The effectiveness of performance appraisal is being increasingly realized in industrial and service organizations both in India and abroad. A great deal of knowledge available in this regard is found in research results abroad. Indian researches are rather few and quite a few of these are not published as they are conducted for internal consumption by companies. Therefore, these still exist a need to highlight some of the aspects of performance appraisal.

Performance appraisal is that important step where the management finds out how effective it has been at hiring and placing employees. It is a basic need of human being, who would like to know how he/she is performing, what his/her organization expects from him/her and how far he/she is contributing to the organizational goals. Therefore, every organization needs a system evaluation of employee’s performance time to time.

The purpose of this research is to deal with a highly complex, constantly changing and expanding field of performance appraisal in Indian Organizations. Present work consists of seven chapters which deal with introduction of performance appraisal, performance appraisal systems in India industries, methods and techniques prevalent in Indian industries, management by objectives, self appraisal and many more. It also comprises of influence of personal bias and leniency on performance appraisal. Feedback of appraisal result and various decisions like promotions, transfers, increments and identification of training needs taken on the basis of appraisal result.

The thesis has been divided into seven chapters and two appendices. The first chapter is introductory in nature whereas the last chapter concludes the study.

Chapter Two presents comprehensive review of the literature and the third one deals with the research design. The data has been presented with analysis in the fourth chapter.

Chapter Five and Six both are analytical in nature, with focus on discussion on findings in the fifth chapter; and analysis of the relevant issues in selected cases in the sixth chapter.

A comprehensive selected bibliography has also been given detailed study of the subject.

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