system helps in the integration of individual goals and organizational goals?

- a. Strongly agree (SA) []
- b. Agree(A) []
- c. Neutral(N) []
- d. Disagree(DA) []
- e. Strongly disagree(SD) []

17. As an appraisee, which method do you prefer for your performance appraisal?

- a. Annual confidential report []
- b. Self-appraisal []
- c. E-MAP []

18. Does performance appraisal help the management in identifying the strength and weakness of employees in BHEL?

- a. Strongly agree(SA) []
- b. Agree(A) []
- c. Neutral(N) []
- d. Disagree(DA) []
- e. Strongly disagree(SD) []

19. As an appraisee, what kind of feedback have you received the most?

a. Positive []

b. Negative []

c. Both []

20. What is your opinion about the effectiveness of E-MAP as a tool of performance appraisal?

a. Excellent []

b. Good []

c. Average []

d. Poor []

21. What would be the suggestions that you would want to suggest to the company for any kind of improvement in the performance appraisal system?

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ACHARYA INSTITUTE OF TECHNOLOGY
DEPARTMENT OF MBA

INTERNSHIP WEEKLY REPORT (16MBAPR407)

Name of the Student: Rashmi P.N.

Internal Guide: Prof. Keerthi. H. K.

USN No: 1IA16MBA34

Specialization: Finance and Human Resource

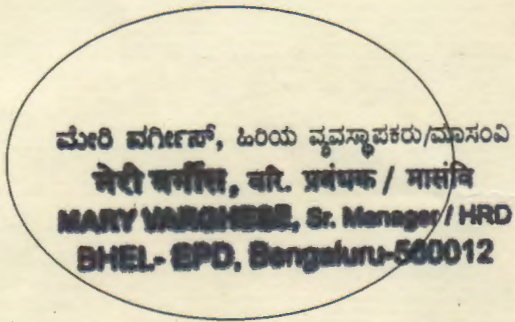
Title of the Project: A Study on Effectiveness of Performance Appraisal System at BHEL-EPD, Bangalore.

Company Name: Bharat Heavy Electricals Limited- EPD, Bangalore.

Week	Work Undertaken	External Guide Signature	Internal Guide Signature
16-01-2018 to 22-01-2018	Introduction about BHEL –EPD and its operation		
23-01-2018 to 29-01-2018	Learning about the different operations and product by BHEL – EPD		
30-01-2018 to 5-02-2018	Orientation and gathering information about the growth of the company		
6-02-2018 to 12-02-2018	Orientation with functional department of the organisation and detailed study of Department.		
13-02-2018 to 19-02-2018	Research problem identification		

20-02-2018 to 26-02-2018	Preparation of the research instrument for data collection	<i>elb</i>	<i>et with</i>
27-02-2018 to 5-03-2018	Theoretical background of the study	<i>elb</i>	<i>et with</i>
6-02-2018 to 12-03-2018	Data collection and data analysis	<i>elb</i>	<i>et with</i>
13-03-2018 to 19-03-2018	Interpretation of the data gathered during the survey	<i>elb</i>	<i>et with</i>
20-03-2018 to 26-03-2018	Final report preparation and submission	<i>elb</i>	<i>et with</i>

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Byare 21/5/2018
 Signature of HOD



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