Performance appraisal of managers is a systematic evaluation of a manager and his performance by his superior or by some other qualified person who is familiar with the performance of the manager on the job.

Managerial appraisals are usually made by means of a standardised form that is adopted to the needs of a particular organisation. Generally, the periodicity of appraisals is once a year. An appraisal thus becomes part of the manager's record with a good organisation and at least in theory is a part of the record that may be used by management for various types of managerial decision making concerning the manager and his development. The global trend is towards increasing use of performance appraisals for managers also, although in the beginning the practice was mostly in respect of workers and supervisors. Another global trend is the mounting management's interest in using appraisals for development and improving managers and their performance.

The author is working for the last three decades in the Maharashtra State Electricity Board (M.S.E.B.) which is the biggest semi-government
experience gained and the interface with the public and private sectors, the author wishes to state that neither the organisations nor the managerial class are satisfied with their current appraisal systems. A few of the organisations are in fact anxious to find a better format for appraising the performance of managers. The major problem in the appraisal seems to be that it is very much subjective. Few managers/senior managers (officers/senior officers in respect of Semi-Government organisations) seem to devote enough time in a routine fashion without much effort, thought and time. There is thus an urgent need to review appraisal system. It is necessary that the appraisals are made predominantly objective.

The author is basically an electrical engineer having done post-graduation (M.E.) in electrical engineering and is working in an organisation dealing with generation, transmission and distribution of electricity. The organisation is vast and is made up of about one lakh employees, out of which more than 5,000 employees are in the management cadre. During his long tenure in the organisation, it is his experience that the performance appraisal of managers leaves much to be desired. This has been
on his mind for quite some time. He associated himself with "Management Studies" and secured a Management Diploma from University of Bombay. He began to think more on the subject. After making enquiries with Government, other Semi-Government and even private organisations, he came to the conclusion that there also the picture of managerial performance appraisal is in no way different. He, therefore, decided to study in depth the managerial performance appraisal, with particular reference to Semi-Government organisations in Maharashtra and to arrive at a 'Least disputable' (if not ideal) form of appraisal. This is the subject matter of his thesis. He also felt that such a study—

(i) would be beneficial for his organisation in particular and also for other organisations,

(ii) would provide good reference source material even for private sector organisations,

(iii) would be useful for officers, senior officers, managers, executives and senior executives.
Thus, the purpose of the thesis is to assist the Semi-Government organisations in Maharashtra to evolve a new approach to the problem of managerial performance appraisal and to provide a systematic and objective format for the performance appraisal of officers and senior officers in these organisations.