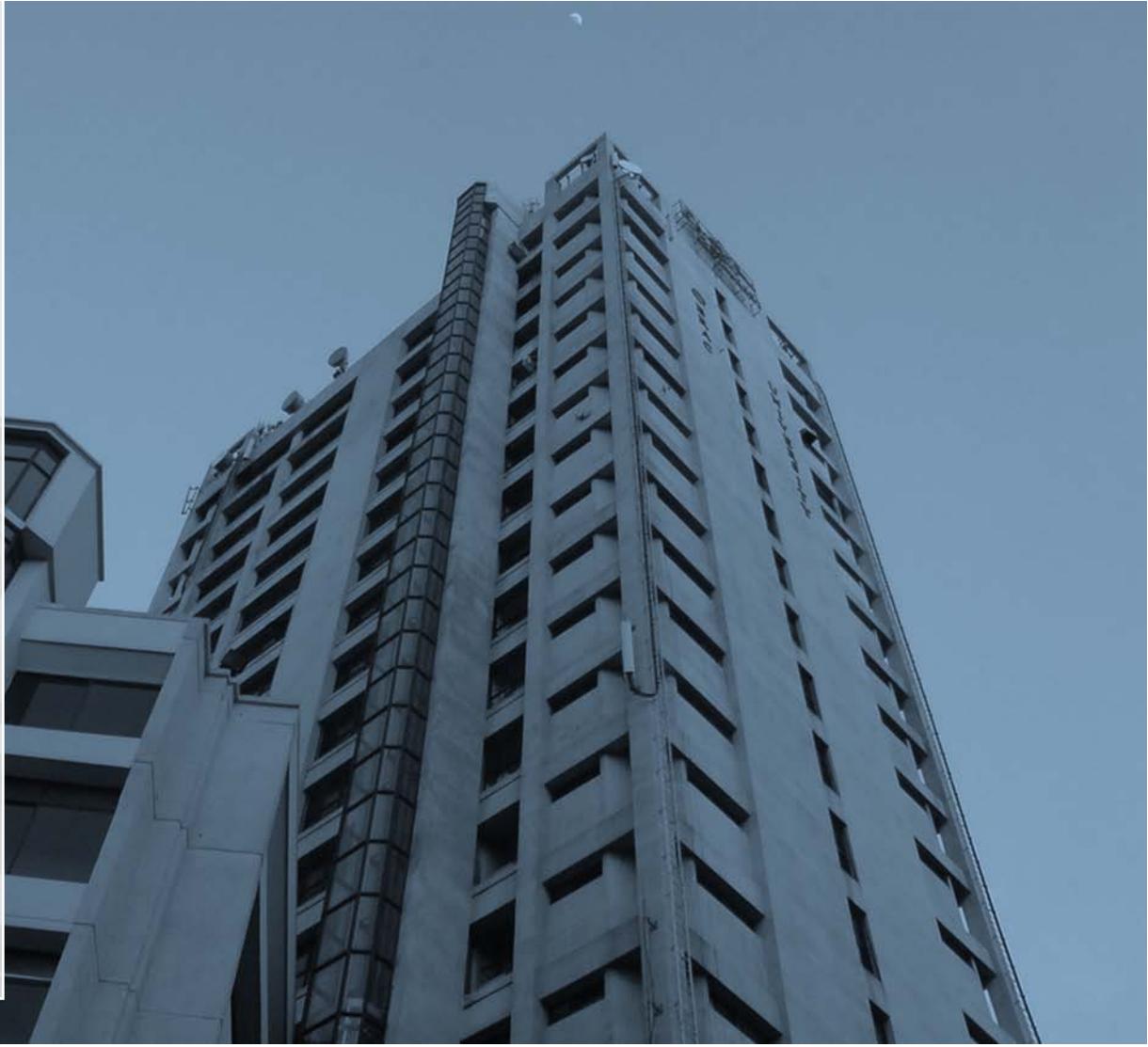


**Evaluation  
OF**

**“Performance Management System at Lafarge  
Surma Cement Ltd”**



**Internship  
Report**

# Evaluation Of “Performance Management System at Lafarge Surma Cement Ltd.”

**Submitted to:**

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BUS 304

Spring 2014

**Date of Submission:** 17<sup>th</sup> June, 2014

## Letter of Transmittal

Tanvi Newaz

Lecturer,

BRAC University

66, Mohakhali

**Subject: Submission of Internship Report for completion of course.**

Dear Sir

This is to inform you that I have completed the Internship Report on “*Evaluation of Performance Management System at Lafarge Surma Cement Ltd.*”. This report focuses on overall Performance appraisal system of Lafarge Surma cement Ltd. , Bangladesh .It has been prepared for the completion of the course, *BUS 304* following all your specific instructions involving report writing so as to present our views in the easiest manner. However, we will be glad to clarify any discrepancy that may arise.

Thank you.

Sincerely yours,

Nandini Bhattacharyya

ID: 10104089

## Acknowledgement

It is my concession to thank Md. Tanvi Newaz, Lecturer of the BBS (BRAC Business School) for rendering me his expertise knowledge and giving the opportunity of practical exposure through this report. I also wants to give thank Mr. Shakib Rahman; my supervisor at Lafarge Surma Cement ltd.

Practical knowledge is fundamental for the application of theoretical intelligence. Keeping this in mind, the internship advisor assigned to prepare this Internship Report to me of the course titled “***Business Research***”. We cordially thank the honorable teacher for providing us with the opportunity to apply classroom learning in practice. There are always some differences between theories and practice. The report bridges the gap between them.

## Executive Summary

Lafarge is a French industrial Company which was founded in France In 1833. It is one of the largest cement industries in the world. Lafarge Surma Cement Ltd. Bangladesh focuses on continues excellence of their employees for their better performance in the work at Lafarge and for the betterment of their career. Lafarge always gives priority to their performance appraisal system because they believe that by performance appraisal they can find out the best employees in the organization. Moreover, performance appraisal motivates employees to work better. In this report I tried to discover the overall performance appraisal system of Lafarge Surma Cement ltd. In addition I tried to give them some suggestion which would be helpful for them in future. For this report I use descriptive research method and make a questioner on their present performance appraisal system. I asked employees from different department to rate this questions and after collecting the ratings I analyze the results in a calculative way. However, although the employees are more or less satisfied with this present appraisal system but they want some changes on it. They give me some suggestions also. I try to combine both their suggestion and my suggestion and recommend them a better way of appraisal.

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# CHAPTER ONE

## Introduction

### 1.1: ORIGIN OF THE RESEARCH PAPER

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This Internship Report is prepared as a requirement of the BUS304 course. My internship supervisor Mohammad Tanvi Newaz asked me to prepare an internship report by setting a topic. So, I analyzed the topic and tried my best to find out all the necessary information regarding the topic.

### 1.2: OBJECTIVE OF THE RESEARCH PAPER

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Followings were the objectives of this report

#### **Primary Objectives:**

- To study the overall appraisal system of Lafarge Surma Cement Ltd.

#### **Secondary Objectives:**

To attain the broad objective following specific objectives were pursued:

- To find out the importance of performance appraisal system.
- To understand the opinion of the employees regarding appraisal system.
- To find out how appraisal system create impact over employees.
- To identify ways of improving the present appraisal system.

### 1.3: SCOPE OF THE STUDY

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- Organization can find out the errors of present appraisal system through this project.
- The management can find ways to improve their present appraisal system.
- It could be used to find out the training needs of the employees’.

### 1.4: LIMITATION

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Several problems were encountered while doing this project.

- Lack of information because company did not want to disclose some of the information which could be more useful for this report.
- Some employees are getting disturbed during the questioner fill up session as they were busy in their jobs.
- Inadequate time for preparing a paper like this.

## CHAPTER TWO

### Methodology

I follow different steps to complete my entire internship report. However, the steps of methodology are described below:

1. At first I choose descriptive research method to complete this report. It includes surveys and fact findings. The main purpose of descriptive research method is description of the state affairs as it exists in present. The main characteristics of this method are that the researcher has no control over the variables and the result.
2. **Sample Size:** For descriptive research method I have to design a sample size. I choose employees from various department of Lafarge Surma cement Ltd. For inadequate time my sample size was not big but I tried to cover the entire department so that there could not be happened any kind of biasness. However my sample size was 15.
3. **Sources of Data Collection:** At first I had to identify the sources of data. I used two types of source to complete this whole internship report. The sources were-
  - I. The Primary sources of Data:
    - Overall observation during the total internship period.
    - General HR policy of Lafarge.
    - Discussion with officials of Lafarge Surma Cement Ltd.

## II. The Secondary Sources of Data:

- Lafarge website.
- Various records of the company.
- Annual performance appraisal form.
- Academic books.

4. **Questioner:** After identifying the sources of the data I made a questioner. The questioner includes all possible questions which will help me to find out the thinking of the employees according to their present appraisal system. I went to the employees table and told them to fill up the form without any hesitation. For their privacy I didn't put any name Colum in my questioner form. However I also asked them to give recommendation or mention some other technique which Lafarge can use in future. ( Sample Questioner is attached to the appendix)
5. **Findings and analysis:** After collecting all data I tried to analyze the information and then find the problem which the employees are faced in recent time. For analysis I use different bars and charts. I also interpret all the results and then come up with the final result.
6. **Recommendation:** After analyzing the whole appraisal process I tried to find out the gap between the employees expectation and the output from the organization. I divided the recommendation part into two segments. One is recommendation from the employees which includes what they want, what will be good for them and what they suggest the organization. The other segment is my part and here I identify what are the disadvantages and advantages of this present appraisal system and what would be better for them.

## CHAPTER THREE

### Company Overview

#### **Industry Profile:**

##### **3.1) History of the company:**

**Lafarge Group:** Lafarge is a French industrial Company which was founded in France In 1833. Through these 170 years, it has been growing steadily to take leadership in the production of different kind of construction materials and has established itself as the world leader in construction material business. At present Lafarge is the world leader in building materials, with top-ranking positions in all of its businesses: Cement, Aggregates & Concrete and Gypsum.

The company is committed to sustainable development and for this reason Lafarge combines industrial know-how with performance, value creation, respect for employees and local cultures, environmental protection and the conservation of natural resources and energy.

Customers are the main concentration of Lafarge. It offers the construction industry and the general public innovative solutions bringing greater safety, comfort and quality to their everyday surroundings.

Over a period of 170 years, Lafarge expertise in efficient industrial production, conservation of natural resources and respect for both the society and environment is being implemented all around the world. It firmly believes that industrialization must create value, protect the environment and respect people and their cultures.

**Cementos Molins:** Cementos Molins, Sociedad Anonima, is a Spanish Cement Company which was founded in 1928. With the experience of 75 years in manufacturing cement Cementos Molins has now become a renowned Concrete, Aggregates, Mortar and Pre-cast product producer in Spain. It has now 40 Ready Mix plants, 13 Aggregates quarry and 11 pre-cast product manufacturing units in Spain, it has industrial operation in Mexico, Argentina, Uruguay, Bangladesh and Tunisia.

**3.2) Lafarge Molins Joint Venture:** Lafarge and Cementos went for a joint venture agreement. By this joint venture two companies formed named Surma Holdings with Lafarge and Molins. Each company holds 50% stake in the newly formed joint venture company.

However, after transfer of the current Lafarge shareholding in Lafarge Surma Cement (LSC), the Joint Venture Company holds about 59% of LSC's common equity.

**3.3) Lafarge Surma Cement (LSC):** Lafarge Surma Cement Ltd. was established in 11th November, 1997. This commercial venture was born by an investment of 280USD dollars which was financed by Lafarge of France and Cementos Molins of Spain. However, till now it is the biggest foreign investment in our country.

Since Bangladesh has no commercial deposit of limestone, that's why in 2000 India and Bangladesh signed a historical agreement through exchange of letter to support this unique cross boarder commercial venture. According to this agreement, India would provide uninterrupted supply of limestone to the plant which was established in Chattak, Sylhet, Bangladesh.

Although the main plant is in Bangladesh; a subsidiary office named Lafarge Umiam Mining Private Ltd. (LUMPL) being registered in India, which operates its quarry at Nongtra in Meghalaya.

## Summary

Company: Lafarge Surma Cement (LSC) Limited incorporated in November 1997, Bangladesh

Plant location: Chhatak, Sunamganj, Sylhet which is in the far north-east corner of Bangladesh. This location is 10 km away from the border with the Indian State of Meghalaya

Plant type: Integrated, dry process cement plant

Plant capacity: 1.5 million tons of clinker and cement.

Quarry: Located in the State of Meghalaya, India

2 companies - one holding the mining rights & land leases and the other for quarry operations:

a) Lum Mawshun Minerals Pvt Ltd. (LMMPL)

-This holds the mining rights and land leases

Ownership: 74% owned by LSC + 26% by two Indian local partners

Source: Wikipedia

**Vision:**

- To be the undisputed leader in building materials in Bangladesh.
- Being the best.
- Growing fast with the best value creation.
- Achieving leadership in local businesses through excellence.

**Mission:**

- Generating Value for our customers.
- Giving our people every opportunity to contribute and develop their talents.
- Contributing to building a better world for our communities.
- Delivering the value creation that our shareholders expect.

### 3.4) Products:



**Supercrete:** Supercrete is the main product of Lafarge Surma Cement Ltd. The word SUPERCRETE is derived from two English words 'Superior' and 'Concrete' which make superior and durable concrete. It is a premium brand made for general purpose application namely foundation, beams, columns, slab, masonry and plastering works. SUPERCRETE comes in 50kg bags.

SUPERCRETE production undergoes stringent quality control & environment management system that is certified by Asia Technical Centre, Kuala Lumpur, Malaysia.

### 3.5) Main Features of Supercrete:

1. **Consistent Quality:** Supercrete has a consistent quality because,

- The proportioning of raw materials is strictly controlled at all stages of process to ensure best quality of the finished product.
- Lafarge has a well equipped laboratory with the most' modern and sophisticated cement testing equipment ever installed in Bangladesh.

2. **Easy to Mix:** A special formulation allows the cement to be mixed easier. Moreover,
  - Less remix effort leading to smooth completion of work.
  - Mortar remains rich because less remixing with water.
  
3. **Good Workability:** Supercrete has good workability because easy to apply and it requires less effort.

### **3.6) Properties:**

SUPERCRETE complies with the requirements specified in Bangladesh Standard BDS EN 197-1: 2003, CEM IIA-L 42.5N composition, specification and conformity criterion.

<b>Properties</b>	<b>Standard Compliance</b>
Initial Setting Time(Min.)	≥ 60
<b>Compressive Strengths</b>	
2 Days(Mpa)	≥ 10
28 Days(Mpa)	> 42.5

### **3.7) Uses**

SUPERCRETE cement is widely used in road, bridge and building construction. Its chemical compound's proportion is stringently controlled to protect atmospherically exposed, reinforced concrete structure from attack by chloride, oxygen, moisture ingress. Typical uses include, but are not necessarily limited to the following:

- Residential, commercial, industrial complexes and multi-story building.
- Roads (Asphalt concrete), runway. Bridge, culvert and flyover

## CHAPTER FOUR

### Performance Appraisal System at Lafarge

**4.1) Performance Appraisal:** Performance appraisal is a process by which employee's current and past performance is evaluated to his or her performance standards. Performance appraisal procedure involves three criteria:

- i. Setting the work standards
- ii. Assessing the employee's actual performance relative to those standards
- iii. Providing feedback to the employee with the aim of motivating him or her.

It is a powerful tool to standardize, refine and reward the performance of the employees. It helps employees to motivate them towards work by eliminating their deficiencies. People differ in their abilities and aptitudes. There is also a difference between quality and quantity of the same job done by two different people. Therefore, performance appraisal is necessary to understand each employee's abilities, competencies.

**4.2) Objectives of Performance Appraisal:**

- To review the performance of the employees over a given period of time.
- To find the gap between actual and standard performance.
- Helps to strengthen the relationship between manager and subordinates
- To serve a proper career planning program for the employees.
- To identify the strength and weakness of the employees and provide them training according these.

**4.3) Recent appraisal Procedure of Lafarge:** Lafarge mainly use the traditional form of appraisal system which is top down appraisal system. We know that in top down appraisal system the employees are supervised by their supervisors and managers according to their performance.

**4.4) Performance Appraisal Cycle at Lafarge:**

1. **Goal Setting:** At first the employees have to set their goals. The goals should be SMART. SMART goals are:

- **Specific:** well defined, clear and unambiguous
- **Measurable:** define specific criteria for measuring progress toward accomplishing each goal.
- **Achievable:** require staff members to stretch, but are not impossible, to achieve
- **Relevant:** related to the department's mission and/or a specific project or program
- **Timely:** clearly defined time frame or progress is tracked at regular intervals.

Goal setting must be align with business, regional and functional priority. A copy of goal setting should be forwarded to the HR department.

2. **Implementing IDP:** Managers implement IDP (Individual development Plan) to the subordinates. It is an ongoing process and in the mid year the plans are followed by the managers.

3. **Mid-Year Review:** In midyear managers and subordinates set/adjust/correct any goal which needs to be reviewed due to change of role, change of business priority or for any other reason. Managers and subordinates also conduct performance discussion. Managers give feedback to the subordinates and also suggest them in which sector he/she should improve his/her performance.

4. **Year-end Review (Final Appraisal):** In year-end review the managers give final ratings to the subordinates. Year-end review has some steps:

- At first the appraisal forms are delivered by the HR department. HR department send these forms to the senior managers of other departments.
- Senior manager than give those forms to his/her subordinates.
- Individuals than done self-assessment. They list down all their responsibilities, duties and accomplishments.
- After filling up the form the manager sit with each subordinate individually. That time they discuss about the overall performance. Managers also match the actual goal with the achieved goal by the subordinates.
- By assessing performance of recent year managers give final rating as well as performance feedback to the subordinates. They also Prepare IDP, guide/coach for future improvement and discuss about the next years goal.

5. **Finalizing ratings:** After completing all the performance related tasks by each departments the form than send to the HR department for final assessment. According to the final rating HR specify increments to the employees. The ratings are also used to give promotion to the employees. However, organization always maintains a time limit to complete the whole process.



Moreover, Performance appraisal workshops are held for both the manager and employees. In the workshops they are being taught about the performance appraisal system of the recent year.

#### **4.5) Performance Appraisal guideline of Lafarge:**

##### **1. Categories of Appraisal System:**

Lafarge Surma Cement Ltd appraises their employees twice in a year. These are Midyear and Year end appraising.

Lafarge divide their whole appraisal form into three categories.



- I. **Safety (30%):** For Lafarge safety is the first priority. For this reason they put 30% weight of the total 100% for safety. It depends on how they perform into the safety activities of the organization .Like- they have safety committee for fire fighting, safety committee for emergency etc. In the committee the employees are assigned in different tasks. Moreover they have a safety month in which all employees are given different tasks. Employees’ safety weight depends on their safety performance throughout the year.
  
- II. **Responsibility (50%):** This segment is the most important segment for any employee. In this section employees are rated on the basis of their effort, key projects, duties and accomplishments during the present year. Employees have to list down all their responsibilities and duties done by them and then the responsibilities are being matched with their original job description. Employees also have to list done their extra-mile project tasks. However the weight age of extra-mile projects is fixed.
  
- III. **Leadership Competency (20%):** Lafarge has some fixed competencies. They are managing self, Team work, improving performance, customer focus, integrity and values. For each competency employees have to give example along with their statement. According to the evidence to their leadership competencies they are rated by the manager.

For example, leadership competency on managing self:

Leadership assessment	Specific criteria of the Performance Driven Culture attributes to be considered for promotion	Score	Evidence or Example
Team Leading	Select, promote and reward others based on performance Provides timely feedback, coach and provide challenging assignment to motivate team members and improve performance	4	Team Leading:

2. **Next Year Plan:** After assessing the recent year goals the manager has to specify the next year goal. Managers discuss with the employees and then put the next year goal, duties and responsibilities.
3. **Development Plans:** Managers also identifies the development areas of the employee. By development plans manager denotes whether the employee need any training or not, in which sector he/she needs training and in which section he/she has to put more emphasis.
4. **Overall Rating:** Overall rating is populated under four rating scale criterion. The criterions are:

Criterion	Score	Explanation
<b>D</b>	1	Performance is consistently below expectations, Needs focus on individual development, requires excessive time and attention by supervisor
<b>C</b>	2	Individuals in this category meet majority of the expectations in demonstrating organizational values, the requirements of performance were mostly met and goals and objectives were more or less achieve
<b>B</b>	3	Individuals in this category consistently meet expectations in demonstrating organizational values, the requirements of performance were met and goals and objectives were fully achieved.
<b>A</b>	4	Individuals in this category consistently exceeds expectations in most of the organizational values and principles, all planned goals and objectives were met, accomplishments were made in unexpected areas

**5. Duel Reporting:** Lafarge use duel reporting system in which two supervisors namely "Administrative" and "Functional" supervise the whole appraisal system. Administrative supervisor will first do the appraisal. And then Functional Manager will review and will give final rating with the consent (if need be) of the Administrative Manager.

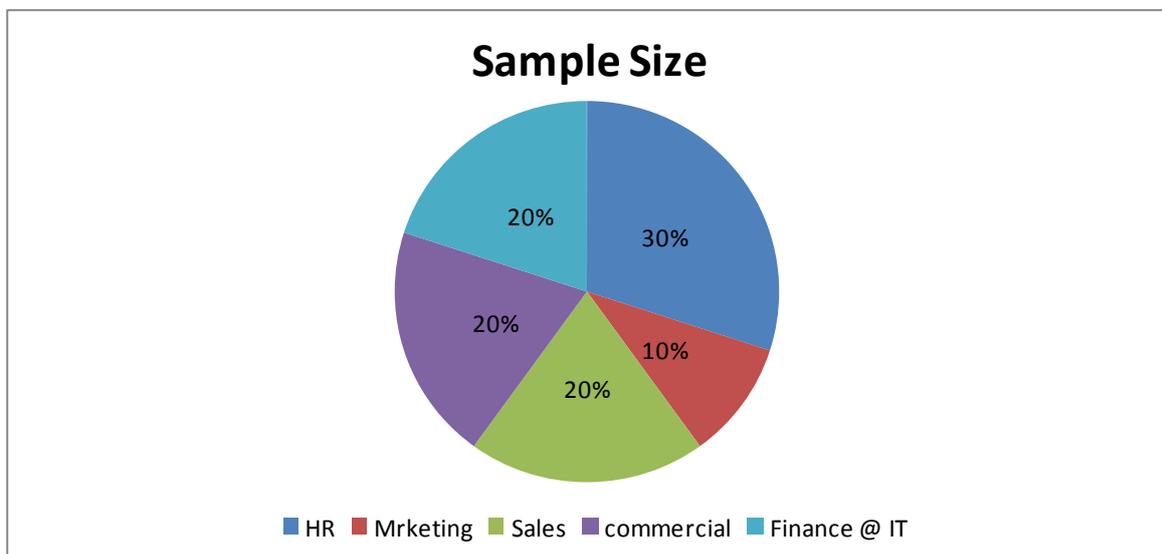
## Chapter Five

### Analysis & Findings

For evaluating the appraisal process of Lafarge surma cement Ltd. I took the help of the employees. I made a questioner and asked them to fill up the questioner. Based on their answer I tried to find out their satisfaction level on present appraisal system.

However, the analysis part is described below:

1. For analysis my sample size was 10. Although my sample size was not so big but I took employees from different departments. Among 10 people 3 were from HR, 2 were from Finance and IT, 2 were from Sales, 1 from marketing and 2 from commercial department.



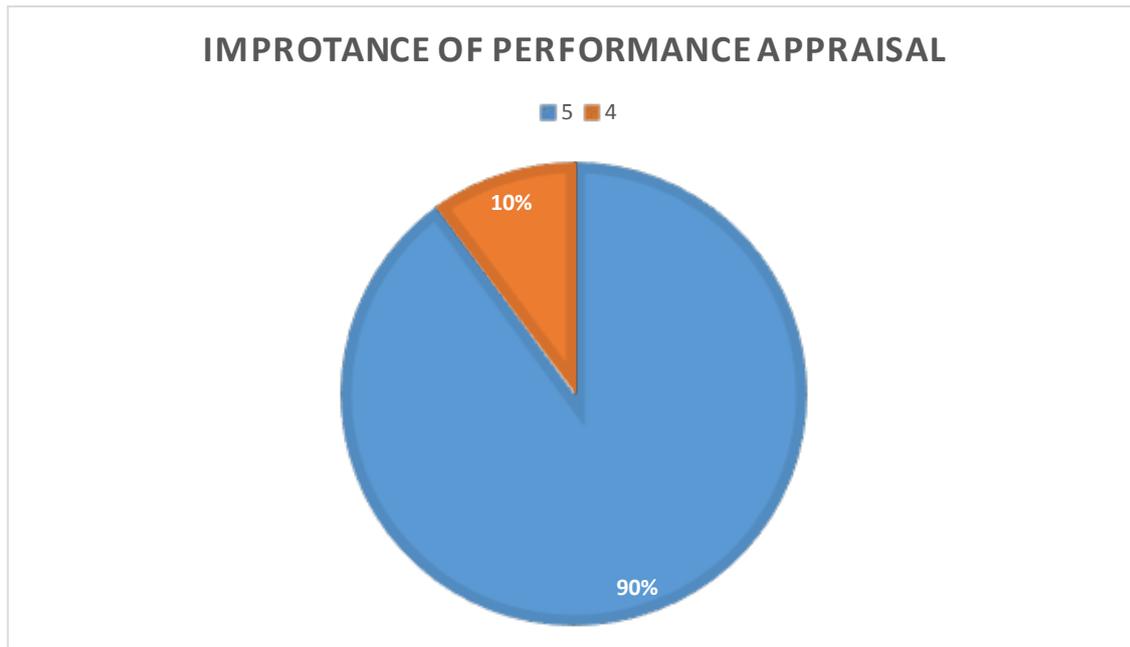
2. As Lafarge follow top down approach for their appraisal that's why the employees are appraise by their supervisors. However according to the employees main reasons for performance appraisal are:

- To identify motivating methods
- To decide monetary benefits
- To identify barriers of the performance.

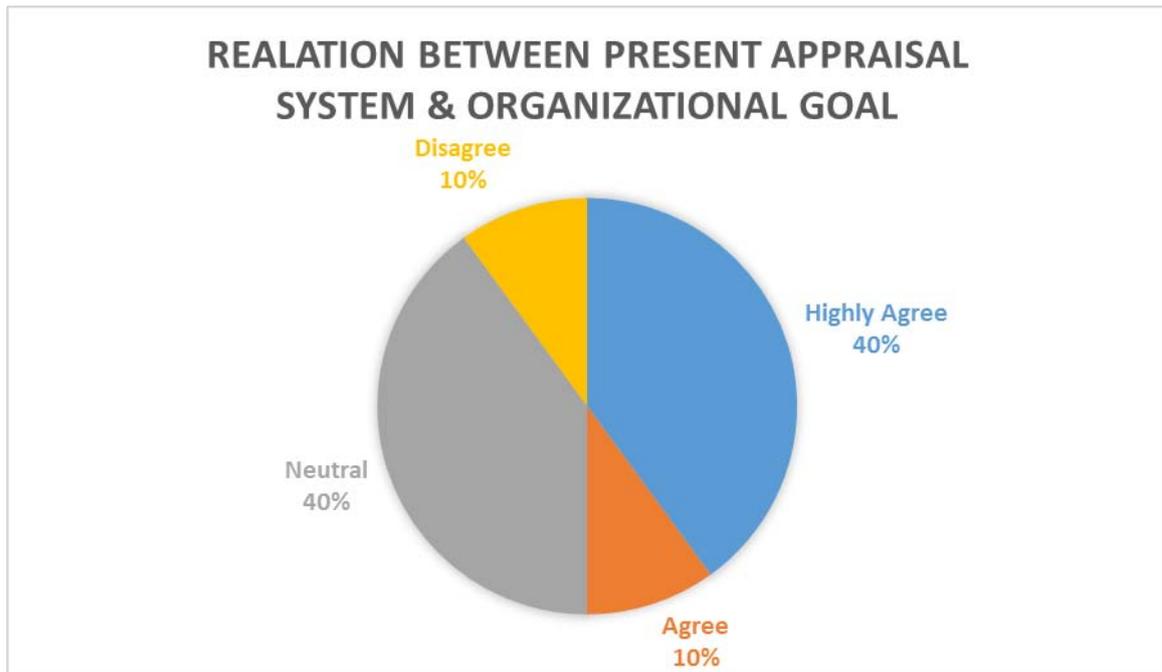
3. However, in my questioner I put 15 questions and asked them to rate the questions. I divide the ratings into five categories and this are:

- 5- Highly Agree
- 4-Agree
- 3-neutral
- 2-disagree
- 1- Highly disagree.

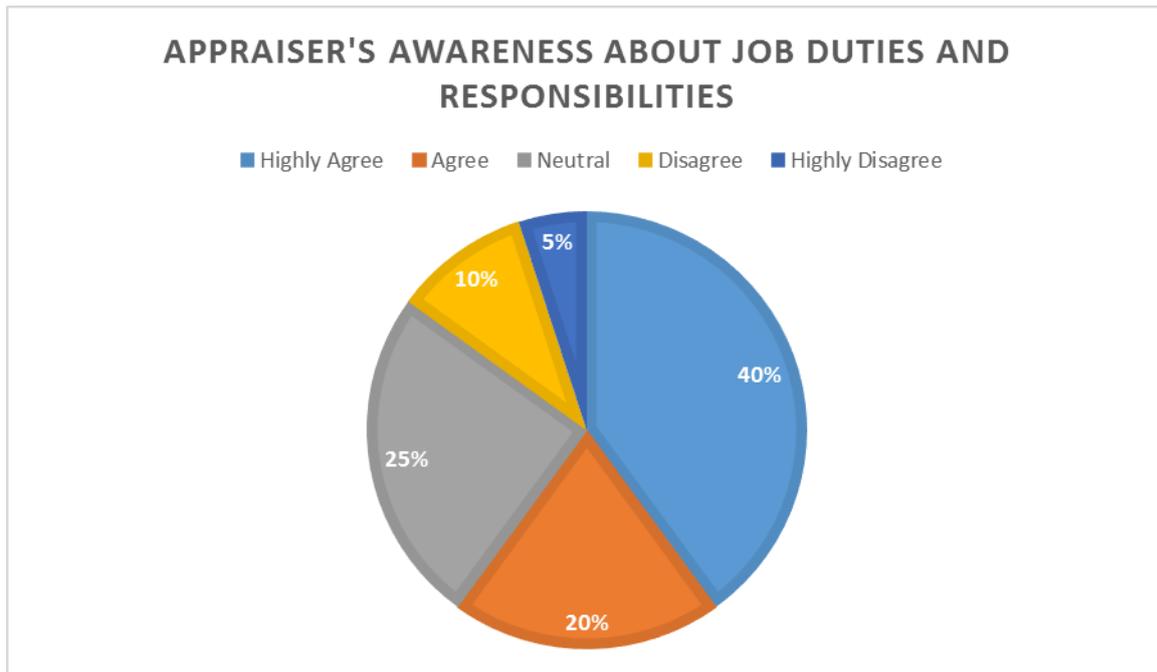
4. **Interpretation:** To evaluate the whole project here I interpret each and every question with graph.



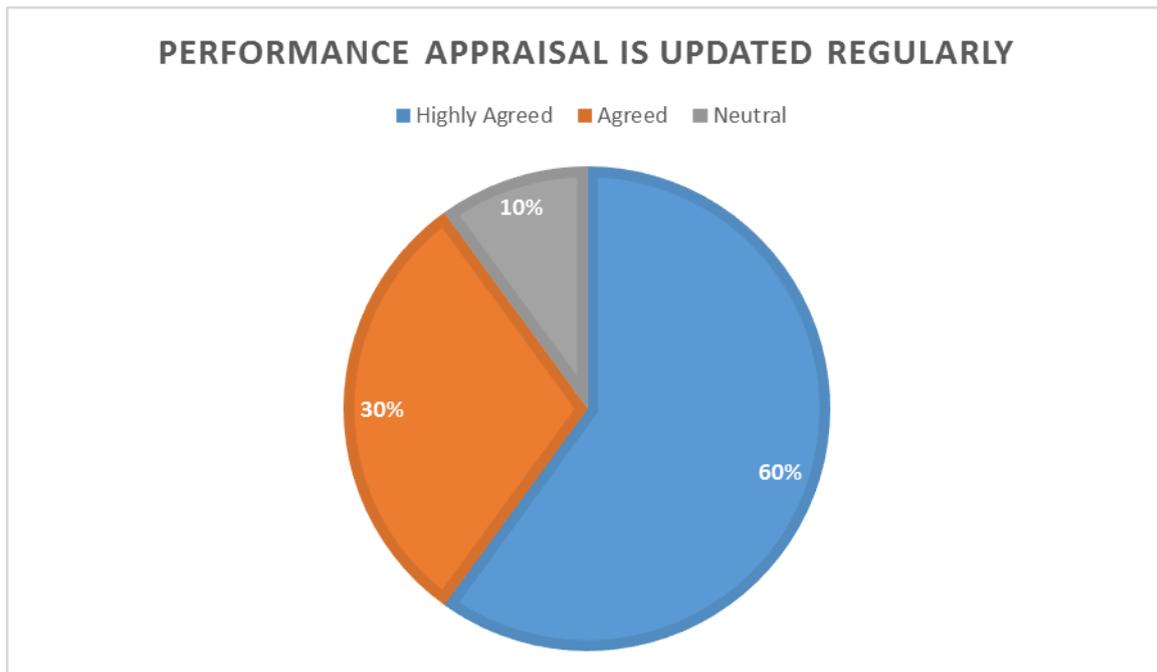
From the graph we can say that 90% of the employees are highly agreed that performance appraisal is very important for any organization and rest 10% of the employees are agree with this question. So, it seems that performance appraisal system is very important for every employee as well as for the whole organization.



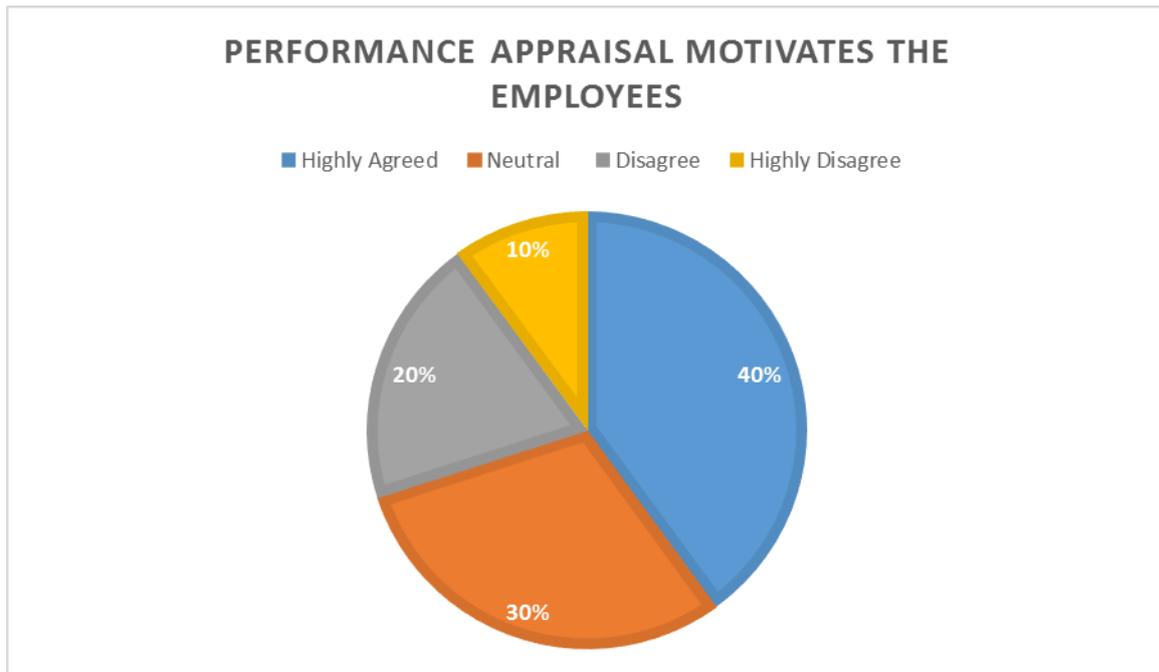
From the graph we see that although 40% of the employees are highly agreed that the present appraisal system is related to their organizational goal but another 40% employees are neutral about it which means they have doubt according to this question. On the other hand 10% employees are agreed and 10% are totally disagreeing with this statement.



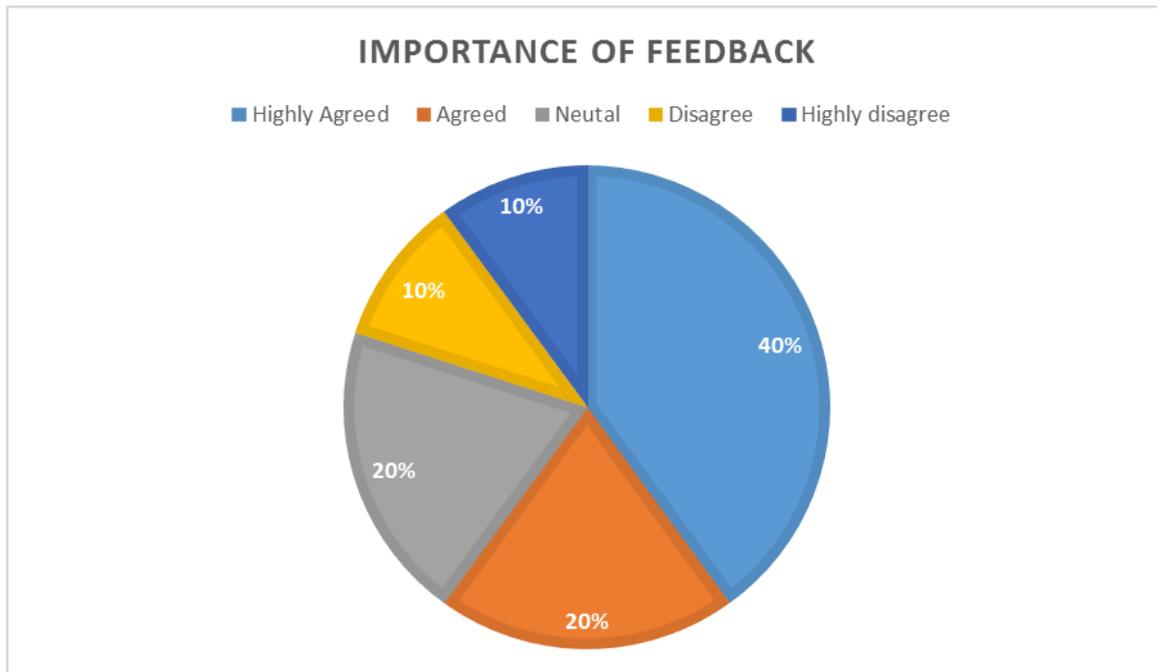
From the graph it is visible that employees have different thoughts about appraiser awareness about job and responsibilities. Although 40% of the employees are highly agreed about the statement but 5% of the employees are highly disagreed on this statement. On the other hand 25% employees are neutral, 20% are agreed and rest 10% is disagreed.



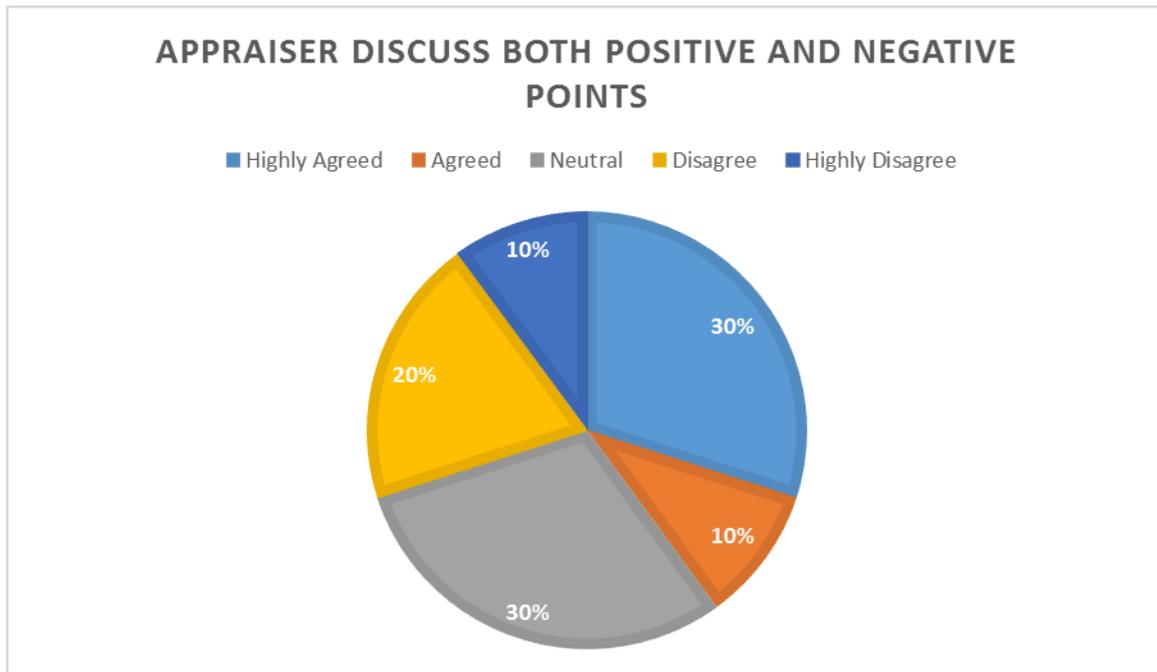
At Lafarge Performance appraisal system is updated regularly. Employees are also agreed with it. About 60% employees are highly agreed with this statement. 30% are agreed and 10% are neutral. However they make update on the present system but they rarely go for any new appraisal system.



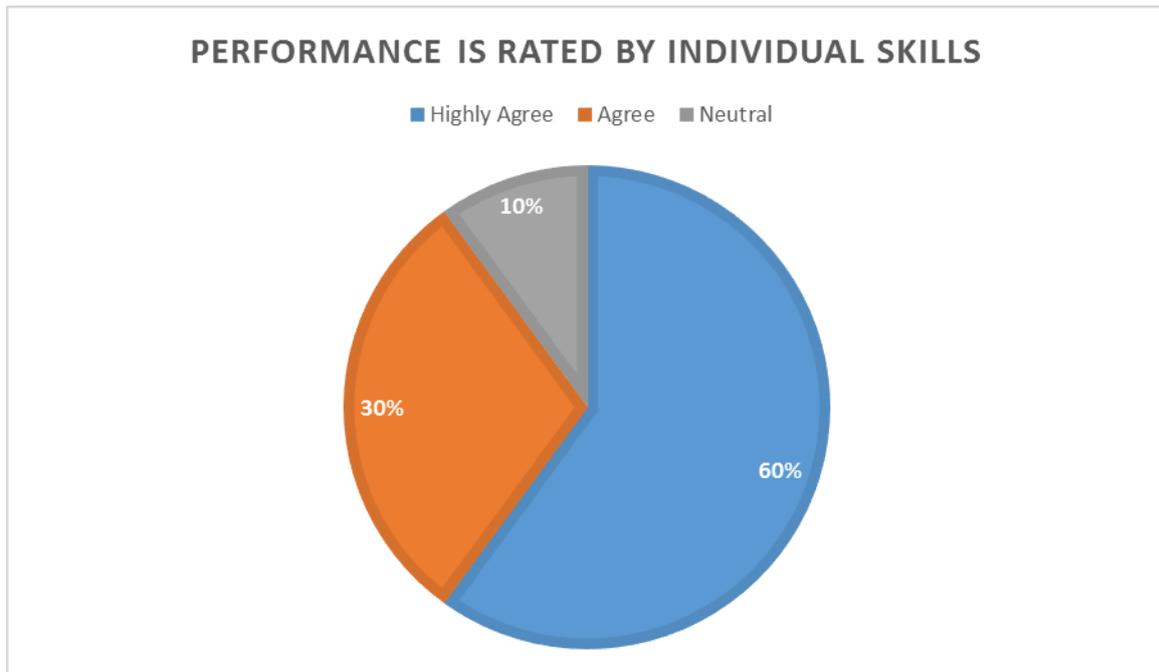
Although 40% of the employees are highly agreed that they are motivated by the performance appraisal system but 20% of them are disagreed and 10% are highly disagreed with this statement. However 30% are neutral which means they have doubt about their motivation level.



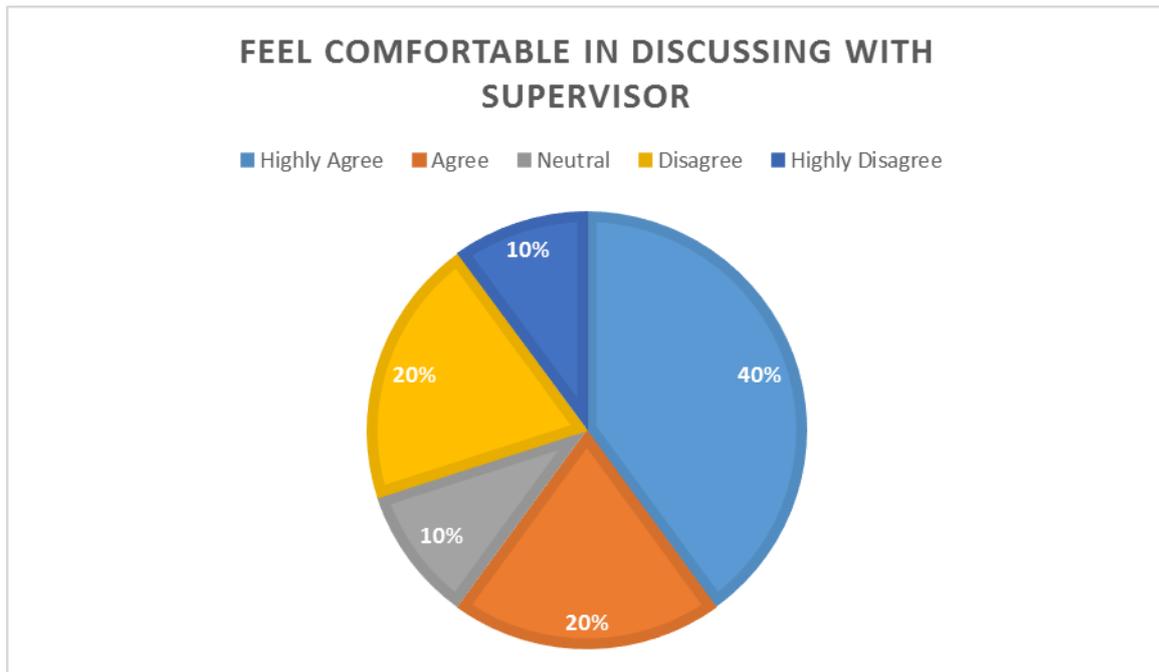
From the previous question we saw that there are different thoughts about the motivational level. But from this chart it seems that feedback is important for the employees. 40% of the employees are highly agreed and 20% of the employees are agreed that feedback is very important for them. 20% of the respondents are neutral. However, 10% are disagreed and 10% are highly disagreed which means that they may be not satisfied with their feedback or appraisal process.



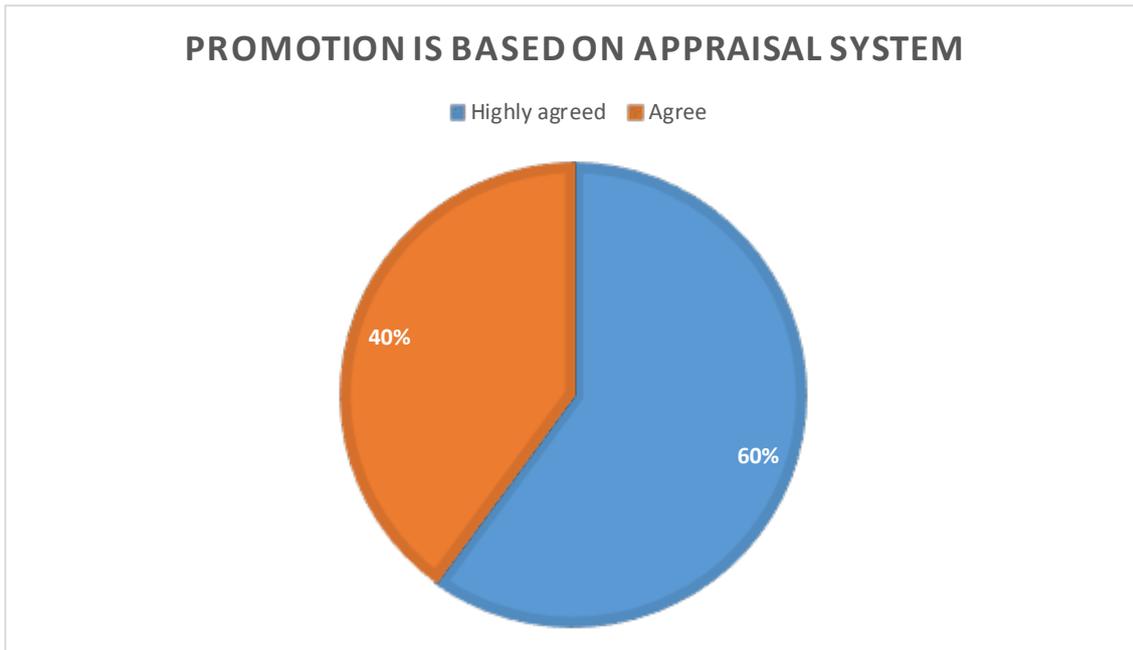
Here we see that only 30% of the employees are highly agreed and 10% are agreed that their appraiser discuss both their positive and negative points. 30% of the respondents are neutral which means that they don't want to talk on this point. 20% are disagreed and 10% are highly disagreed. From this graph we can say that appraiser may be infrequent on discussing all the positive and negative points with the employees.



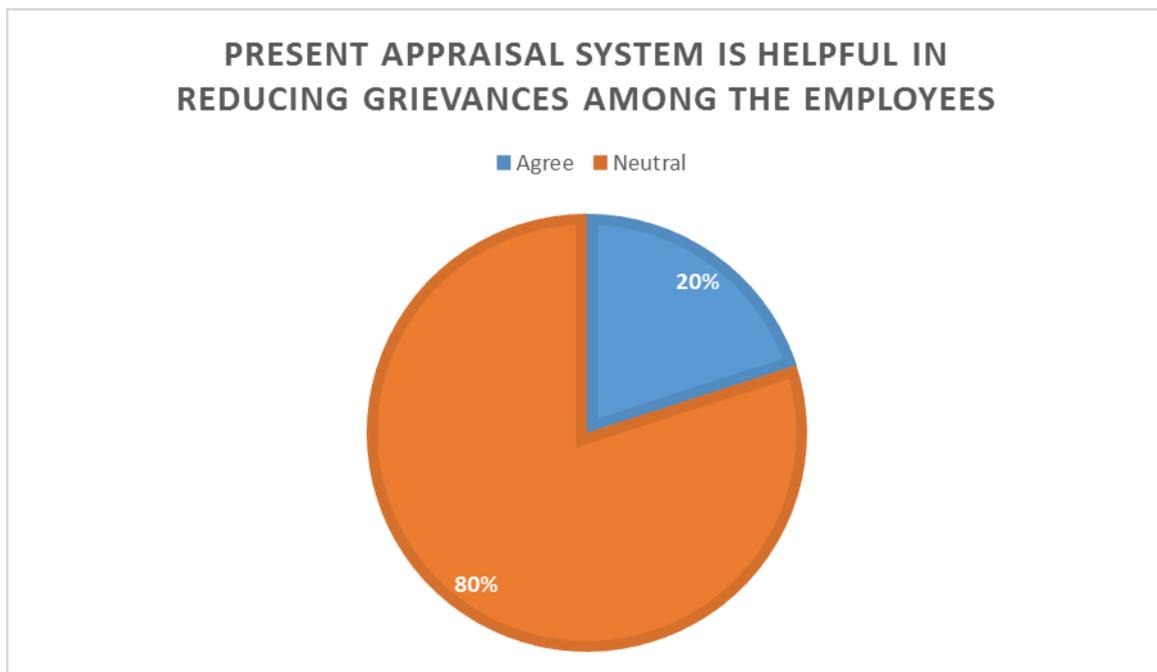
Most of the employees are agreed with this statement. 60% respondents are highly agreed that their performance is rated by individual skills and abilities. 30% respondents are agreed with this statement and rest 10% is neutral.



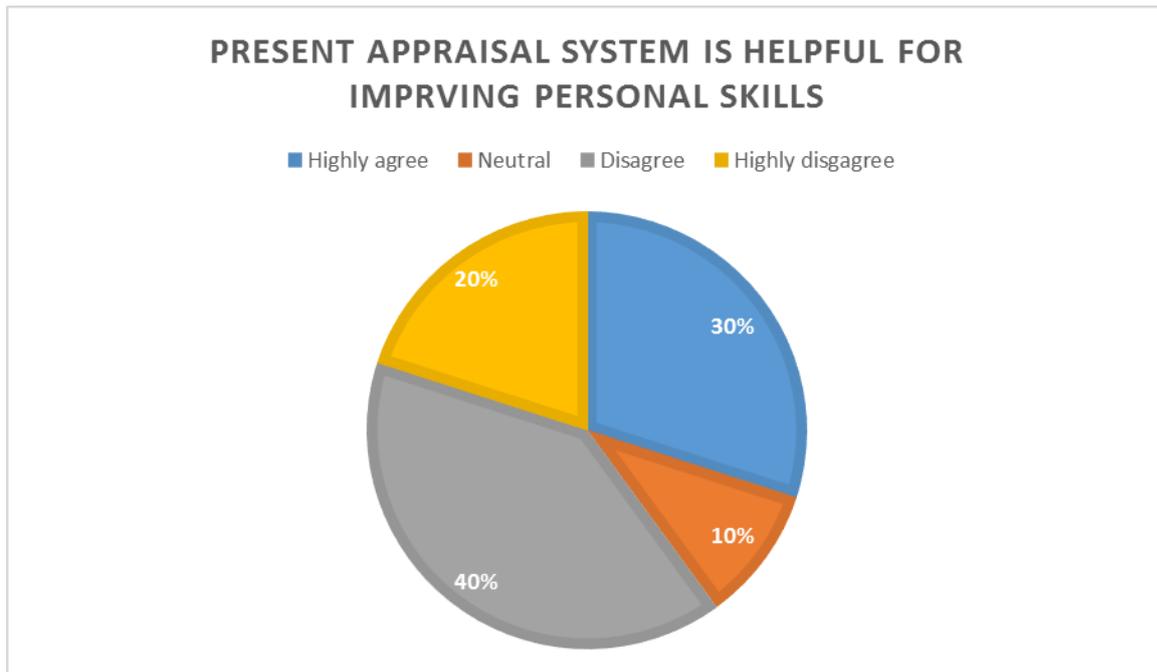
From the graph we see that respondents have mixed thoughts about this statement. 40% of the respondents are highly agreed that they feel comfortable in discussing their problems with supervisor. On the other hand 20% are disagreed and 10% are highly disagreed with this statement. However 10% respondents are neutral and 20% are agreed with this.



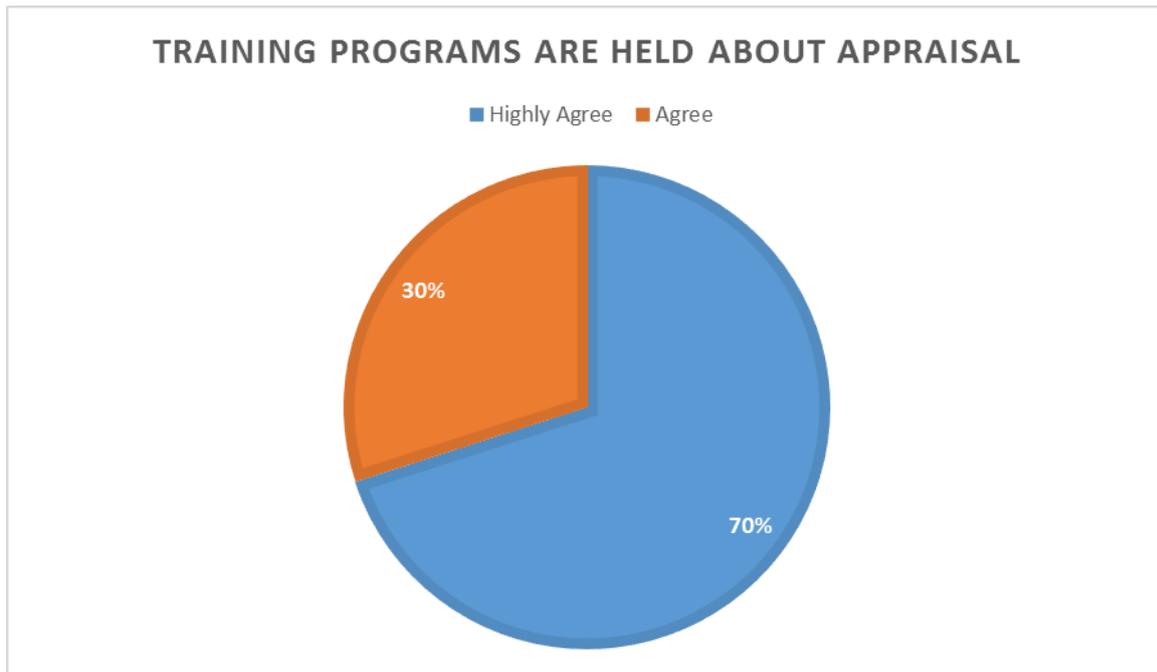
At Lafarge promotion is totally based on appraisal system. 60% of the employees are highly agreed and 40% of the respondents are agreed with this statement.



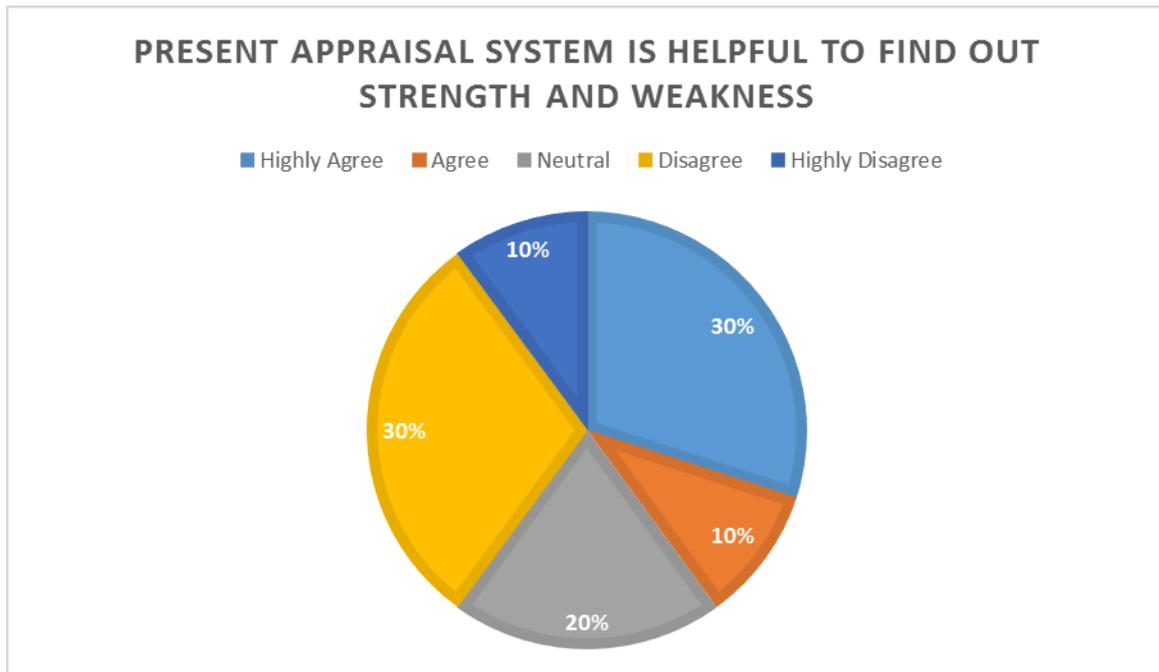
Employees were reluctant to give the answer of this question. 80% of the respondents are neutral and only 20% are agreed with this statement.



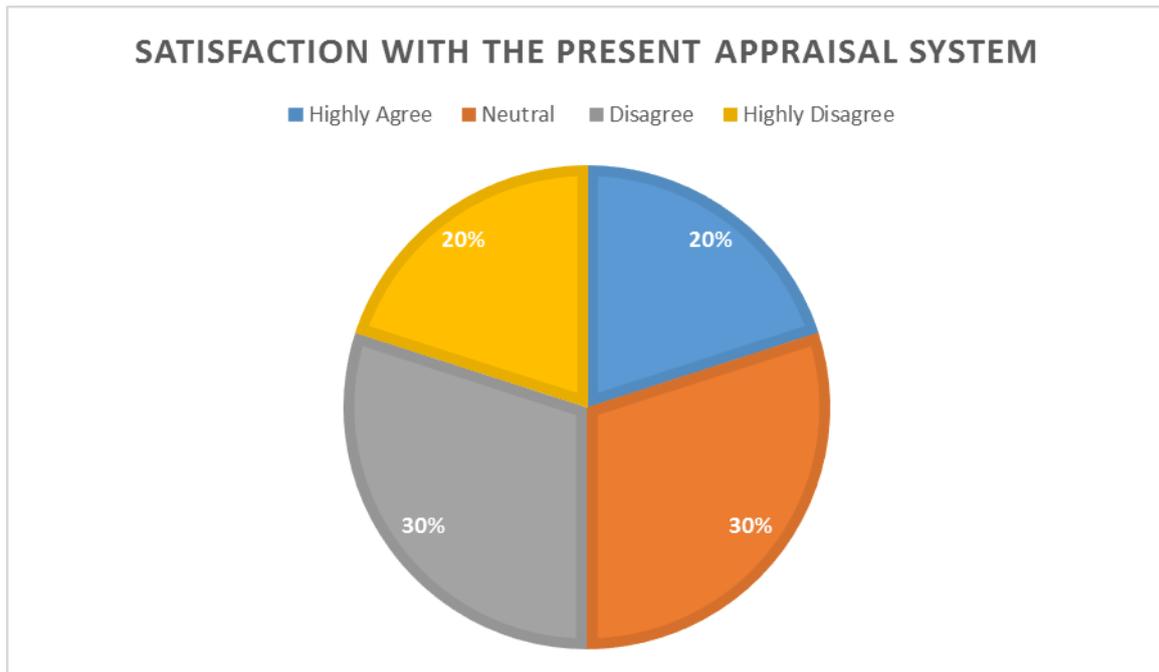
Most of the respondents think that present appraisal system is not helpful for them in improving their personal skills. 40% of the employees are disagreed and 10% of the respondents are highly disagreed. On the other hand only 30% are highly agreed that present appraisal system is helpful for them and rest 10% is neutral.



Lafarge is very much conscious about training programs. They arrange training on performance appraisal every year. 70% of the respondents are highly agreed and 30% are agreed that training programs are held regularly on appraisal system.



From this graph we can see that most of the respondents think that present appraisal system is not helpful to find out their strength and weakness. 30% of the respondents are disagreeing and 10% are highly disagreeing with this statement. 20% respondents are neutral. However another 30% respondents are highly agreed that present appraisal system is helpful to find out their strength and weakness. Rest 10% is agreed with this statement.



Although present appraisal system at Lafarge is good but employees are not satisfied with this system. 30% of the total respondents are disagreed and 20% of the respondents are highly disagreed with this statement. However 30% are neutral which means that they don't want to make any comment on this. May be they are also not satisfied with this system but don't want to put any comment. Only 20% of the respondents are highly agreed with this statement and according to them they are satisfied with present appraisal system.

## CHAPTER SIX

### Recommendation

**Recommendation:** Based on the analysis, findings and suggestions from the employees I divide the recommendation part into two parts.

- Recommendation from the employees
- Recommendation for the organization from me

**Recommendation from employees:** As my respondents' were from different departments that's why I received various types of recommendation from them. Recommendations from the employees are listed below:

1. According to some employees their performance appraisal system should be updated regularly.
2. Clarity of performance in terms of promotion.
3. Time to time feedback from the supervisor according job duties and responsibilities.
4. Automated performance appraisal software should be implemented by the organization.
5. Although increment and promotion is linked with performance appraisal system but some of them think that compensation and benefits should be linked with performance appraisal system.
6. Take some steps to remove biasness and include subordinates in the appraisal process.

**Recommendation for the organization:** By analyzing the whole appraisal system of Lafarge Surma Cement Ltd. I think that employees are more or less happy but they have some doubt about this appraisal system.

However, undoubtedly this appraisal system is good for this organization but I think they should come up with some changes in it.

1. First of all, Lafarge should update their appraisal system regularly. Most of the employees are dissatisfied with it and they also suggest it.
2. Appraiser should clarify all the points why he / she rated higher or lower.
3. Feedback on performance could be discussed through formal or informal way.
4. Some employees have doubt about their promotion policy. Lafarge should clarify the whole process perfectly.
5. As they follow top down approach that's why here happen some biasness. Lafarge should take action to solve this biasness.
6. Lafarge should follow some initiatives regarding personal clashes which may create impact on performance appraisal system.
7. Job rotation may not be possible but job enlargement, job enrichment can be implemented.
8. Employees having low performance could be called individually, encourage and monitored closely to make improvements.

However, by evaluating whole project, I suggest them to use 360 degree appraisal system. Although it will be difficult for them but it can help them to resolve biasness and personal clashes. As we know in 360 degree appraisal, an employee not only appraise by his/her superior but also appraise by his/her subordinates and colleagues. 360 degree appraisal can help them to perform a perfect appraisal system and employees will also remove all their doubt.

## CHAPTER SEVEN

### Conclusion

Performance appraisal is the assessment of individual's performance in a systematic way. The performance is being measured against some factors such as quality, skills, ability to do work, leadership ability, motivational level etc. It is the best process to know employees from insight and also help and motivate them to do work passionately for the organization.

Lafarge always follow performance appraisal system in a systematic way. Their appraisal system is employee friendly and employees are more or less happy with the present system. But we know there is always some ways to make a system better. Lafarge has some drawbacks in their present system. Employees are also somewhat dissatisfied with the top down approach because they think that here happens biasness. So if Lafarge take some initiative which I discuss before it will not be very difficult for them to solve this little problem which they face recently. 360 degree can be a good option for them and it will also help them to resolve all difficulties related with biasness and dissatisfaction.

However, transparency is needed for any system. Employees should not be feeling that they are deprived from information. I think Lafarge tries to be transparent and they never create discrimination among employees. All they need to do that they have to conduct appraisal more effectively by using right tools and properly reviewing and updating the performance appraisal program.

## CHAPTER EIGHT

### References

<http://www.lafarge-bd.com/>

<http://www.wikipedia.org/>

<http://www.slideshare.net>

**Human Resource Book ( MGT 301)**

## CHAPTER NINE

### Appendix

Questionnaire

ON

#### “Evaluation of Performance Management System at Lafarge Surma Cement Ltd.”

Dear Respondent,

I am a student of BRAC Business School with major in HRM. I am conducting this Survey for fulfilling my internship report based on “Evaluation of Performance management system at Lafarge Surma Cement Ltd.” This questionnaire is used only for my academic purpose and I assure you that no information will be disclosed without your permission.

1. **Name:** .....
2. **Department:** .....
3. **Years Of Service:**
  - Up to 2 Years
  - 2-6 years
  - 6-10 years
  - Above 10 years
4. **What are the reasons of conducting performance appraisal?**
  - To Identified motivating methods
  - To decide monetary benefit
  - To Identify barriers of the performance
  - All of them

**5. Who conduct Performance Appraisal?**

- Superior
- Peers
- Everyone
- Outsider

*Rank your choices, 5 highly agree, 4 agree, 3 neutral, 2 disagree and 1 highly disagree*

Sl. No	Factors	1	2	3	4	5
1	Performance appraisal is important for any organization					
2	Performance appraisal program is related to organizational goal					
3	Appraiser is aware of your job duties and responsibilities					
4	Performance appraisal system at your organization updated regularly					
5	Performance appraisal motivates you					
6	Appraisal feedback is important for you					
7	Appraiser discuss with you both positive and negative points					
8	Performance is rated by individual skills and abilities					
9	You feel comfortable in discussing your problem with your supervisor					
10	Promotion is based on performance appraisal system					
11	The performance appraisal system is helpful in reducing grievances among the employees					
12	performance appraisal is helpful for improving personnel skills					
13	Training programs are held about appraisal					
14	Performance appraisal system is helpful for find out strength and weakness					
15	Satisfied with this performance appraisal system					

Recommendation:

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Thank You.

