PERFORMANCE APPRAISAL OF MANAGERS IN SEMI-GOVERNMENT ORGANISATIONS IN MAHARASHTRA

THEME

TO DEVELOP AN OBJECTIVE FORMAT FOR PERFORMANCE APPRAISAL OF MANAGERS (OFFICERS) IN SEMI-GOV'T. ORGANISATIONS.
SYNOPSIS

All the activities of any organisation are initiated and determined by the persons who make up that organisation. Plants, offices, computers, automated equipment and all that an organisation uses are unproductive but for human effort and direction. The role of 'managing' these activities in the organisation is carried out by 'Managers' who are responsible for the fulfilment of organisational objectives and attainment of physical and financial targets.

In the Semi-Government organisations, the officers are the managers. Their performance appraisal, which is done annually, therefore assumes much importance. Neither the officers nor the organisations are happy with their present appraisal systems and the formats for appraisal. The need has been felt to devise a suitable performance appraisal format which will be objective and which will take care of the present difficulties experienced and will also meet the requirements of the officers and the organisations. This is the subject matter of the thesis.
The 'foreword' explains the background of the author and the purpose for which the research study has been undertaken.

The chapter-1 deals with introducing the subject of research study. The subject is initiated by explaining the inter-relationship of activities in the organisation and the managers who are entrusted with the work of achieving the physical and financial targets. It is recognised that 'Performance Appraisal of Managers' will have paramount importance and will therefore have to be given serious attention.

The chapter-2 discusses the significance of managerial role. It deals with Managers and Meaning of Management.

The chapter-3 deals with 'Performance Appraisal and its objectives'. There are several objectives which are planned to be achieved by the organisations through the performance appraisal systems. These have been enumerated.

The chapter-4 explains the 'Theory of Performance Appraisal'. Performance appraisal of managers is a systematic, orderly and objective
method of evaluating the present and the potential usefulness of the managers to the organisation. It is necessary to evolve a proper system of appraisal and appraisals are to be made by means of a standardised form that may be adopted to the needs of a particular organisation or a class of organisations.

The chapter-5 deals with different 'systems of performance appraisal'. As a result of research, testing and experience, several methods of performance appraisal are available.

The chapter-6 deals with 'Limitations of Performance Appraisal'. In this chapter, various limitations are discussed.

The chapter-7 describes some modern approaches to performance appraisal.

The chapter-8 deals with the 'Performance Appraisal in Semi-Government organisations'.

The chapter-9 brings out the present difficulties experienced in appraisal systems in the Semi-Government organisations. These difficulties have created a necessity for a new approach to the performance appraisal format in Semi-Government organisations.
The chapter-10 deals with the assessed views on managerial performance appraisal in Semi-Government organisations. A statistical analysis has been made based on the views expressed.

The chapter-11 deals with evaluation of appraisal formats in selected Semi-Government organisations. This evaluation is helpful in recommending a suitable appraisal format.

The recommended format for performance appraisal of officers in Semi-Government organisations in Maharashtra is given in chapter-12. In this format, quantification approach – a new approach – is used for assessing the officers with precision.

The conclusions are mentioned in chapter-13 and scope for further work is indicated.

The present appraisal formats of selected Semi-Government organisations in Maharashtra and a list of publications that have been referred during the research study have been appended to.