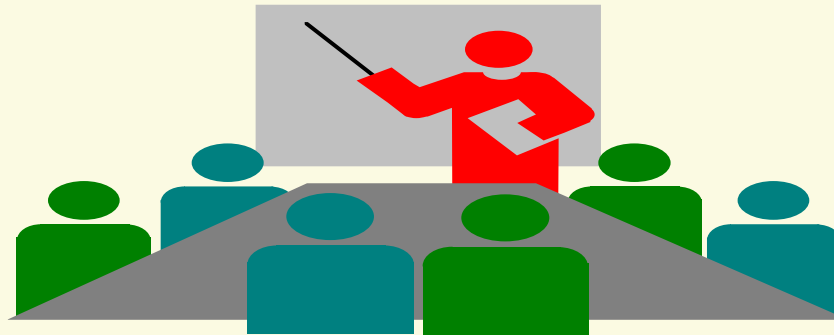


MANAGEMENT FOR RESULTS

MODULE-7

{EVALUATION}



 **INNOVATIVE BUSINESS IMPROVEMENTS PVT. LTD.**

 **#53 SECTOR 18-A CHANDIGARH-160018 TEL:2724872**



IBI-148

MANAGEMENT FOR RESULTS

EVALUATION

 **Aim:** Role of evaluation in organization

 **Theme:** What and how did we do?

 **Focus:** Managing the business

 **Learning objectives expectations:**

- **Importance of data reliability- Explain**
- **Why evaluation is necessary- Explain**
- **Three types of evaluation- describe**

 **Four components of evaluation-discuss**

MANAGEMENT FOR RESULTS

EVALUATION

- .EVALUATION PROCESS**

Example: Designing heating process for a house

Feedback (Temperature)

Need Thermostatic

Warm Control Valve

Feel comfortable

Process

Heating the house

Plan of action

72 degree F

(Temperature)

Thermometer

Consume resources (Fuel)

Compare

Measure comfort level

MANAGEMENT FOR RESULTS

EVALUATION

📄 EVALUATION IS THE CRUCIAL LINK

📄 Between planning and implementation

📄 -----Are we on the right path?

📄 -----Were objectives accomplished?

📄 ----- Is about making judgements.

- .Evaluation Process Components:

- Policy plan -----

Evaluation plan

----- for evaluating -----

----- Evaluating

Support for

learning process

Learning

learning process

📄 Driver -----

-----COMPARE-----

MANAGEMENT FOR RESULTS

EVALUATION

WHAT DO WE EVALUATE?

 ORGANIZATION	PROGRAMS	PERFORMANCE
 Mission	Goals	One program
 System	Objectives	Responsibility centers
 Policies	Process	Short term
 Plan	Results	Schedules
 Structure	Quantity	Expected Results
 Board	Quality	Staffing
 Resources	Mandate	Expenditure



MANAGEMENT FOR RESULTS

EVALUATION

- **.MANAGEMENT PROCESS**

 Managers are responsible for the following:

- **Demonstrating**
- **Directing**
- **Evaluating**
- **EVALUATION COMPONENTS**
- **Process: How we gather information**
- **Definition: Scope, objectives and terms**
- **Indicators: Basis of judgement**

 **Measurement: Decision on outcome**










MANAGEMENT FOR RESULTS

EVALUATION

- **REMEMBER THE GOLDEN RULE**
- **You cannot control what you can not measure**
- **You can not measure what you can not define**
- **You can not define what you don't understand**
- **PERETO PRINCIPLE**
- **20% Causes give 80% of troubles**
- **or 20% Sales generate 80% of profits**
- **So Analyze and separate vital from trivia.**
- **Objective evidence is essential for good evaluation system**
- **Expert witness is also treated as objective evidence.**

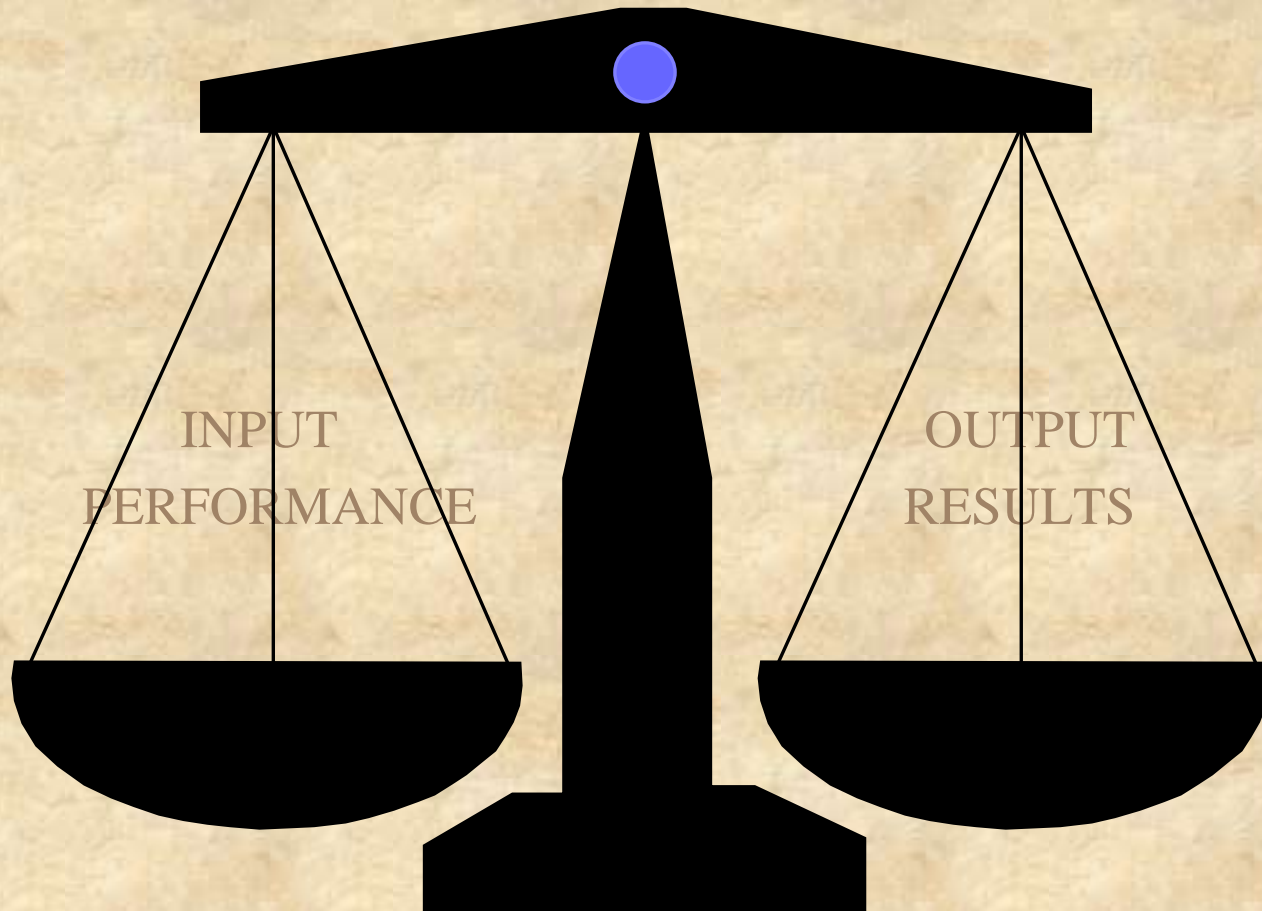
MANAGEMENT FOR RESULTS

{EVALUATION}

 **HOW TO CREATE**
 **AN**
 **EFFECTIVE EVALUATION SYSTEM**
 **TO**
 **MANAGE OUR BUSINESS SKILLFULLY**
 **BY**
 **INTRODUCING THE CONCEPT**
 **OF**
 **MANAGEMENT FOR RESULTS**

MANAGEMENT FOR RESULTS

{EVALUATION SYSTEM}



MANAGEMENT FOR RESULTS

EVALUATION SYSTEM



MANAGEMENT FOR RESULTS

{EVALUATION SYSTEM}

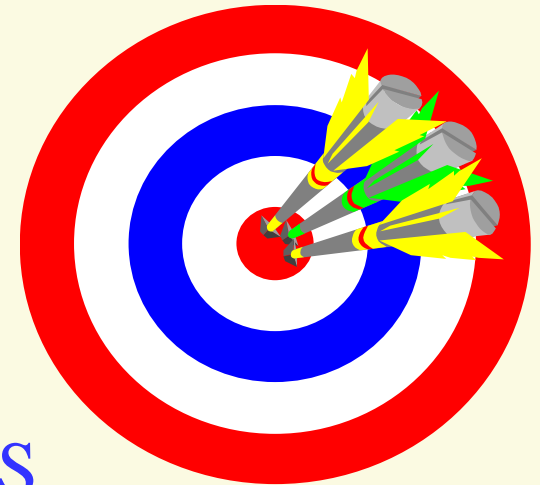
MISSION STATEMENT

GOALS AND OBJECTIVES

PERFORMANCE PARAMETERS

TARGETS AND IMPACT VALUE

EVALUATION OF PERFORMANCE



MANAGEMENT FOR RESULTS

{EVALUATION SYSTEM}

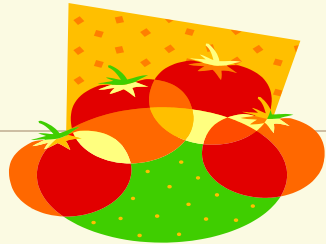
INDIA GO GREEN PRIVATE LIMITED

MISSION STATEMENT

Establish environment friendly high growth organic food processing business near Delhi to delight our health conscious customers by providing organically grown fresh fruits and hygienically processed nutritious processed fruit products meeting International quality standards on competitive terms through customer friendly marketing infrastructure. Motivate employees to excel in all activities for their self growth and development of the company".

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MANAGEMENT FOR RESULTS



{EVALUATION SYSTEM}



GOAL

Company would establish ten orchards each producing more than 1000 Kilograms per day organically grown fresh fruits with in four years from the inception of the company.



OBJECTIVE

1.1 Manager Saharanpur organic fruit farm planted 100 assorted high yield variety fruit trees, managed the farm in a cost effective manner and produced at least 1000 Kilograms excellent quality fresh fruits per day before June 2003.

MANAGEMENT FOR RESULTS

{EVALUATION SYSTEM}

OBJECTIVE

 1.1 MANAGER SAHARANPUR ORGANIC FRUIT FARM PLANTED 100 ASSORTED HIGH YIELD VARIETY FRUIT TREES, MANAGED THE FARM IN A COST EFFECTIVE MANNER AND PRODUCED ATLEAST 1000 KILOGRAMS EXCELLENT QUALITY FRESH FRUITS PER DAY BEFORE JUNE 2003.

PERFORMANCE INDICATORS

 1. QUANTITY OF FRUITS PRODUCED PER DAY

 COST OF PRODUCING FRUITS

 QUALITY STANDARD OF FRUITS PRODUCED 

PERFORMANCE MEASURES

 1. KILOGRAMS PER DAY

 2. RUPEES PER KILOGRAM

 3. GRADE: EXCELLENT/ VERY GOOD/ GOOD

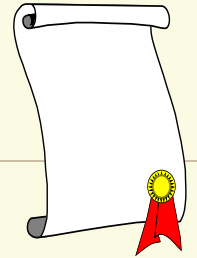
 (A1, A2, A3)

MANAGEMENT FOR RESULTS

{EVALUATION SYSTEM}

ANNUAL PERFORMANCE REPORT

(OBJECTIVE ASSESSMENT)



NAME: Mr. GARDENER

DESIGNATION: MANAGER

S. No.	Parameter	Target	Achievement	Impact Value	Score
1	Quantity of fruits	10000 Kg/ day	7500 Kg/day	40	32
2	Production Cost	< Rs. 10.00/Kg	Rs. 12.00/Kg	20	16
3	Quality of Fruits	*A1 100%	A1 (50%) A2 (45%) A3 (5%)	15	13
Overall				75	61

OBJECTIVE ASSESSMENT SCORE: 61

SCORE CRITERIA FOR QUALITY EVALUATION:

* A1= 100% A2= 75% A3= 50%

MANAGER

CHIEF EXECUTIVE OFFICER IBI-162



MANAGEMENT FOR RESULTS

{EVALUATION SYSTEM}



ANNUAL PERFORMANCE REPORT



(OBJECTIVE ASSESSMENT)




NAME: Mr. Gardener

DESIGNATION: MANAGER



SUMMARY OF EVALUATION



<i>S. No</i>	<i>Parameter</i>	<i>APR</i>	<i>JUL</i>	<i>OCT</i>	<i>JAN</i>	<i>TOTAL</i>
		<i>JUN</i>	<i>SEP</i>	<i>DEC</i>	<i>MAR</i>	<i>YEAR</i>
<i>1</i>	<i>Quantity</i>	<i>30</i>	<i>32</i>	<i>34</i>	<i>35</i>	<i>32.75</i>
<i>2</i>	<i>Cost</i>	<i>17</i>	<i>16</i>	<i>18</i>	<i>19</i>	<i>17.50</i>
<i>3</i>	<i>Quality</i>	<i>12</i>	<i>13</i>	<i>10</i>	<i>12</i>	<i>11.75</i>
<i>4</i>	<i>Total</i>	<i>59</i>	<i>61</i>	<i>62</i>	<i>66</i>	<i>62.00</i>



OBJECTIVE EVALUATION SCORE: 62

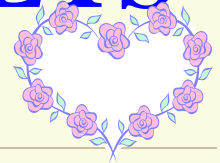
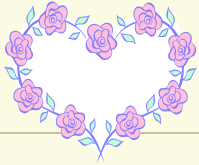


MANAGER

CHIEF EXECUTIVE OFFICER

IBI-163

MANAGEMENT FOR RESULTS



{EVALUATION SYSTEM} (SUBJECTIVE ASSESSMENT)

NAME: Mr. Gardener

DESIGNATION: MANAGER

S. No..	Parameter	Assessment				Impact Value	Score
		Level I	Level II	Level III	Level IV		
1	Leadership	1.00	0.75	0.50	0.25	1	0.75
2	Team Development	1.00	0.75	0.50	0.25	1	0.75
3	Stress Tolerance	1.00	0.75	0.50	0.25	1	1.00
4	Creativity	1.00	0.75	0.50	0.25	1	0.75
5	Cost Control	2.00	1.50	1.00	0.50	2	1.50
6	Interpersonal Skills	1.00	0.75	0.50	0.25	1	0.75
7	Initiative	1.00	0.75	0.50	0.25	1	0.75
8	Job Knowledge	2.00	1.50	1.00	0.50	2	1.50
9	Discipline	1.00	0.75	0.50	0.25	1	1.00
10	Dependability	2.00	1.50	1.00	0.25	2	2.00

MANAGEMENT FOR RESULTS

{EVALUATION SYSTEM}



ANNUAL PERFORMANCE REPORT (SUBJECTIVE ASSESSMENT)

NAME: Mr Gardener

DESIGNATION: MANAGER

S. No..	Parameter	Assessment				Impact Value	Score
		Level I	Level II	Level III	Level IV		
11	Work Attitude	1.00	0.75	0.50	0.25	1	1.00
12	Communication	1.00	0.75	0.50	0.25	1	1.00
13	Planning	1.00	0.75	0.50	0.25	1	0.75
14	*Loyalty	2.00	1.50	1.00	0.00	2	1.50
15	*Integrity	2.00	1.50	1.00	0.00	2	1.50
16	**Sp.Contribution	5.00	3.75	2.50	1.25	5	3.00
Overall Assessment						25	20.00

Score for Level IV (Parameters *marked) will be zero

**Exceptional contribution to improve Production/Quality or Reduce cost

MANAGER

CHIEF EXECUTIVE OFFICER

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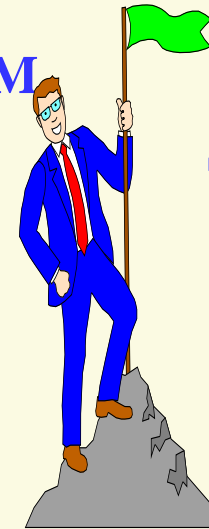
MANAGEMENT FOR RESULTS

{EVALUATION SYSTEM} EVALUATION RESULTS

NAME: Mr. GARDENER

DESIGNATION: MANAGER

S.NO	PARTICULARS	MAXIMUM MARKS	MARKS SCORED
1	OBJECTIVE TARGETS	75	62
2	SUBJECTIVE TRAITS	25	20
3	TOTAL	100	82



* GRADE: VERY GOOD

* GRADING >90 % OUTSTANDING

80-89 % VERY GOOD

75-79 % SATISFACTORY

<75 % UNSATISFACTORY

IBI-166

MANAGEMENT FOR RESULTS



{EVALUATION SYSTEM}



GUIDELINES FOR EVALUATION



{QUALITATIVE PERFORMANCE PARAMETER: LEADERSHIP}

Leadership is the process of encouraging and helping others to work willingly and enthusiastically towards achieving organizational objectives. It is not determined by personal traits, but by one's behavior, which requires a combination of technical, human and conceptual skills to develop and effectively utilize the potential in the employees, working with them.

LEVEL I

One is able to influence and lead others exceptionally well to help them to seek defined tasks and objectives enthusiastically and achieve them.

LEVEL II

One is able to lead others well so that they clearly understand their job and strive to achieve their tasks.

LEVEL III

Generally one manages others to get the work done but many a times does the job by one self.

LEVEL IV

Often control oriented and autocratic; does not delegate, antagonizes others who work with him resulting in non-achievement of assigned group tasks. IBI-167

MANAGEMENT FOR RESULTS

{EVALUATION SYSTEM}

{Hierarchical Evaluation}

PARROT-C \$3000

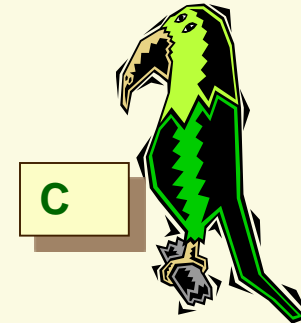
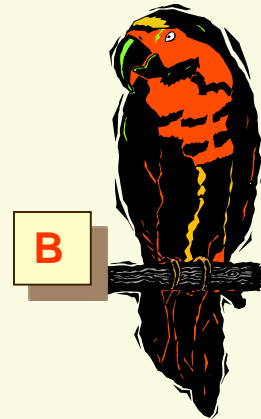
Knows how to operate
a computer

PARROT-B \$5000

knows programming
as well

PARROT -A \$10000

All our parrots call
him "BOSS"



MANAGEMENT FOR RESULTS

{EVALUATION SYSTEM}

QUESTIONS FOR THE PARTICIPANTS

Question No.1

How do you define team spirit ?

Question No. 2

How will you go about evaluating team spirit in your company ?

Question No. 3

What are the indicators for measuring team spirit ?

MANAGEMENT FOR RESULTS

{EVALUATION SYSTEM}

QUESTIONS FOR THE PARTICIPANTS

 Question No. 4

 How or what do you measure?

 Question No. 5

 What would your evaluation be?

MANAGEMENT FOR RESULTS

{EVALUATION SYSTEM}

QUESTIONS FOR THE PARTICIPANTS


Question No. 6

 Why is evaluation essential for an organization?

Question No 7

 What are the important components of a typical evaluation process? Give brief description of each

Question No. 8

 Have one member of your group pick up a department from his/her organization. You are the program evaluation team and will evaluate performance of that department. Describe the specific process indicators and measurement for evaluating the identified department.