

APPENDIX- I

ABBREVIATIONS

1. **CAGR** : Compounded Annual Growth Rate
2. **CIPD** : Chartered Institute of Personnel Development
3. **GDP** : Gross Domestic Product
4. **HR** : Human Resources
5. **HRD** : Human Resource Development
6. **HRM** : Human Resource Management
7. **HRMS** : Human Resource Management System
8. **I.T.** : Information Technology
9. **KPI** : Key Performance Indicators
10. **KRA** : Key Result Areas
11. **LD** : Leadership Development
12. **MCCIA** : Marattha Chamber of Commerce Industries and Agriculture
13. **MNC** : Multi National Company
14. **NASSCOM** : National Association of Software Services and Companies
15. **NCR** : National Capital Region
16. **PA** : Performance Appraisal
17. **PAS** : Performance Appraisal System
18. **PM** : Performance Management
19. **SME** : Small and Medium Enterprises
20. **STPI** : Software Technology Parks of India
21. **MIDC** : Maharashtra Industrial Development Corporation
22. **SEZ** : Special Economic Zone
23. **GIC's** : Global Information Centers

APPENDIX- II

BIBLIOGRAPHY

The researcher has provided the bibliography at the end of each chapter for better clarity and understanding.

APPENDIX-III

Leadership Development approaches of Large I.T. Companies:

I. Wipro Technologies Limited:

Wipro is the 1st PCMM level 5 & SEICMM level certified global IT services organization of India. It is one of the largest global product engineering and service provider with product/service differentiation. The company delivers comprehensive research & development services, IT solutions, Information system outsourcing, and package implementation service world-wide. Azim Premji is the chairman of Wipro technologies. The company believes in sharing authority and responsibility and embraces the culture of honesty and openness to foster zero politics culture.

The Lifecycle Leadership development framework can be seen in the following figure:



Source: <http://www.slideshare.net/epshi/wipro-1984994>

As seen in the figure above, the Wipro leadership development model is based on:

- Performance Appraisal: An objective setting and competency based assessment through WIBGYOR (Wipro's Career Bands Gives You Opportunities & Responsibilities) Competency Framework to identify development needs. The framework defines the role wise behavioural competencies that employees are expected to demonstrate and are assessed during appraisal to encourage role based growth. Further, Wipro has identified eight leadership qualities as: Strategic Thinking, Customer Orientation, Commitment, Global Thinking and Acting, Self confidence, excellence in operations and Team working ability.
- WLQ (Wipro leadership questionnaire): A 360 degree feedback provides further reinforcement to behavioral competencies required to be developed
- CSS (Customer Satisfaction Survey) also helps to identify the needs for development

The LD philosophy is based on situational leadership that aims at early opportunities to young leaders and through development programs. The company has five programs to develop leadership capabilities at different management levels: ELP (Entry Level Program): For fresh recruits; NLP (New leader's Program): For first capabilities time managers to develop teams building, situational leading and coaching; WLP (Leader Program of Wipro): For manager of managers who have to manage teams directly; BLP (Business Leader's Program): for General Manager's to develop attributes of finance and business environment and SLP (Strategic Leadership Program): for chief executives to develop capabilities for designing and developing global strategies.

In 2011-12 Wipro's announcement to create a global leadership pool saw hiring 100 leaders from all across the globe; providing them experiential learning opportunity for 6 months in India; an extended 3 month work experience at global location and then appointment in home country to ensure management of cross cultural workforce. Another initiative to create a second leadership line in India included identifying 100 middle management employees by assessing their accountability, ability to energize people and execution capabilities and training them to enhance their leadership capabilities. Certifications, trainings at overseas locations are certain methodologies that go with the philosophy of lifetime leadership development.

II. Infosys Limited:

Infosys, a software services company provides business and technology consulting; custom software development; maintenance and testing services. It pioneered the GDM where work is done at the location which has talent available, economy and least risk that gave rise to offshore outsourcing in India. It is an Indian Multinational and global leader providing next generation information technology services and consulting started in 1981 which saw exponential growth until 2005 but faced a leadership crisis in 2007.

The company's emphasis on management and leadership development can be evidenced through its Global education Center (GEC) for new recruits and the Infosys Leadership Institute (ILI) for developing tier leaders both started in 2001 at Mysore as its 'Corporate Universities'.

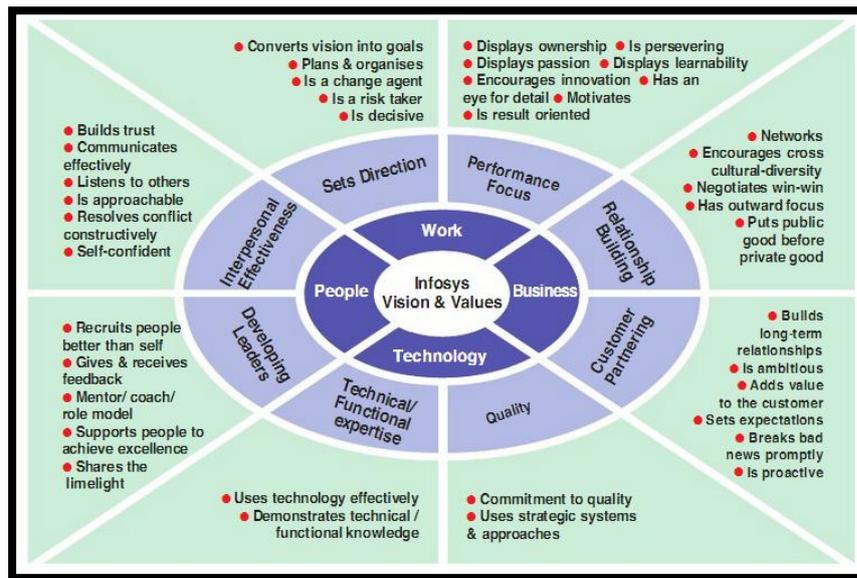
LD methodology:

Infosys uses a III tiered system focusing on development of leaders at different levels as shown in the table:

Tier and its Composition	Selection Criteria
Tier I comprises Business Unit Heads, Practice Heads and VP's	Candidature self nominate which is followed by extensive evaluation of their performance and interviews by the internal directors
Tier II includes members identified as having potential to occupy positions in Tier 1	Candidates are selected by Heads of the Business units and the members of the ILI
Tier 3 has employees identified to serve in Tier 2 in next 3-5 years	Candidates are selected through a computer-adapted assessment tool

The company has a competency based appraisal system called '**PERFORMAGIC**' which assesses personal characteristics like timeliness; quality of work; customer orientation; peer satisfaction and performance improvement potential. A 360-degree feedback is common to all the participants which was changed to a computerized method since 2009 and came to be known as Leadership Journey Series (LJS). The LJS; individual performance appraisal; feedback from clients and organizational priorities provide inputs to design the Individual development plans (IDP's) and training and development initiatives.

The leadership competencies framework at Infosys is shown in the figure below:



Source: <https://www.scribd.com/document/24724572/Developing-Leaders-Infosys>

The figure shows **8 competencies** identified for leaders of Infosys as Performance focus, Relationship building, Customer partnering, Quality, Technical and functional expertise, developing leaders, Interpersonal effectiveness and self direction focusing on four basic premises of work, people, technology and business.

Infosys has a 'Nine pillar model' for Leadership development with dimensions like 360 degree feedback; developmental assignments; Infosys culture workshop; developmental relationships; leadership skill training; Feedback intensive programs; System process learning; Community empathy and Action learning. Each pillar has a link to the leadership competencies of the individuals.

The candidates choose one or two of these dimensions for their development and a multisource assessment of all competencies is undertaken to assess development needs. **Nair et al. (2011)**¹ study and find the value based leadership model at Infosys to be integrating **C**lient value, **L**eadership by example, **I**ntegrity and transparency, **F**airness and **E**xcellence [C-Life]. They report on strengths of the research based model as being strategy based; ensures building relationships beyond formal transactions; develops and retains individuals to build a leadership pipeline; ensures developing transformational & operational leadership through high degrees of

¹ Prakash Nair, Aarti Shyamsunder and Chitra Sarmma (2011) "Growing Leaders at Infosys: An Evidence based approach to leader development" in Leadership development in organizations in India: The Why and How of It (Part I) Vikalpa Vol.36(3)

efficiency, productivity and quality; ensures building domain experts & entrepreneurial leadership by incubating new business ideas, new product segments and services for growth.

Some key aspects of the development interventions :

- Categorization of LD interventions into foundational, intermediate and advanced spread over range of learning approaches like acquiring knowledge, applying it to practice (experiential learning; simulations; games) and dissemination of knowledge through mentoring.
- Evaluation of effectiveness of LD programs by calculating 'leadership index' based on a five point rating against each competency that facilitates measuring each leader's score and helps draw analysis about ROI of programs.
- Extension and linkage of LD to succession planning through 'Talent Edge', an IT solution for succession planning to determine successors for critical roles.
- LD not being a time-bound event; rather it runs parallel to day to day functioning.

III. Mind Tree Limited:

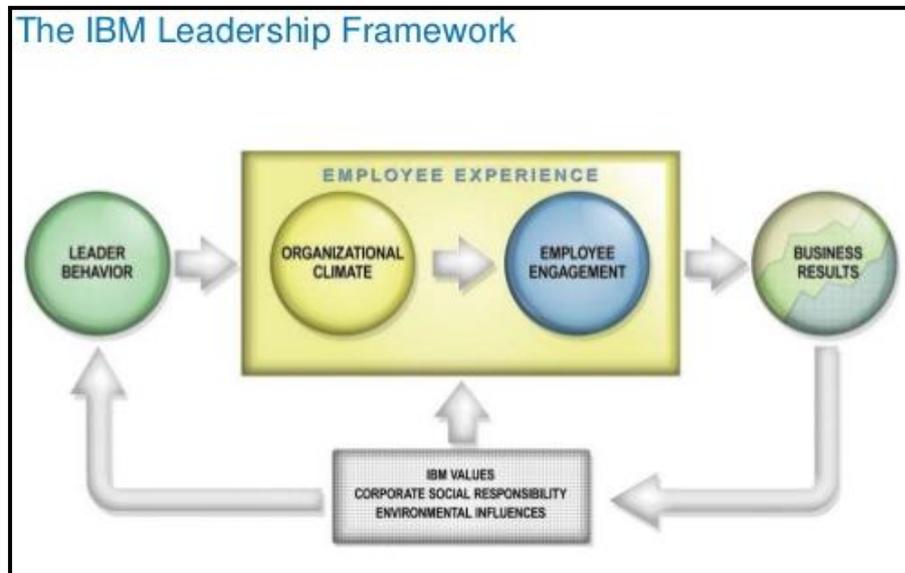
Mindtree is a mid-sized (500 M \$) IT firm based at Bangalore dealing in e-commerce mobile applications and cloud computing. It is catering majorly to Indian, US and UK markets. Its major verticals are banking, Capital markets Insurance, entertainment, retail and hospitality industry

LD Methodology: Mind Tree has initiated a 'Leadership talent review process' to identify 100 leaders in the company by 2015-16. The company wants to create a leadership pipeline with 80% of talent requirement being groomed in-house. The company is using:

- A multi-tier assessment process to benchmark competencies of internal candidates that includes peer reviews, competency mapping by internal and external consultants followed by **personal coaching** to groom potential successors.
- **Mentoring** by the CEO and chairman of the company who spend 15-20 days in a year with the 'identified' successors.
- The structured leadership development programme [duration 9 months] uses live projects to bridge the existing skills gaps.

IV. IBM Technologies:

IBM is an American multinational IT company in hardware and software business having largest number of employees. It has designed its Leadership framework as seen in the figure below:



Source: www.conferenceboard.org

As seen in the figure above, the leadership framework focuses on behavior and experience. The company has defined behavioral and personal competencies for its managers as seen in the figure below:



Source: <http://pt.slideshare.net/chci/the-ibm-leadership-development-framework>

IBM's Leadership Foundation identifies managers with leadership potential and puts them on a learning program (work enabled/ online self learning) as emerging leaders. The participants after completing the emerging leaders program, enter a manager development program called 'Basic blue' which involves an intensive examination of the individual manager's strengths and weaknesses and peer-to-peer training; followed by a range of developmental programs based on individual needs.

The development model as per **Krishnan (2011)**² is a blend of four learning and development opportunities:

- **Traditional Classroom Training** : favoured as a mode for transfer of knowledge in controlled environment without work distractions
- **Performance Support Learning**: Social networks like ‘IBM Excalibre’ a just-in-time expert locator and “lotus same time” an instant messaging tool for anytime anywhere learning support on the work performance support learning.
- **Work Enabled Learning**: Are experiences or acquisition of skills and knowledge in the job setting through action, reflection and review.
- **Observational Learning**: is achieved through watching an accomplished and knowledgeable peer with an opportunity to ask queries.

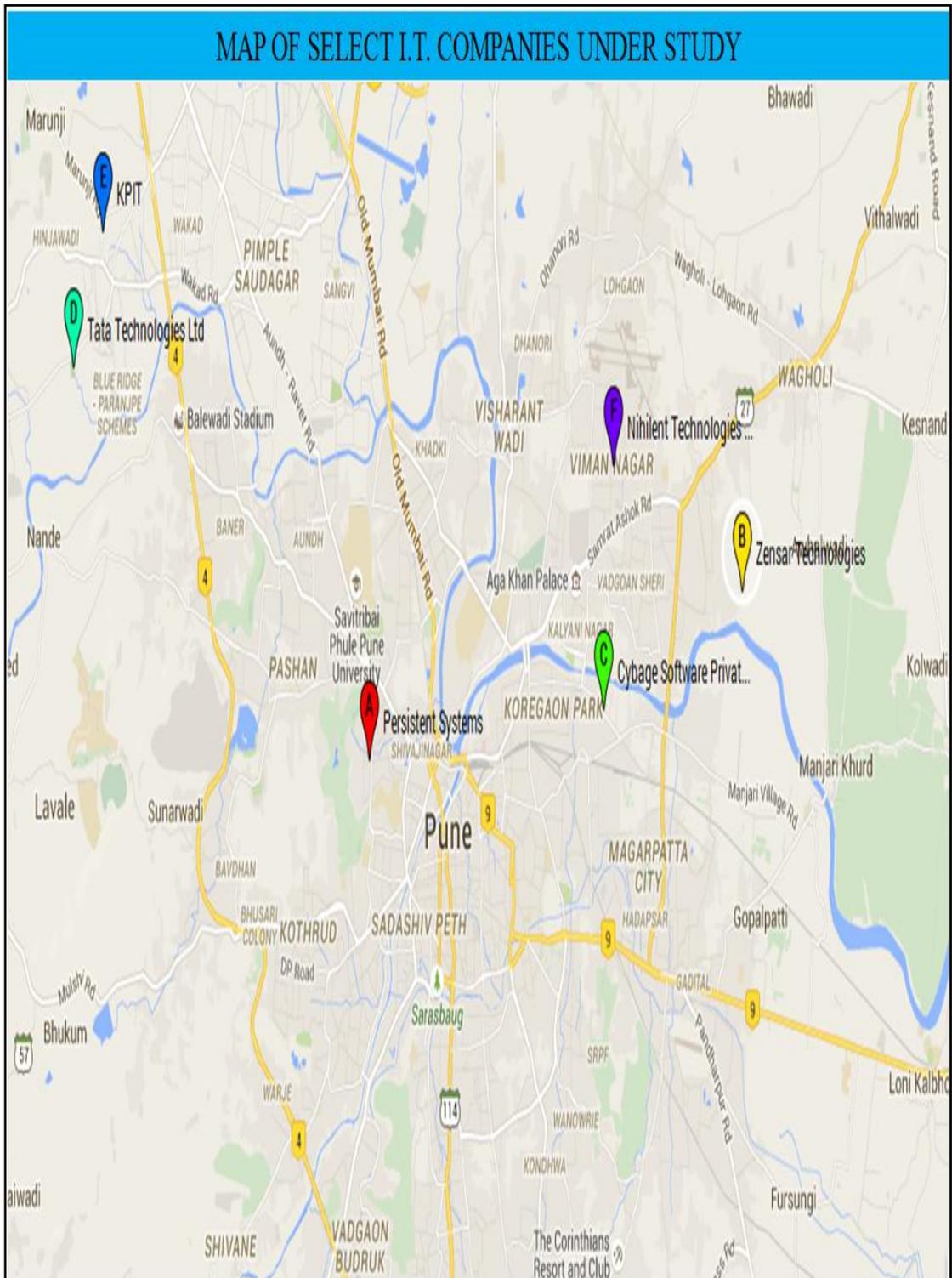
The leadership development process has three integrated phases: Planning; Pipeline identification & Development and Placement. The range of existing leadership development programs include:

- General Management Leadership Development Program (GM LDP) where candidates from top MBA institutes self nominate themselves. The selected participant undergoes a yearlong international assignment and culminates in his/her accelerated placement to key leadership positions around the globe with profit & loss responsibility. The program [through networking experiences, mentoring and coaching undertaken by senior IBM executives] aims to achieve future leaders’ readiness in candidates. Formal training and consulting are used to provide development opportunities and demonstrate leadership competencies as shown in the table above.
- The Executive Assistant Program focuses on developing the next generation employees where participants (executive assistants) are selected by management council from top global executives to give broad exposure of business problems.
- The ‘**Corporate Service Corps**’ (CSC) started in 2008 as an experiential development initiative. An innovative program, the **CSC** combines the social service programs with leadership development to gain cross cultural experience. Under this program, instead of sending the high performers for foreign assignments or programs at international B schools, the company sends them to work pro bono on social projects across the globe in Asia, Africa, and Latin

² Rajshekhar Krishnan (2011) Leader and leadership development in Leadership development in organizations in India: The Why and How of It (Part I) Vikalpa Vol.36(3)

America. The program is a prestigious assignment as it receives 10 times applications than the available openings. The CSC offers opportunity to global volunteers to work in Indian NGO's and IBM Indian executives to work in other countries.

APPENDIX IV



**STUDY OF IMPACT OF PERFORMANCE APPRAISAL SYSTEMS in SELECT
I.T. COMPANIES on LEADERSHIP DEVELOPMENT**

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Subject: Invitation to participate in the Research Study

Dear Sir/Madam,

I, Dimple Buche, am working for my PhD Degree of SAVITRIBAI PHULE PUNE UNIVERSITY under the supervision of Dr. Y.M. Mithare

My study is entitled **“Study of Impact of Performance Appraisal Systems in Select I.T. Companies on Leadership Development”**

In this context, I wish to request you to help me in collecting required data and information. The data and information so provided by you will be kept strictly confidential and result of the study will be shown in statistical form only. I am committed to a complete anonymity of the respondents as well as the firms and share the overall findings of the study so conducted.

I solicit your kind cooperation and moral support in this academic endeavor. Kindly oblige by responding to the survey form. If you have any query, please do not hesitate to contact me. I thank you in advance for your assistance and consideration.

With Warm Regards and Best Wishes

Yours sincerely,

DIMPLE BUCHE
Asst. Professor
St. Mira's College for Girls, Pune

RESPONDENT'S PROFILE:

1. Name : _____

2. Since when are you associated with the present organization?:

- i) 0-5 yrs. ii) 5-7 yrs.
 iii) 7-10 years iv) more than 10 years

3. Gender:

Male Female

4. A. Educational Qualification: B. Position Held:

I. A. JOB PROFILE: (Please √ the most appropriate)

1. Nature of Job/ type of activities covered:

S.N.	Activity	
1.	Project Delivery	
2.	Consulting	
3.	Project management	
4.	Sales	
5.	Business Development	

2. Responsibilities covered: (Please √ the most appropriate)

S.N.	Particulars	
1.	Team management	
2.	Projects Cost/ Quality management	
3.	Budget management	
4.	Technology management	
5.	Resource management	

3. Please indicate association of your everyday task with the task of your :

S.N.	Particulars	Dependent	Partly Dependent	Not dependent at all
1.	Peers			
2.	Subordinates			
3.	Supervisor/ Superior			

4. The frequency of work task reporting to your superiors is:

Daily Weekly Fortnightly Monthly

I. B. RELATION WITH JOB PROFILE [Tick the most appropriate]

1. Do you feel:

S.N.	Particulars	SA	A	N	D	SD
1.	Acquiring professional qualification is necessary to fulfill some aspects of your job/task					
2.	Formal education you have taken has helped you to perform tasks effectively					
3.	Certain training inputs are essential to perform your job					
4.	Training in areas like Technical skills, Soft skills, Management skills are adequately provided at your organization					
5.	Frequency of trainings is satisfactory in your organization					

SA: Strongly Agree; A: Agree; N: Neutral; D: Disagree; SD: Strongly Disagree

2. The training provided to you by your organization is

On the job Off the job Both on and off the job

3. The positive influence of training program on your job performance is:

- i. Knowledge advancement
- ii. Skill improvement
- iii. Self esteem
- iv. Attitudinal change
- v. All of the above

II. Performance Appraisal System:

A. PERFORMANCE PARAMETERS OR STANDARDS:

1. Do you feel,

S.N.	Particulars	SA	A	N	D	SD
1.	That the parameters set are aligned with your performance?					
2.	Procedure of setting performance standards is rational?					
3.	The top down approach for setting parameters in any organization proves effective?					

SA: Strongly Agree; A: Agree; N: Neutral; D: Disagree; SD: Strongly Disagree

B. GOAL SETTING [Tick the appropriate option in this section]

1. Your organization believes in the philosophy of goal oriented performance

Yes No

a. Goals /Targets are set:

- i. Business unit-wise
- ii. Function-wise
- iii. Project-wise
- iv. Individual Role / Position

b. The procedure of individual target setting is:

- i. Cascaded top down
- ii. Consolidated bottoms up
- iii. Ad hoc

2. The norms followed to set individual targets are based on:

- i. Industry growth
- ii. Potential of business unit
- iii. Role Competencies expected
- iv. Position Responsibilities
- v. All of the above

3. Do you believe, the procedure of target setting:

S.N.	Particulars	SA	A	N	D	SD
1.	Enhances employee efficiency					
2.	Affects employee behavior					
3.	Causes conflicts at workplace					
4.	Results in dissatisfaction					

SA: Strongly Agree; A: Agree; N: Neutral; D: Disagree; SD: Strongly Disagree

4. In your opinion:

S.N.	Particulars	SA	A	N	D	SD
1.	Managers should continuously follow up on targets achieved					
2.	Continuous follow up on targets motivates you to perform					
3.	Continuous follow up and review on targets develops a feeling of inferiority in the employee					
4.	Goal setting and follow up leads to employee turnover					

SA: Strongly Agree; A: Agree; N: Neutral; D: Disagree; SD: Strongly Disagree

5. How do you respond to the following statements with respect to your organization?

S.N.	Particulars	Always	Sometimes	Never
1.	Employees can review/reset their goals periodically			
2.	Review/ reset of goals causes embarrassment to the employee			
3.	Review/ reset of goals brings feeling of in-security			

C. ASSESSMENT

S.N.	Particulars	SA	A	N	D	SD
1. S	The performance assessment system in your organization takes all aspects of your job/task into account?					

A

: Strongly Agree; A: Agree; N: Neutral; D: Disagree; SD: Strongly Disagree

2. The Performance assessment tool in your organization is

- a. Electronic (Developed In-House)
- b. Electronic (Off the shelf Software)
- c. Electronic (Customized Software)

3. In your opinion:

a. The job aspect given more importance while assessing the performance is:			b. The job aspect that should be given more importance while assessing the performance is:		
i.Result	ii.Behavior	iii.Both Result and Behavior	i. Result	ii. Behavior	iii. Both Result and Behavior

**4. In your view, what are the specific objectives of assessing the employees?
[Tick the most appropriate option]**

S.N.	Particulars	
1.	To provide feedback on Goals achieved	
2.	To facilitate promotion decisions	
3.	To motivate for Performance improvement	
4.	To identify training and development needs	
5.	To decide compensation and rewards	

5. Employee assessment in your organization is done for:

S.N.	Particulars	
1.	Feedback on results and behavior	
2.	Compensation Planning	
3.	Employee Development	
4.	Career Advancement	

6. Do you believe? :

S.N.	Particulars	Yes	No	Can't Say
1.	Methods of assessment clearly indicate purpose of employee assessment			
2.	Assessment process helps to achieve its objective			

7. How are the norms for assessment of performance set in your organization?

S.N.	Particulars	
1.	Industry best practices	
2.	Corporate employee guide/ Handbook	
3.	Recommendations of industry bodies	
4.	Past experiences	
5.	Contemporary literature on Assessment	

8. The norms are communicated to the employees through:

Share and learn sessions	E Mails	Company Intranet site	Team Meetings

9. The authority entrusted with task of assessment:

- i. Immediate supervisor/Manager
- ii. Panel including HR
- iii. Peer group

10. The performance assessment is reviewed further by: [Tick the appropriate option]

- i. Managers Manager
- ii. Panel group
- iii. Third party

11. How does performance assessment influence employees? :

S.N.	Positive influences			Negative influences	
1.	Enhances morale and improves performance		1.	Leads to Employee Attrition	
2.	Improves interpersonal relation		2.	Increases Conflicts/ friction	
3.	Decides development roadmap				

D. FEEDBACK AND FOLLOW UP

[Tick the most appropriate option for all questions in this section]

1. Does an employee feedback mechanism exist in your organization?

Yes No

2. Does a feedback mechanism exist to collect and evaluate employee opinions regarding employee assessment procedure? :

Yes No

3. Please indicate whether:

Sr.No.	Particulars	Yes	No
1.	There are norms established for feedback of employee performance?		
2.	The norms are communicated to employees?		

4. Do you feel:

S.N.	Particulars	SA	A	N	D	SD
1.	Feedback on performance is useful for					
a.	Maintaining Discipline					
b.	Identifying reasons for falling short or exceeding target/ behaviors					
c.	Facilitating training decisions					
2.	Feedback (employee opinion) about PAS is useful for					
a.	Making structural changes (Redesigning existing system)					
b.	Facilitates training to appraisers and appraisees					

SA: Strongly Agree; A: Agree; N: Neutral; D: Disagree; SD: Strongly Disagree

5. The results of performance appraisal are communicated by immediate superior to employees:

S.N.	Particulars	
1.	Face to face when positive	
2.	Discretely (without discussion) when negative	
3.	Both Positive and Negative in person	
4.	Both positive and negative discretely	

6. The suggestions regarding improvements on specific aspects are:

- i. Documented and kept confidential
- ii. Documented and shared
- iii. Not documented

7. The employee reactions to the suggestions made by superiors are:

- i. Favorably Accepted
- ii. Accepted with resistance
- iii. Not accepted at all

8. According to you:

A.	The results of Performance Appraisal become a basis for:		
	Only Monetary incentives	Monetary incentives and Promotion	Monetary incentives and Development decisions

B.	The implications of the prevailing Performance Appraisal System are: [Tick as many options found appropriate]	
1.	Regulate employees	
2.	Improves performance	
3.	Develops sound interpersonal relations	
4.	Motivates employees through positive reinforcement	
5.	Creates awareness about leadership traits	
6.	Helps to redesign job profiles	

E. LEADERSHIP: “CONCEPT AND PERCEPTION”

1. What in your view is the function of leadership in your organization?
 [Tick as many options found appropriate]

- i. Strategy formulation (Goals, Objectives)
- ii. Building effective relationships
- iii. Talent development
- iv. Change management

2. According to you, what constitutes an effective leader for a representative IT Company?

[Tick as many found appropriate options]

S.N.	Particulars		S.N.	Particulars	
1.	Goal oriented		4.	Technical/ Functional knowledge	
2.	Emotionally stable		5.	Strategic Thinker	
3.	Global mindset				

3. What are the determinants of the leadership behavior of an IT manager?

[Rank the options from I to VII: I -Very Important, II - relatively less than I and so on....]

S.N	Particulars		S.N	Particulars	
1.	Technical/ Functional expertise		5.	Effective Communication	
2.	Self awareness		6.	Execution skills	
3.	Problem solving skills		7.	Result orientation	
4.	Team behavior				

4. What in your view are the major considerations for leadership development?

[Tick the most appropriate]

- i. Organizational Performance
- ii. Client building
- iii. Competency building
- iv. Succession Planning

5. Do you think leadership development initiatives in your organization help in developing effective IT managers?

Yes No

6. What are the strengths of prevailing Leadership development methods in your organization? [Tick as many found appropriate]

S.N.	Particulars	
1.	Focused on Business Growth	
2.	Focused on Employee Development	
3.	Focused on Succession planning	
4.	Focused on developing Leadership Pipeline	

7. Which of the following systems provide inputs to develop leaders in your organization?

[Tick most appropriate option]

S.N.	Particulars	
1.	Competency Assessment in PAS	
2.	Potential Appraisal	
3.	Multisource feedback	

8. What is the procedure of identifying effective leadership traits in your organization?

[Tick the most appropriate option]

- i. Leadership skills inventory in PAS
- ii. Competency mapping
- iii. Critical Incidents behavior

9. What is the significance of each phase in development of leadership?

[Rank the options from I to IV: I-Most Significant, II-Less than I and so on..]

- i. Identifying individual development needs
- ii. Deciding Career path
- iii. Evolving customized leadership development program
- iv. Implementing LDP to build capability

10. Which of the following aspects of the Performance Appraisal are considered for development of leadership? [Tick as many found appropriate]

S.N.	Particulars		S.N.	Particulars	
1.	Feedback on Results		4.	Career Progression	
2.	Feedback on Behavior		5.	Future Potential	
3.	Training Needs Identification				

11. What type of managerial leadership does Performance Appraisal assess?

- i. Assesses Functional abilities
- ii. Assesses Behavioral competencies
- iii. Assesses Values
- iv. Assesses Traits

12. Which aspects of the personality traits are considered for effective leadership development?

S.N.	Particulars		S.N.	Particulars	
1.	Emotional stability		4.	Compliance/Conformance	
2.	Interpersonal skills		5.	Discipline and drive	
3.	Adaptability to changes				

13. In your organization what mechanism in PAS is used to identify leadership potential?

S.N.	Particulars	Yes	No
1.	Competency mapping		
2.	Ability of individual employee to 'identify problems'		
3.	'Behavior in critical situation'		

14. Whether your organization has developed curriculum or defined program for Leadership development?

Yes No

If yes, what are the contents of such program?

- i. Training
- ii. Attitude workshops
- iii. Action Learning

**15. What is the modality to implement leadership development programs?:
[Tick as many options appropriate with reference to your organization]**

S.N.	Particulars	
1.	In House Training	
2.	Management Development Program	
3.	Coaching/Mentoring	
4.	Job Rotation	
5.	Stretch assignments/ Overseas Assignments	
