

Report On
Performance Management System

By

Abida Chowdhury
ID# 17364002

An internship report submitted to **Dr. Suman Paul Chowdhury** in partial fulfillment of
the requirements for the degree of
Masters of Business Administration (MBA)

Brac Business School
Brac University
January 2020

©2020. Brac University
All rights reserved.

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Abida Chowdhury
ID# 17364002

Supervisor's Full Name & Signature:

Dr. Suman Paul Chowdhury
Assistant Professor, Accounting Department
Brac Business School
Brac University

Letter of Transmittal

Dr. Suman Paul Chowdhury, PhD

Assistant Professor

Accountant Department

BRAC University

66 Mohakhali, Dhaka-1212

Subject: **Submission of Internship Report**

Dear Sir,

This is my pleasure to present this Internship Report on “Performance Management System at Rangs Motors Limited”, which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Abida Chowdhury

17364002

BRAC Business School

BRAC University

Date: 19th December 2019

Acknowledgement

Firstly, I would like to express my gratefulness to the Almighty Allah for helping me to finish up with a great strength and the ability to accomplish my accountabilities as an HRBP. I am sincerely thankful to my advisor Dr. Suman Paul Chowdhury, Assistant Professor – Accounting of BRAC Business School for his enthusiastic supervision during the preparation of my internship report. Besides I would also like to thank Ms. Samina D. Amin, Group CHRO, as my organizational supervisor. My appreciation goes to the entire BRAC Business School for organizing this Internship Program as a mandatory part of academic purpose, which enables the incorporation of theoretical knowledge with practical life experience. Lastly, I am also grateful to all the people of RANGS Motors Limited, who helped me with their views and experiences during the Performance Management study to create this term paper a successful one.

Executive Summary

The Performance Management System is a process of setting destinations, building arrangements to attain the goals and ideal outcomes. Rewards and acknowledgement are the end phase of this process. Organizations utilize this framework to evaluate the demonstration of an individual, a group, a capacity and afterward the association as a collective force. In this project, the entire implementation framework is represented for the organization RANGS Motors Limited.

Rangs Motors Limited started its journey in Bangladesh in the year 1998. In this note, the vision, mission and values, targets and action plans are mentioned. Rangs Motors Limited has a robust HR department which is working in accordance with the techniques of the association and working with the point of accomplishing the crucial vision of the organization. Rangs Motors Limited has mainly three divisions in HR department and these are – HR development, HR services and administration. Performance evaluation system takes place under the HR department. A survey is conducted at corporate office of Rangs Motors Limited to evaluate the appraisal system.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Acknowledgement	iiiv
Executive Summary	v
Table of Contents	vi
List of Acronyms	vii
Chapter 1 [Introduction].....	1
Chapter 2 [Rangs At A Glance].....	6
Chapter 3 [Internship Experience].....	17
Chapter 4 [Literature Review]	Error! Bookmark not defined.1
Chapter 5 [Performance Management System].....	62
Chapter 6 [Findings from the Study].....	68
Chapter 7 [Summary of the Findings]	61
Conclusion	62
Recommendation.....	63
References.....	64
Appendix.....	65

List of Acronyms

PA	Performance Appraisal
PMS	Performance Management System
RML	RANGS Motors Limited
PM	Performance Multiplier
APER	Annual Performance Evaluation Report
PER	Performance Evaluation Report
TNA	Training Needs Assessment
ACR	Annual Confidential Report
HRP	Human Resources Planning
HRD	Human Resources Development
CHRO	Chief Human Resources Officer

Chapter 1

Introduction

1.1 Background

Performance Management System (PMS) is the core of any "people management" process in organization. Organization exist to perform. If this is appropriately structured and executed it can change the course of development and pace of effect of organizations. If individuals do not perform organizations do not endure. If individuals perform at their pinnacle level organization can finish and make waves. Performance Management Systems if appropriately structured and actualized can change the course of development and pace of effect of organizations. In the past organizations just as the HR function have burnt through a great deal of time by wrongly focusing on performance appraisals instead of performance management.

Effective performance management requires:

- * Identifying the parameters of execution and expressing them plainly
- * Setting execution measures
- * Planning in participative manners where proper, execution all things considered
- * Identifying abilities and competency holes that contribute/block to execution
- * Planning execution advancement exercises
- * Creating possession
- * Systematically choosing and imparting what should be done (points, destinations, needs and targets)
- * An arrangement for guaranteeing that it occurs (improvement, activity or administration plant)
- * A few methods for surveying if this has been accomplished (execution measures)
- * Data contacting the correct individuals at the perfect time (execution detailing) so choices are made and moves made

A Performance Management System supports a business to endure effectiveness and execution by connecting the workers' compensation to competency and commitment. It gives chances to purposeful self-improvement and career development. It brings all the employees under a solitary key umbrella. In particular, it gives supervisors and subordinates an equivalent open doors an equivalent chance to convey what needs be under organized

conditions. Dealing with this procedure viably is not simple. It requires an elevated level of coordination, diverted data stream and auspicious audit. Regardless of whether representatives are at a solitary spot, or spread over various areas, the utilization of innovation can help streamline the total procedure for increasingly compelling data the board. Execution Management couldn't be characterized as it starts when the activity is characterized and closes a worker leaves the organization.

The topic that I have selected for this report is “Performance Management System at RANGS Motors Ltd”. I tried to incorporate my hypothetical information on HR and combined with real time examples. I have attempted to cover all the significant elements of Performance Management System – performance evaluation, rating, employee training and development, annual increment, promotion and deliver my understandings of the various purposes of Performance Management. At the end of the report I tried to share some recommendations based on my knowledge followed by the conclusion which I gathered during the preparation of this report.

1.2 Importance of the study

In today's consequence, human resources are to be considered as a significant resource of the organization and the importance of human resources is very exceptional to the organization. The organization should realize that the strength of human resources is a higher priority than the specialized and structure skill of the organization. The competitors can have a forceful edge by having the direction on performance appraisal and management system. It very well may be said that the perspective of organization is to accomplish the built up objective of the organization and the work force to cope in this situation.

A presentation evaluation is a logical general and periodic procedure that evaluates an individual employee's job performance and profitability in connection to certain pre-built up criteria and organization's goals.

Assessing the individual's performance, groups and organizations, is considered as a common act in all society. While in certain cases these evaluations forms are organized and officially authorized, in different occasions they are a casual and vital piece of day to day activities. Hence the teachers assess the performance of students, bankers evaluate the performance of creditors, parents evaluate the behavior of their children, and every people, intentionally or unintentionally, assess our own actions from time to time. Performance Management System is a technique for assessing the performance of individual's in the work place, usually including both the quantitative and qualitative parts of job performance.

Performance here states to the level of achievement of the responsibilities that make up an individual's job. It shows how well an individual is accomplishing the job demand. Frequently the term is mistaken for exertion, however execution is constantly estimated based on the results and not activities. A student, for e.g., may apply a lot of exertion while planning for the exams however may come out with a poor score. For this condition, the exertion used is high yet execution is low. So as to see if an employee is worth to proceed with his employment or not thus whether he ought to get a bonus, a compensation rise or promotion, his performance should be assessed every once in a while.

This internship project represents about the Performance Management System which is followed in Rangs Motors Limited .This task furthermore describes the issues looked by the assesses and the appraisers in this structure. It furthermore clarifies about the methods taken by the appraisers to improve the demonstration of the surveys with the objective that their capability can be extended and later the prizes and affirmations are given as advancements, inspiring powers and establishments.

This internship paper portrays about the Performance Management System which is followed in Rangs Motors Limited .This task additionally represents the complications confronted by the evaluates and the appraisers in this structure. It additionally explains about the means taken by the appraisers to improve the performances of the appraisees so their effectiveness can be expanded and later the rewards and acknowledgments are given as promotions, incentives and empowerment.

1.3 Objectives

Primary Objective:

- To study the Performance Management System of the employees of RANGS Motors Limited.

Secondary Objectives:

- To study and observe the adequacy of present Performance Appraisal technique being followed in Organization.
- To assemble the feedback of appraiser and appraisee about the current Performance Training strategy.
- To collect data about the disadvantages of the Performance Management System set up in the organization.

- To make recommendations, built on employee response and other information collected with a vision to develop the performance management system in the organization.

1.4 Scope of the Study

- This work is based on the performance evaluation procedure present in the organization. It also pasteurizes the real time consequences in the organization. It shows some of the advantages and disadvantages of the existing structure.
- This study contains the total details of plant level staff and the in-depth portray of appraiser and appraise relationship and the importance of the entire appraisal structure in the company. The research was based on the study of the different approaches of the employees towards performance management system. To understand the procedure properly, primarily I studied the performance management system where I found that the performance management system is done annually.
- To study natures of the employees towards the performance management that I have chosen some employees who can represent the entire employees of the organization.

1.5 Limitations of the Study

The limitations of this report are as below:

- Due to time restraint, I could not make a more detailed report.
- Study on performance management system needs lot of research which involved enormous cost so lack of fund was also one of the major limitations.
- Respondent's unwillingness on providing confidential information. They felt they are leaking out some information, which they are not supposed to.
- Most of the respondents were not knowledgeable with the whole system of the performance management system.

1.7 Methodology:

This internship report objective is to study the employee's performance management system in RANGS Motors Limited. Information will be collected through organized poll of questionnaire, focus group discussion, organization visit, group meeting and one to one meeting. Information will be collected from Human Resource Department, Rangs Motors Limited.

Stage I:

In the first stage hypothetical examination will be completed to learn the employees' performance management system in RANGS Motors Limited, procedures for employees' performance management system and features related with performance management.

Stage II:

1. With the hypothetical consideration a few employees will be met interviewed with particular survey to know their degree of fulfillment of performance management. The participants of this survey will respond to some close ended questions. These prepared questions will consequently discover the fulfillment level of the participants on their job.
2. After gathering their thoughts through the questionnaire poll, some open ended questions will be asked for own comprehension of the surveyor. This will be trailed by some formal and casual discussions.

1.8Data Analysis &Processing Method:

Documents examination will be presented by numerous statistical tools. Collected information will be coded and confirmed. In addition information will be prepared by making consistency checking with the aid of PC and important information regarding the matter just as the information and use of statistical tools. Some manual methods will be applied during the assortment of assessment through the questionnaire.

Chapter 2

2.1 RANGS At A Glance

Rangs Group is one of the most renowned business houses in Bangladesh. From a voyage that started in 1979, Rangs Group has differentiated from its beginnings as an automobile distributor in a multi-business and multi-discipline enterprise. Rangs is currently a recognized name in automobiles assembling and distribution, public transportation, real estate and construction development, pharmaceuticals, interior design, telecommunication as well as FMCG manufacturing and distribution. Diversification has been at the center of the group under the founder and the chairperson, Mr. Abdur Rouf Chowdhury. We unite excitement, responsibility and success.

There is a thrill and enthusiasm in initial stages of new businesses and journeys however nourishing and developing these endeavors into effective enterprises is a different issue. With over 30 years of involvement with differing ventures and businesses and more than 50 companies the group hopes to be at the front line of taking local Bangladeshi corporates to the worldwide stage.

Social impression is inbuilt into the group, which makes endeavors, for example, Dolonchapa (the one and only female-only bus service in Bangladesh) conceivable. The consideration with which these ventures have been set up and run is demonstration of making a genuine effect on the ground and start discussion and change for social balance and real empowerment. Past victories are never an assurance for future achievement. With new advancements, and another millennial workforce pool joining the organization each other day, the group is experiencing radical changes to set itself up for an energizing future. Organizational culture worked around "Shaping for Excellence" is at the core of changing the whole organization into a nimble, customer oriented, and drawing in association that vows to take the association to where it needs to be - from effective and noteworthy organizations to amiable and tech-savvy organization intended for the future.

2.2 Rangs Motors Limited (RML)

Rangs Motors Ltd, a recognized brand in Bangladesh was formed in 1998 to take the control over commercial vehicle promoting from Rangs Limited. It is the distributor for Eicher, Mahindra and Mahindra in Bangladesh. The distribution channel works through the RML approved showrooms, dealers and deals concerns. Rangs Motors offers a plenty of help through its immense and differed network all through the country. The organization has likewise begun assembling vehicles locally.

BRAND NAME		
SL	Mahindra & Mahindra	Volvo Eicher Commercial Vehicle
1	Maxximo VX HD	20.15 Gold Bus
2	Big Bolero	20.15 Diamond Bus
3	BMT plus	20.15 Air Suspension Bus
4	Camper Gold VX	12.12 K Bus
5	Maxximo Plus VX	10.90 L Bus
6	Jeeto X7-16 (Human Hauler)	10.60 G Bus
7	Jeeto X7-16 (Human Hauler)	Skyline Executive Bus
8	Jeeto L7-16	20.16 Covered Van
9	Maxximo Plus	Terra 16XP Tipper
10	BMT	20.16 Truck
11	Camper Gold FBP	
12	Supro Maxi Truck PST4	
13	GIO	
14	Three Wheeler Alfa	

2.2.1 Eicher (VECV)

When it comes to business, one size doesn't fit all. That is the reason RANGS Automotive Division has presented the most stretched out scope of business vehicles for freight transport needs. The most recent motor innovation and strong totals utilized in Eicher vehicles enable them to handle unpleasant rustic territory as effectively as smooth city streets. Eicher as a brand offers not only the automotive solution in Bangladesh as well as in the verge of presenting in the ICT and Financial divisions in Bangladesh. Volvo-Eicher Commercial Vehicles (VECV) is the lead organization of the Eicher Group, which was an impetus in the green revolution in India with the creation of India's first agricultural tractor in 1959. VECV is presently a main player in the Indian automotive space. To contact wide scope of clients VECV has wandered into the Bangladesh showcase through the national inclusion that the RANGS GROUP has created throughout the years. Guaranteeing appropriate after sales services, the brand has gotten 60% piece of the overall industry in the business vehicle segment of Bangladesh.

2.2.2 Mahindra & Mahindra

For a fast emerging nation like Bangladesh, interest for earthmoving hardware is on the ascent. The hunger for development in Bangladesh is best spoken to by the predictable GDP development year on year of above 6.5%. For quite a long time, earth-moving items in neighboring India have continued as before, while innovation around the globe has been changing at a quick pace. With rising fuel costs and expanding the gainfulness of clients has been enduring a shot.

After more than 4 years of research and more than 20,000 hours of machine testing under the toughest conditions, Mahindra is glad to dispatch the new Mahindra EarthMaster SX 4WD Backhoe Loader, a progressive new machine that will break every one of the models in the 4WD Backhoe Loader classification. Mahindra EarthMaster is a significantly unrivaled machine, with more prominent unwavering quality, drastically less upkeep, better operational kinematics and elements with a remarkable eco-friendliness that recovers at any rate a liter for each hour versus rivalry items. Power Outs are viewed as typical for a creating nation like Bangladesh.

2.2.3 Mahindra Generators

These diesel generators fuse the most recent innovation and offer a few favorable circumstances they react quicker to unexpected stacking and emptying conditions, they vibrate less, have lower clamor levels, offer low support costs, control voltage vacillations and are intended to guarantee bother free tasks for more than 10,000 hours.

Today, Mahindra Powerol is a huge player in the worldwide power age industry and has made advances in South Asia, Middle East and African nations. The emphasis on worldwide markets has empowered Mahindra Powerol to take into account different sections like Telecom, Government and Defense associations, Banking Industry, Retail Chains, Household Utility, Healthcare, Hospitality, Infrastructure, Construction and Manufacturing.

Some special highlights of Mahindra Powerol are:

- 100% testing of units fabricating at Mahindra Powerol
- Esthetically unrivaled, low impression, top notch sound fenced in areas giving ideal cooling to motor and alternator
- Diesel motor and diesel generator control framework at standard in its group
- Designed to meet the most recent ecological framework

2.2.4 Ajax Fiori

Ajax Fiori was set up in 1992 for assembling Self-Loading Concrete Mixer and today is the worldwide pioneer in this product. Throughout the years, it has considerably extended its item range to likewise make Batching Plants, Transit Mixers, Concrete Pumps and Boom Pumps.

Ajax Fiori items are upheld up by dish India vendor connect with more than 80 touch indicates equipped give opportune and quality item support, that is unrivaled in the business. Today, more than 12,000 gear are working acceptably all through the nation crosswise over shifted applications running from CC Roads, Bridges, Irrigation Structures, Canal Linings, Railways, Power Projects, Buildings, Factories, Foundations, Urban Developments, and so on.

2.2.5 Ranks Power Tech Limited (RPTL)

Positions Power Tech Limited is a sister concern of RANGS Group and is the sole distributor of Eicher Diesel Genset. Some one of a kind highlights of the EicherGenset generators are:

- Low working expense
- Longer help interim
- Remarkable mileage
- Very practical parts costs

With a dream of intensity for progress, Genset will be your confided in accomplice in planning, specialized interview, execution for control prerequisites and giving best monetary power answer for institutional and retail clients. With unmatched demonstrable skill and mastery, we help our customers in the underlying measuring of the power producing arrangement and the structure of the establishment.

Our across the nation nearness through solid associations, well equipped with die hard devotion group and certified extra parts stock gives best after deals bolster every one of the occasions.

2.2.6 Ranks Commercial Vehicle Limited

Ranks Group has a vehicle assembly plant at Sonargaon to tap the quickly developing neighborhood advertise. The office rambling around 40 acreages of land collects get and human haulers, which are sourced as completely knocked down (CKD) kits from Indian worldwide vehicle producing Giant Mahindra and Mahindra (M&M) Limited assembling plant. The extensive assembly plant and separate space for body manufacture will bring about looking for no assistance from the outsiders guaranteeing all out quality control. The setting up of the get together plant in the nation is a declaration of pledge to "Built in Bangladesh" items. With its progressed mechanical procedures, huge scale get together set up and ecofriendly center, this new office won't just add to modern development in the nation yet will likewise produce business open doors for neighborhood inhabitants.

2.2.7 Ranks Real Estate Ltd. (RREL)

Ranks Real Estate Limited has risen as the quickest developing land engineer with the crucial changing the way of life of the city occupants by giving practical and stylish living and working space that must be contrasted with the fruitful designers of the globe. Our quality lies in customization, and alongside Ranks Interior Ltd, we have a special recommendation that consolidates quality of designing with masterful customization.

2.2.8 Ranks Interior Ltd (RIL)

Ranks Interior Limited is a full-service interior design firm. Resolved to structure greatness and give the best quality and administration, Ranks Interior Ltd. Guarantees dependability and truthfulness in every one of the stages beginning from idea to finishing. By using solid associations with planners, contractual workers, skilled workers and craftsman, we flawlessly execute extravagance insides that mirror every customer's individual needs. Blending clean lines and exemplary decorations, the organization finishes cunning private and business extends that exhibit an agreeable with every customer, we guarantee that activities are finished on spending plan and on schedule.

2.2.9 Ranks Agro Biotech

Working since 2000, Ranks Agro Biotech focuses on building appropriating and establishment of nurseries and agrarian turnkey ventures incorporates nurseries. A portion of our undertaking locales are in Bhoabnipur, Gazipur, Bikrampur, Sonargaon, and Ponchogoar. Our mastery incorporates:

- Irrigation and fustigation systems
- Water, soil and substrate analysis
- Drainage water recycling
- Water treatment
- Computerized irrigation and fertilization control systems
- Climate control
- Vegetable, fresh herbs and flower cropping
- Integrated pest and disease management
- Post-harvest and transportation

2.2.10 Rangs Pharmaceuticals

Rangs Pharmaceuticals means to serve the general public by improving personal satisfaction through cutting edge items and administrations. With a group of 42 exceptionally devoted representatives in Head Office and in excess of 1500 workers open country, and a committed assembling plant, it vows to convey moderate quality prescription for the ordinary citizens. Rangs has its very own enormous appropriation arrange covering everywhere throughout the nation. They make the items accessible in each and every medication store of the nation from the terminals arranged in most extreme.

2.2.11 Ranks Food and Beverage Limited

Ranks Food and Beverage Limited has begun its voyage from 2016 with the guarantee to give protected and sound nourishment items to its clients, a guarantee to make more beneficial alternatives in nourishment.

With the objective to guarantee sound living and to bring the best quality nourishment RFBL presented its absolute first item, NabannaChinigura Aromatic Rice, under the brand "NABANNA".

Without precedent for our nation, RFBL has propelled rice pack with a phenomenal pocket alongside zip-lock offices, guaranteeing best processing, and sourcing. Inside an exceptionally brief time this chinigura rice turned out to be especially famous among retail advertises just as probably the most well-known present day exchanges, for example, Shawpno, Unimart, Prince Bazar, Lavender, Hua Bang Supershop, Dhali, and so on.

2.2.12 Zhen Natural Limited

Zhen Natural Limited is a sister concern of Ranks Food and Beverage Ltd, a piece of one of the best gathering of organizations in Bangladesh. They are a wholesaler of excellent nourishment, wellbeing and wellbeing items from brands that maintain estimation of wellbeing, maintainability and premium quality.

Tilda was the primary organization to bring "Basmati" toward the western world more than 40 years prior and has become a global nourishment brand selling in more than 50 nations. It's an ideal opportunity to make it accessible to the purchasers of Bangladesh. The organization has across the country operational workplaces and bolster administration and access to Ranks Agro dispersion divert to make nearness in provincial zones. Enrolled at 94% of MT stores in Bangladesh.

2.3 SWOT Analysis of Rangs Motors Limited

SWOT analysis is most significant administration instrument used to achieving hierarchical goals. SWOT is an abbreviations that represents strength, weakness, opportunities and threat. Strength and weakness are association's inner factor and opportunities and threat outside factor of the association. An association can adjust or improve the inner factors however the association can't change the outer factors as it relies upon showcase and different hindrances.

➤ Strengths

In SWOT analysis most significant part is strength. With the strength organization make their future arrangement and run the organization in like manner. Organizations strength is brand valuerecognition in the market. The main quality of Rangs Motors Limited is defined underneath.

▪ Brand Value

RangsGroup is 40 years old organization. Individuals from each corner in our country know the name of Rangs Group.Rangs Motors Limited is leading automotive industry. Rangs Group moto is that people will know RangsGroup name by ensuring appropriate aftermarket service, the brand has gotten 60% piece of the market share in the business vehicle area of Bangladesh. Beside whatever business RangsGroup do they have become pioneer specifically industry. E.g Sea Resources Company is market leader in sea food industry. Bank Asia they give service like no other Bank does.

▪ Customer Centricity

Rangs Motors Limited primary motto is to offer support of the customer. Rangs Motors recently propelled Customer Centricity. It implies whatever it takes however one needs to give support and service to the client.

▪ Strong Holds on Stakeholder

One of the most significant strength of Rangs Motors is stronghold on stakeholder. Rangs Motors hold the rope firmly. They give support and service to the stakeholder to make them glad and in control.

▪ Product Quality

Rangs MotorsLimited is sole distributor of Eicher and Mahindra and Mahindra in Bangladesh. Eicher and Mahindra and Mahindra is best automobile product line in India.

They give the best quality product. Rangs Motors work with the NO 1. Product and give the highest quality product in Bangladesh.

- **Assembling Plant**

Rangs Motors Limited has the Assembly Plant at Sonargaon. The office rambling around 40 acreages of land assembles pick-up and human haulers, which are sourced as completely knocked down (CKD) units from Indian multinational car manufacturing Giant Mahindra and Mahindra (M&M) Limited assembling plant.

- **Internationally Known**

Rangs Motors Limited work with two globally known brand Eicher and Mahindra and Mahindra beside to that Rangs Motors Limited likewise known universally by giving individuals the trust and legitimate help.

- **Weakness**

Weaknesses are the qualities, which can be unsafe or put a negative effect on the organization. There are a few shortcomings have been discovered which may affect negatively and on the off chance that they are comprehended, it will assume a fundamental job to make the organization's progress. Those are discussed below.

- **Media Coverage**

Motto of Rangs Group is individuals will know Rangs items by their service and quality and it really work yet now we are in 21st century where each item must be distributed through media. Individuals do not think about Rangs Motor Limited in the event that they don't distribute them.

- **Lower Product Line**

Rangs Motors Limited another weakness is lower product line. Rangs Motors Limited's competitor Niloy Nitol Motors have a huge line of products. They can sale a product at lower price but Rangs Motors Limited does not have that line of product to sale a product in lower price.

➤ **Opportunities**

Opportunities are external parts that show the reasons a business is likely going to get more achievement. An opportunity door can roll out a huge improvement for a business to advance. The purpose behind why it is fundamental to find odds of Rangs Motors Limited is, these open entryways can be served to the future accomplishment. The open doors are depicted below:

▪ **Untouched Market**

Bangladesh is small country with bunches of opportunities. In this small area vehicle industry does not approach all over Bangladesh. There are some immaculate market in Bangladesh. So in this industry have significantly more chance to hold onto these untouched market.

▪ **E-Bus**

We live in period where individuals made advancement consistently. In automobile industry new development is new vitality transports. Electric busses will take control over fuel transports by next 5 to 10 years. In Bangladesh there are no organization who had assembled or had business to E-Bus. So it is an open door for Rangs Motors Limited to take advantage of this opportunity and work with it.

➤ **Threat**

Threats are external segments, which can be destructive for the organization. Every one of the organization must know about their potential threats. On the off chance that the threats can be survived, it will be transformed into extraordinary opportunities. The threats of RML are depicted underneath.

▪ **Transportation system change in Bangladesh**

In Bangladesh Mass transportation structure will change. Government previously began working and in 2019 Uttara to Agaragaon will be open for public use. It will be a threat for whole vehicle industry. This automotive industry will not be able to support in future.

- **Employee retention**

In the organization, there are lots of employees who are very skilled in specialized division, business office, and recovery office and marketing and sales department. New organizations are giving such a significant number of ideas to the skilled employees to join their organization by leaving RML. In this way, it very well may be a dangerous issue for the organization.

Porter Five Forces

The five forces model recognizes the sources of rivalry in an industry or area. It is one of the notable promoting devices including the engaged and the desirability of the market is Porter's five forces model. In perspective of this model Michael Porter has characterized five powers that impact the engaging quality of the market. In light of activities and perceptions in the Rangs Motors Limited the Porter's five powers model is utilized to give a short thought regarding the vehicle business in Bangladesh.

- **Threat of new entrants High**

In Bangladesh expert market is open and demand will growday by day. In Bangladesh around 17000 unit's transport truck sold every year. The development rate is humongous 8 percent for every year since 2012. Accordingly there are risks of new comers. In late year PHP vehicles enter the market with proton transport, trucks and vehicles. So there are some giant organization who may enter this industry with Scania or Volvo bus, truck and vehicles. Those organizations have enough cash and status to enter vehicle industry. Accordingly they can catch the current organization market share.

- **Threat of substitute Medium**

Each industry has a substitute item. In Bangladesh vehicle industry substitute's item is Railway and waterway transportation framework. As of late Bangladesh Government contributes large amount of cash to improve these two areas.

- **Bargaining power of supplier High**

In automobile industry there are no organization who made buses and trucks. Each organization has a sole distributor for those brands. So negotiating power of supplier is high. For Rangs Motors Limited negotiating power of supplier is high. Rangs Motors Limited is distributor of Eicher and Mahindra and Mahindra. They control the cost and what unit will be sold in each month. So Rangs Motors Limited suppliers makes a negative effect.

- **Bargaining power of Customer High**

In each side of the world consumer and customer consistently need to purchase quality item with a modest cost. In an automobile industry individuals whether purchase a vehicle or transport or trucks all that they get it would be for a long term. So they will initially research and afterward purchase item. In Bangladesh vehicle industry customer assortments of transports, trucks and autos to browse so negotiating power of Customer are high for automobile industry.

- **Industry Rivalry High**

Each industry has an opposing organization to contend with them. In automobile industry each organization needs to offer more items to become pioneer of market. So in this industry rivalry is high. Rangs Motors Limited greatest opponent is NitolNiloyMotors who is sole distributor of Tata. NitolNiloy Motors have immense product offering they can deal an item in markdown however Rangs Motors cannot'. So for Rangs Motors Limited industry contention is high.

Chapter 3

3.1 Internship Experience

In the course of my internship period, I operated in HR & Admin Department. I learned to do a number of work and then I have been passed on several accountabilities. Then, I was requested to develop a performance appraisal system for all the departments of Rangs Motors Ltd. Apart from that I performed several other actions and now I am going to discuss the accountabilities I had to handle throughout my internship period there:

Crafting Performance Appraisal:

- At the beginning, I went through and got myself familiar with their strategic policies.
- I prepared a totally quantitative performance appraisal format for marketing department and for other different departments. I implemented quantitative performance appraisal format according to the guidance by my supervisor.
- I made two kinds of formats which are self-assessment structure and supervisor assessment form.
- Then I ran a pilot scheme, asked a few employees from different departments to fill up the forms.
- After that I could examine the gaps in my format and adjusted the configuration as needs be.

Piloting Review and Employee Satisfaction Evaluation:

- I worked with Employee Satisfaction Evaluation group and watched all departments' employees and attempted to discover to their issues.
- Based on perception we built up an overview poll and led review of all departments.
- I assessed the results.
- Then I presented the papers to HR Head, Organizations Sr. GM and ED of the head office for making the next phase about employee's satisfaction.

Selection and Recruitment:

- I worked with the group of recruitment and selection.
- I started by collecting CVs and afterward I screened CV according to the organization's requirements.
- After CV screening I made "Interview appraisal record" and gave it to HR Head and with the respective Department Head.
- Then I communicated with the candidates regarding the interview time.
- At the day of meeting I organized all essential interview materials and welcomed all candidates at Rangs Motors Ltd.
- After the interview I compute all marks and made a result sheet and gave the result sheet to HR Head and the respective Department Head for final results.
- After that I called those top candidates for final interview
- Lastly, settling the result I called up the candidates and affirmed their joining date.

Employee PIF database:

- PIF implies Personnel Information Form. Here all representatives' data are recorded and through this HR can without much of a stretch track any employee. Also, this PIF is preserved in an employees' individual personal files. Each employee has their very own document and different data and all the papers with respect to his promotion, show cause, pay structure, increase data, joining letters and so on are put away there.
- When organization recruited new employee that time I needed to make another employee record file for the new employee. I made this PIF database and recorded printed version of the considerable number of reports. This data is useful to organization for future purposes.

Worked With Training Team:

- Worked as a witness of motivation training program for marketing departments' employees.
- Arranged and experienced the training program called "The Awareness of Driving" for organization's drivers.

Insurance Bill and Others Bill:

- To recheck the insurance bills of transport, trucks and vehicles provided by certain insurance company. I likewise needed to check for double charging, appropriate amount of cash asked by them and making entries in a register.
- I prepared the day to day food and entertainment bills.
- I prepared month to month mobile bill by Robi.
- I needed to process and payments of bills for fuel restoration.
- I needed to process month to month home allowances for sales concerns remaining outside Dhaka for business purposes. I needed to present every one of the bills for auditing to the audit department. Subsequent to being audited I submitted all bills to CFO for approval lastly I gave all bill to the accounts department.

3.2 Critical observation:

I got numerous things to learn during the time spent in preparing performance assessment system. It isn't just an assessment process yet it likewise comprehended employees' brain research and contemplating the organization. Employees are looking for chances to expand their aptitudes and capacities, guarantee their professional stability, show signs of improvement pay and fabricate solid associations with the board. It is significant for HR experts to know about the requirements, just as the effect of natural variables, when building up their projects and approaches. As the activity advertise extends, it will be especially significant for HR experts to give close consideration to angles that lock in their workforce and are critical to representative execution. Connecting compensations to execution will be inspirational and will lead organization to accomplish vision and mission.

To get enough information about HRM in organization the time span of temporary job is moderately short. It is actually quite hard to discover each and every issue inside this constrained timeframe.

Here, I will clarify what I saw in the organization.

- The jobs of different employments are not clear.
- Learning condition isn't profoundly empowered.
- Organization's employees' were hesitant to give us the data as they are not recognizable with this sort of review.
- Lack of understanding.
- Modern HR rehearses are not pursued effectively.

- There are just nine HR people in entire organization including me. In this way, they need experienced Manpower in HR to develop the HR office for future needs.
- HR division is not principle strategy creator; here HR acts under the top administration.
- They don't build up a yearly HR target.
- Difficulty to collect secret HR information for their inside security.
- They save their most extreme data at the executives and account division. So there was very little chance to apply HR system.
- There was no alternative to do any creative task for the organization.

Chapter 4

4.1 Literature Review

Performance Management System is the procedure by which managers improve the performance of their employees by using their capacity to compensate, discipline as fitting. Performance is comprehended as accomplishment of the organization in connection with its set objectives. It incorporates results accomplished, or achieved through commitment of people or groups to the association's vital objectives. Performance Management System, the board frameworks, which regularly incorporate performance evaluation.

Performance appraisal is characterized as the way toward evaluating the performance and progress of an employee or a group of employee on a given job and their potential for future development. It comprises of every single conventional system utilized in working associations and capability of representatives.

4.2 Objectives of Performance Management

Performance Management should be possible in light of following goals:

- To keep up records so as to decide remuneration packages, wage structure, pay rates raises, and so on.
- To distinguish the qualities and shortcomings of workers to put right men on right position.
- To keep up and survey the potential present in an individual for further development and improvement.
- To give an input to representatives with respect to their presentation and related status.
- It fills in as a reason for impacting working propensities for the representatives.
- To survey and hold the limited time and other preparing programs.
- To judge the hole between the genuine and the ideal execution
- Helps to reinforce the connection between prevalent subordinate and the board workers

4.3 Main Purposes of Performance Management

- Individual Rewards (Base and Incentive)
- Feedback for Sub-Ordinate (Plus and Minus)
- Recognition of Superior Performance
- Documentation of Weak Performance
- Personnel Decision-Making
- Future Goal Commitments (Planned Achievements)

4.4 Advantages of Performance Management

- **Promotion**

Performance Management System encourages the managers to chalk out the development programs for talented representatives. In this respects, inefficient employees can be expelled or downgraded in such situations.

- **Compensation**

Performance Management helps in chalking out remuneration packages for employees. Performance rating is conceivable through performance appraisal. Performance appraisal attempts to offer worth to an exhibition. Remuneration packages which incorporate reward, significant pay rates, additional advantages, allowances and pre-requirements are reliant on performance evaluation. The criteria should be merit as opposed to status.

- **Employee Development**

The methodical methodology of performance evaluation causes the supervisors to outline preparing strategies and projects. It serves to study strengths and weaknesses of employees with the goal that new openings can be intended for productive employees. It likewise helps in encircling future development programs.

- **Selection Validation**

Performance Evaluation encourages the supervisors to comprehend the legitimacy and significance of the selection strategy. The supervisors come to know the legitimacy and accordingly the qualities and weaknesses of selection strategy. Future changes in selection strategies can be made in such manner.

- **Communication**

For an organization, successful communication among employees and employers is significant. Through performance evaluation, communication can be looked for in the following manners:

- Through performance evaluation, the businesses can comprehend and acknowledge aptitudes of subordinates.
- The subordinates can likewise comprehend and make a trust and trust in supervisors.
- It additionally helps in keeping pleasant and suitable work management relationship.
- It builds up the spirit of work and lifts the confidence of employees.

All the above elements guarantee effective communication.

- **Motivation**

Performance evaluation fills in as an inspiration apparatus. Through assessing performance of employees, an individual's effectiveness can be resolved if the objectives are accomplished. This very well persuades an individual for better occupation and encourages him to improve his exhibition later on.

4.5 Methods of Performance Evaluation

- ❖ **Traditional Methods:**

- Paired comparison
- Graphic Rating scales
- Forced choice Description method
- Forced Distribution Method
- Checks lists
- Free essay method
- Critical Incidents
- Field Review Method
- Confidential Report
- Ranking

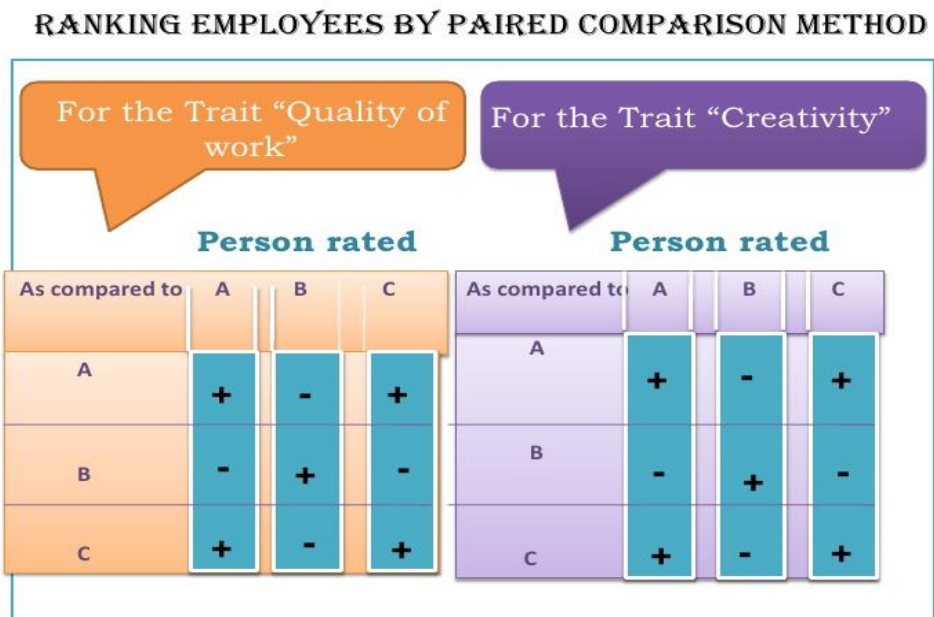
❖ **Modern Methods:**

- Assessment Center
- Appraisal by Results or Management by Objectives
- Human Asset Accounting
- Behaviorally Anchored Rating scales

❖ **Paired Comparison Method:**

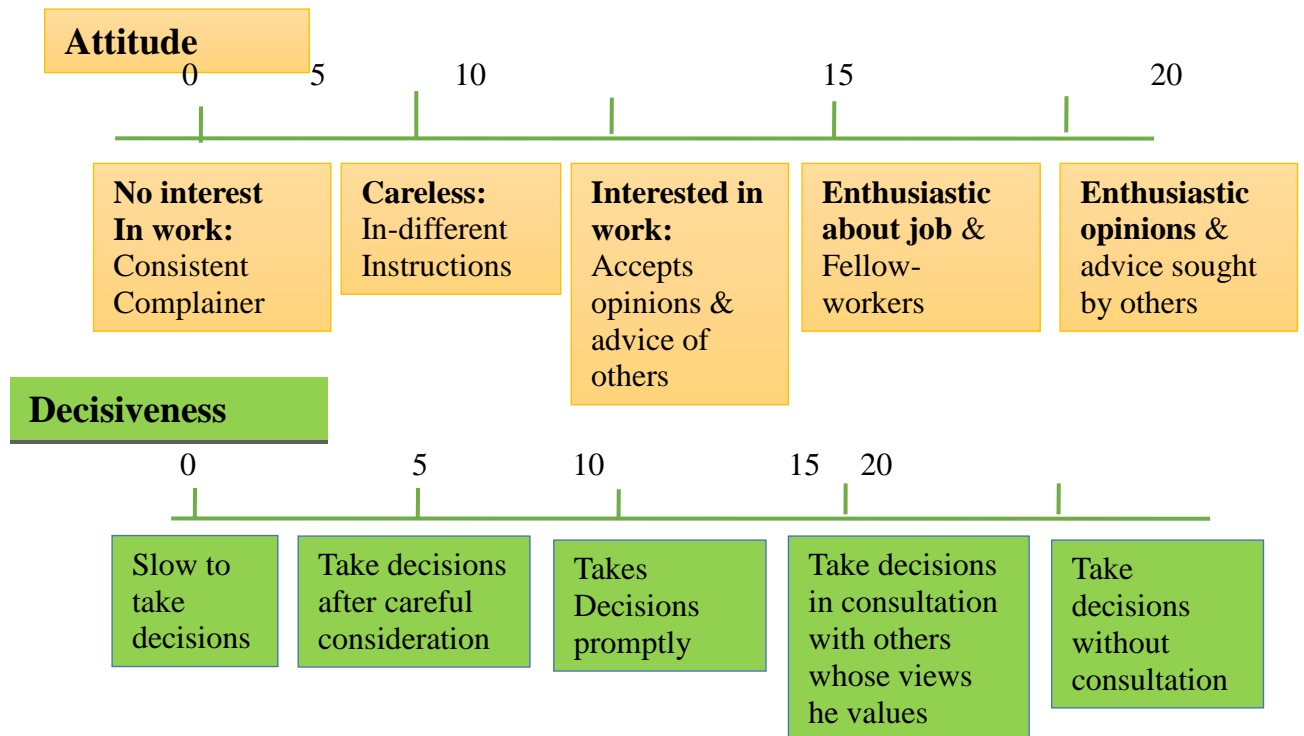
Grade representative by making a diagram of every single pair of the employees for every characteristic and showing which the better employee of the pair is.

In combined assessment the supervisor contrasts every employee and each other employee in the group and rates each as either superior or weaker of the pair. After all assessments are made, every employee is assigned out a summary or grading dependent on the quantity of superior scores got.



❖ **Graphic Rating Scale Method:**

It records various qualities (correspondence, hierarchical skill, cooperation, and so forth.), and a scope of execution for each. The employee is then appraised by distinguishing the score that best portray his/her degree of performance for every quality. Assigned qualities for characteristics are then totaled.



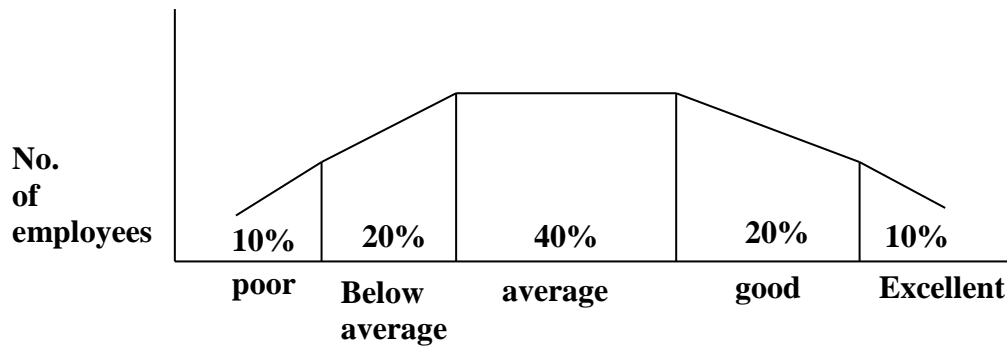
❖ **Forced Choice Method:**

In this, the rater is given a progression of reports about an employee. These reports are prepared in blocks of at least two, and the rater demonstrates which report is most or least expressive of the employee.

This methodology is known as the forced choice method in light of the fact that the rater is compelled to choose explanations which are readymade.

❖ **Forced Distribution Method:**

Like rating on a bend; prearranged percentage of rates are put in different classes (top 10%, center 80% and base 10%, and so on.) are put in different execution classifications. The extents in every classification need not to be even.



Force distribution curve

❖ Critical Incident Method:

To track strangely positive or negative instances of a representative's business related conduct and survey with the employee.

The supervisor's consideration is centered on explicit or basic practices that different compelling from inadequate performance.

❖ Essay Method:

An attribute method to performance appraisal that requires the rater to combine a report describing employee behavior.

- Write a Behavioral Statement
- Strengths versus Weaknesses
- Describe Selected Traits
- Evaluate Performance

Sample of Staff Assessment Form [Descriptive Essay Type]:

Staff Appraisal	
Name	Job Title
Department	Date of Review
Age Years in present job	
Section I Appraisal Of Performance	
Note to Appraiser	
1. Appraisal must cover the period of the preceding 12 months 2. Consideration to every function & responsibility of the job 3. An objective factual assessment of an employee's improvement or deterioration	
Section II	Promotability & Potential
Promotability	
1. Promotion now 2. Within 2 years 3. Within 5 years 4. Unlikely to qualify for promotion	
Section III	Career Development
Section IV	Notes on Interview with employee
Section V	Comments on & Endorsement by Reviewing Authority

❖ **Field Review Method:**

This is an evaluation by somebody outside the surveys claim division, for the most part somebody from the corporate office or the HR department. The outcast surveys representative records and holds interviews with the rate and his or her supervisor.

The technique is fundamentally utilized for settling on special choices at the administrative level. Field surveys are likewise helpful when equivalent data is required from representatives in various units or areas.

Performance Dimension	subordinate	peers	superior	customer
Leadership	^			^
Communication	^	^		
Interpersonal skills	^	^		
Decision making		^	^	^
Technical skills		^	^	^
Motivation		^	^	^

❖ **Behaviorally Anchored Rating Scale Method (BARS):**

It targets joining the advantages of story basic occurrences and evaluated appraisals by tying down a measured scale with explicit account instances of good and lackluster showing. It requires five stages:

- Generate basic occurrences
- Develop execution measurements
- Reallocate incidents
- Scale the episodes
- Develop a final instrument

❖ **MBO (Management by Objectives) Method:**

It was Peter F. Drucker who first gave the idea of MBO to the world route in 1954 when his *The Practice of Management* was first distributed. Utilization of MBO in performance examination is an ongoing reasoning.

It includes setting explicit quantifiable association wide objectives with every employee and afterward occasionally auditing the advancement made. It includes six stages:

- Set the association's objectives
- Set departmental objectives
- Discuss departmental objectives
- Define anticipated outcomes
- Performance audits
- Provide criticism



Assessing the performance of managers and experts is the board by objectives.

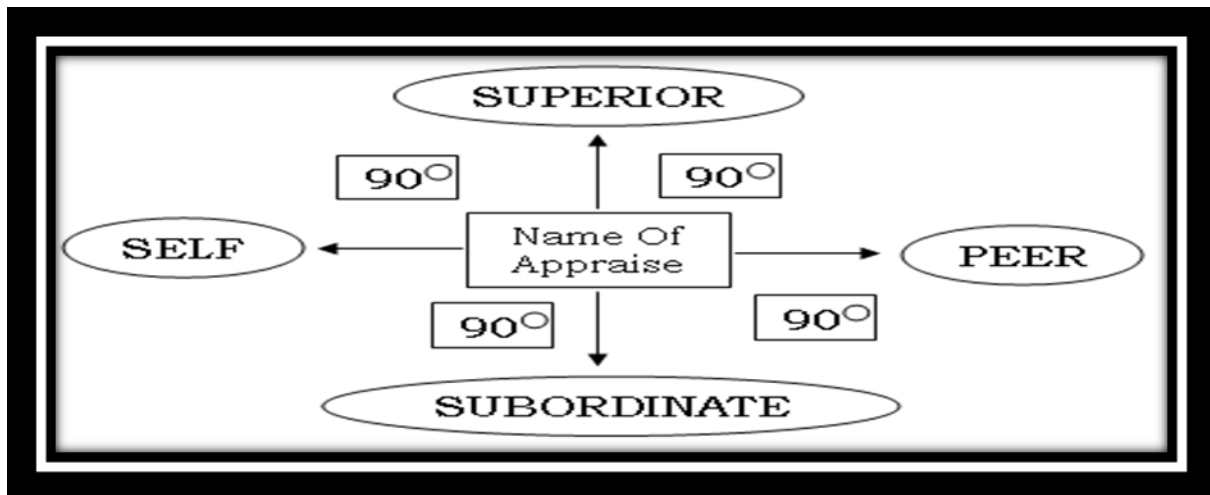
Employee meets with his/her superior and concurs on a lot of objectives to accomplish during a particular timeframe.

All through this period, progress toward the objective is observed, however the employee is left commonly allowed to decide how to approach meeting them.

Toward the finish of the period, the employee and the superior again meet than assess whether the objectives were accomplished and to choose together on another arrangement of objectives.

❖ 360 Degree Performance Appraisal:

Regular appraisers are: directors, peers, subordinates employees themselves clients of administration and specialists. Performance evaluation by every one of these parties is known as " 360 DEGREE PERFORMANCE APPRAISAL"



- **Supervisors:**

Supervisors incorporate superiors of the employee different superiors knowing about crafted by the employee and division head or director.

- **Peers:**

Peer evaluation might be consistent if the work bunch is steady over a sensibly significant stretch of time and perform assignments that require joining.

- **Subordinates:**

The idea of having superior evaluated by subordinates is being utilized in many organizations today particularly in developed countries..

- **Self-Appraisal:**

People comprehend to target their accomplishment and the standard by which they are to be assessed, they are to an extraordinary stretch out in the best position to evaluate their very own performance.

- **Users of Service Customers:**

Employee performance in administration organization identifying with practices, quickness, speed in carrying out the responsibility and exactness, can be better made a decision by the clients or clients of services.

- **Consultants:**

Every now and then experts might be engaged in for assessment when employees or employers not believe manager and the board does not confide in the self-evaluation a peer evaluation or subordinate appraisal.

- **Assessment Center Method:**

An Assessment Center is a focal area where managers may meet up to have their investment in work related activities assessed via prepared observers.

Generally utilized for official contracting, assessment centers are currently being utilized for assessing administrators or supervisory potential.

4.6 THE POST APPRAISAL INTERVIEW:

Through this interview we get to know an employee's feedback information, and a chance to the appraiser to represent his rating..

Further it causes both the gatherings to survey measures, set new models dependent on the truth factors and encourages the evaluation to offer his proposal, help, and guide and mentor the representative for his progression.

In this manner, the post evaluation meet is intended to accomplish the accompanying the destinations.

- To let worker realize where stand
- To assist representative with improving occupation by explaining what is anticipated from them
- To plan open doors for improvement and development
- To give a chance to representatives to convey what needs be on execution related issue.

Chapter 5

5.1 Performance Management System

Performance Management System is the method by which supervisors improve the performance of their teams by applying their supremacy to reward, discipline as suitable. Performance is agreed as accomplishment of the organization in relation with its set goals. It includes results attained, or accomplished through support of individuals or teams to the organization's strategic objectives.

Performance appraisal is defined as the procedure of evaluating the performance and development of an employee or a group of employees on a certain job and their prospective for future progress. It consists of all official processes used in working organizations and prospective of employees.

It is a yearly evaluation of an employee's complete contributions to the company by his/her supervisor. Performance management system evaluates an employee's abilities, accomplishments and development, or lack thereof. Companies use performance management system to give employees big-picture comment on their work and to rationalize pay increases and bonuses, as well as closure decisions.

5.2 Performance Management System at RANGS Motors Limited

➤ Aim of Existing Performance Appraisal System at Rangs Motors Limited.

The management of Rangs Motors Limited perspectives execution the board as an essential piece of a far reaching human asset the executives' methodology. Its goal is to boost person's exhibition and potential with the end goal of accomplishing hierarchical objectives and upgrading in general adequacy and efficiency, it additionally improves correspondence among supervisors and staff on overseeing execution.

Performance goals are set toward the start of the presentation the executives cycle (January to December) through open talk between the managers and the appraisees. Progress is checked consistently and criticism from staff and managers is gathered to help explain destinations and yield desire and upgrade execution.

➤ **Performance Appraisal System**

Rangs Motors Limited has four useful sub-branch of HR office. The divisions are HR Development, HR Services, Compensation, Industrial Relations. Execution examination is drilled under Operation of HR Services. Rangs Motors Limited has isolated it's all out workers into 2 classes for evaluation:

- (1) Management representatives and
- (2) Non-the executives representatives

For the management representatives, it has been demonstrated hatred for into Manager and Officer. There are two classifications of official. One is office based official and another is field power official.

All Appraisal procedure has been led once in a year. Appraisal process in referenced underneath.

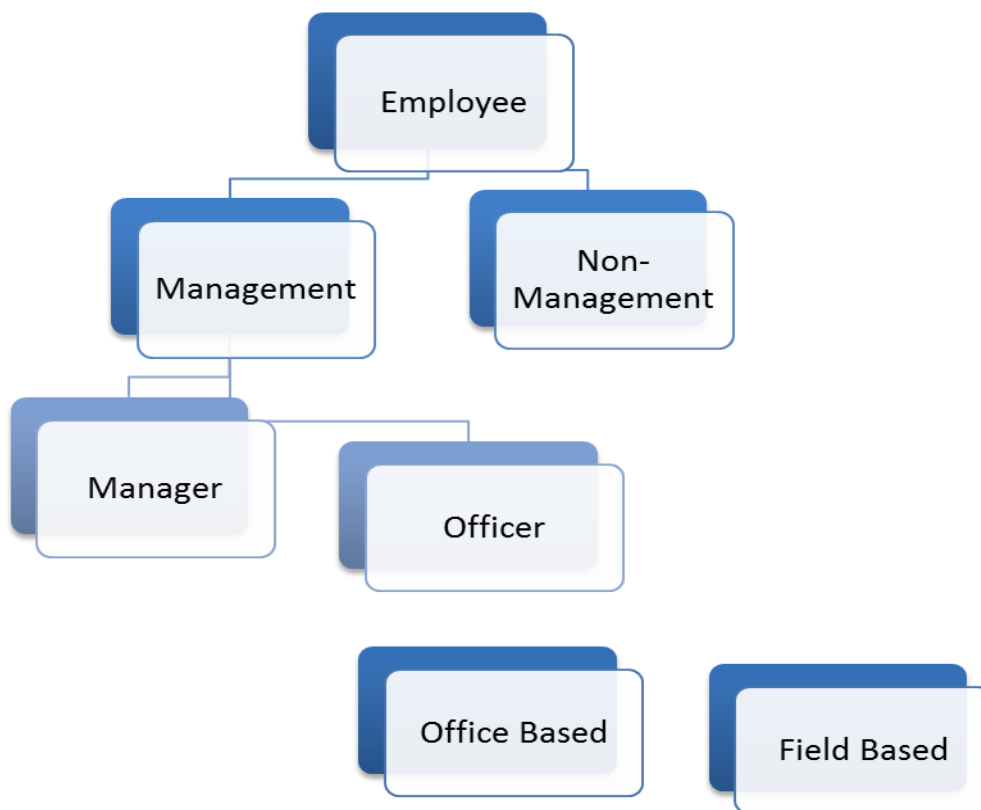
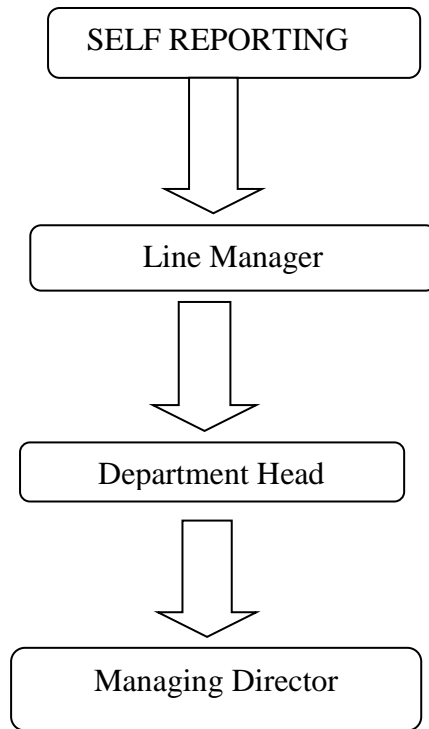
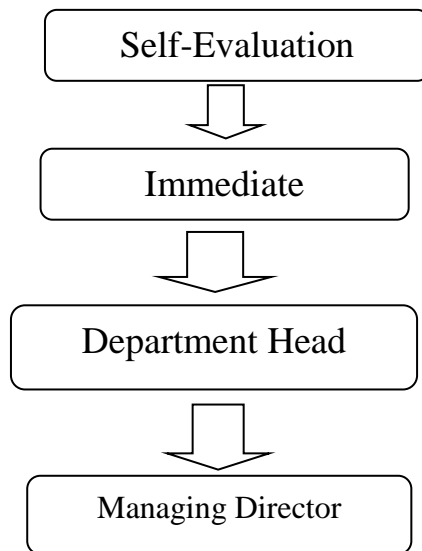


Figure: Classification of Employees from the Point of View of Performance Appraisal.

1. Manager's Appraisal Processing:



2. Officer's Appraisal Process in Rangs Motors Limited:



The evaluation model which is pursued on yearly premise beginning from month of December till January has been amazingly compelling for the workers of Rangs Motors Limited.

➤ **Evaluation Period**

The assessment time of Rangs Motors Limited is from 01 January to 31 December if there should arise an occurrence of all representatives other than laborers.

5.2.1 Responsibility for Appraisal

Regularly the human asset office is liable for planning the structure and usage of execution evaluation programs. Notwithstanding, it is fundamental that line supervisors assume a key job from start to finish. These people as a rule lead the examinations, and they should legitimately take part in the program in the event that it is to succeed.

5.4.1 Employee Self-Evaluation

The representative's yearly exhibition assessment, it is prescribed that each worker be required to assemble a rundown of their achievements during the assessment time frame. This ought to incorporate the last status of recently settled objectives, any extraordinary undertakings finished or in progress, and some other extra assignments, trainings, advisory group cooperation, and so forth. Moreover, the representative should make a rundown of objectives as well as interests for the forthcoming year, and arrange some other documentation or potentially takes note of that they may have gathered over a similar time span. This documentation ought to be given and talked about the immediate administrator in a pre-assessment meeting which the chief/director can then properly consolidate into the worker's survey. This basic expansion to the exhibition the board procedure upgrades the experience for the representative by including them as a functioning member in their activity execution and improvement, as opposed to latently accepting scores on past errands. Furthermore, with this communitarian design, correspondence is upgraded and workers are more averse to be amazed or feel misjudged when the assessment is concluded – as they were engaged with the procedure from the earliest starting point.

5.4.3 Immediate Supervisor

A worker's quick director has generally been the most sensible decision for assessing execution and this keeps on being the situation. The manager is ordinarily in an amazing situation to watch the worker's activity execution and the administrator has the obligation regarding dealing with a specific unit. At the point when another person has the errand of assessing subordinates, the manager's power might be undermined. Likewise, subordinate preparing and advancement is a significant component in each supervisor's activity and, as recently referenced, examination projects and worker improvement are generally firmly related.

5.5 Sample of Performance Appraisal of Rangs Motors Limited:

PERFORMANCE EVALUATION REPORT (PER)

(FOR OFFICER)

RANGS MOTORS LIMITED

A) Particulars of Reported Officer – By HR (Head Office)

01.	Name of the Employee :				
02.	Designation :				
03.	Date of Joining :		Date of Last Promotion :		
04.	Organization/Department/ Division :				
05.	Present Pay-Scale :				
06.	Present Pay :	Basic:	Allowance:	Special Allow. :	Gross:
07.	Review Period:	From :		To :	
08.	Type of Report :	Probationary <input type="checkbox"/>		Annual <input type="checkbox"/>	

B) Score Sheet of Reporting Officer – By HR (Head Office)

1:	Length of Service including Bonus	Marks for normal length of service:		Marks for Bonus :		Total :
2:	Academic Qualification					Total :
3:	Professional Qualification					Total :
4:	Professional Training					Total :
5:	Penalties	Late :	Absent :	Early Out :		
		Unauthorized Absent :	Explanation / Warning :	Major/ Minor Punishment :		
6:	APER					Total :

Section – I: By Reported Officer (Self-Reporting)

1. State your main duties and responsibilities as per Job Description:

- A)
- B)
- C)
- D)
- E)
- F)
- G)
- H)
- D)
- J)

2. In the light of above duties and responsibilities state your achievements and failures against

Goal/target set by Management.

A) Achievements (Covering all aspects duties/responsibilities):

B) Failures (Covering all aspects duties/responsibilities) :

3. State the reasons for failure to achieve goal/target. Also highlight if any difficulties faced

- A)
- B)
- C)
- D)
- E)

4. Did you receive any Training (new or refresher) last year? If yes, how did training help you to improve?

Your own and team performance?

5. Did you put forward any creative ideas/suggestions to Management to improve the performance of Company and Group? If yes, how your ideas were implemented?

6. State your plan including creative ideas/suggestions for the next year to achieve success:

- A)
- B)
- C)
- D)

Section – II: By Reporting Officer

Essential Responsibilities: below, state the responsibilities of the individuals as per Job Description. Rate each job duty on a scale of 1 to 5, the latter being the highest (**Rating Points: Excellent – 5, Very Good – 4, Good – 3, Satisfactory – 2, Below Satisfactory – 1**).

A) Performance Factors: General Behaviours/Conduct

Particulars	Rating (1 - 5)
1: Knowledge of the Job	
2: Initiative and Resourcefulness	
3: Judgement and Policy Compliance	
4: Creativity and Forecasting Ability	
5: Leadership Quality	
6: Coordinating and Managerial Skills	
7: Communication Skills (Oral and Written)	
8: Computer Skills (Word, Internet, Power Point, Excel, Access etc.)	
9: Interactive Skills with Superiors, Colleagues, subordinates and Stakeholders	
10: Ability to explore organization's Strength and Weakness	
Average Score	

B) Performance Factors: Responsibilities (Write down a pen picture of his/her performance)

Particulars	Rating (1 - 5)

Section – III

Rating and Recommendation – By Reporting Officer

Performance Factor Rating				
Excellent (5) <input type="checkbox"/>	Very Good (4) <input type="checkbox"/>	Good (3) <input type="checkbox"/>	Satisfactory (2) <input type="checkbox"/>	Below satisfactory (1) <input type="checkbox"/>

Recommendations				
Promotion <input type="checkbox"/>	Increment (Annual)	Additional Increment	Special Allowance/ Reward	Job Confirmation* <input type="checkbox"/>

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>Comments:</u> <hr/> Name & Signature of the Reporting Officer with Designation Date : _____				

Section – IV

Comments and Recommendation – By Next Reporting Officer

Comments : Recommendation :	
Name:	Designation:
Signature:	Date:

Section – V

Comments and Recommendation – By MD or Departmental Head

Comments :	
Recommendation :	
Name:	Designation:
Signature:	Date:

Signature of the Reported Officer

Date:

Signature of Group CHRO, HR Signature of Consultant, HR

5.7 Policy for Employee Performance Evaluation (Yearly)

- The all-out assessment was under 100 imprints. For Self Evaluation there were 40 imprints and other 40 imprints was given by Reporting Officer and 20 Marks gets by his/her Performance Evaluation Report.
 - For section A: Hear descript about Employee and Employee subtleties
 - For part B: For Self Evaluation and determined the all-out imprints 40 by the representative.
- Segment - 2: In Supervisor's Evaluation for Section 2 there will be just 25 imprints which will be given by Reporting Officer

5.8 RATING SCALES

RATING SCALES

Sl.No	Particulars	Marks
1	Length of Service	15
2	Academic Qualification	10
3	Professional Qualification	05
4	Training	10
5	Employees performance Report PER	20
6	Performance Factor Rating	15
7	Job Description	15
8	Employee Performance	10
		Total=100

5.9 Uses of Performance Management System at Rangs Motors Limited

Following are the determinations for which the performance of employees are appraised-

5.9.1 Development

Performance Management System at Rangs Motors Limited can figure out which employee needs all the more preparing and it can assess the consequences of the preparation programs. It helps the subordinate-supervisor counseling relationship and it urges manager to watch subordinates' conduct to support workers.

5.9.2 Basis of Reward Allocation

It is utilized as the premise of remuneration assignment. It causes the organization to choose who gets pay rise, give legitimate ground at the time of promotion and different prizes.

5.9.3 Motivation

The nearness of well-planned assessment framework propels individuals at Rangs Motors Limited. It supports activities, builds up an awareness of other's expectations and animates to perform better.

5.9.4 Legal Compliance

Performance evaluation fills in as a lawfully faultless purpose behind advancements, transfer, release and rewards.

5.9.5 Training and Development

Performance Management System at Rangs Motors Limited can figure out which employee needs additionally preparing and it can assess the aftereffects of the preparation programs. It additionally figures out which sorts of training need and best for worker.

5.9.6 HR Planning

It functions as a significant contribution to aptitudes inventories and HR planning. At the point when all the practical heads finishes the entire methodology of assessment they send it to HR Department for their record and ensuing procedure.

5.9.7 Compensation

It gives data that can be utilized to figure out what to pay and what will fill in as evenhanded monetary package. Base on the exhibition the Supervisor wards Individual Performance Multiplier (IPM) at last that IPM in a roundabout way chooses how a lot of pay rise one will get.

5.9.8 Communication

Assessment is a reason for a progressing conversation among superior and subordinate about employment related issues. Through connections the parties become more acquainted with one another better. Rangs Motors Limited is giving accentuation on this viewpoint.

5.10 Annual Increment:

- Normal yearly augmentation will be granted once every year to the employee who has finished one year's administration dependent on yearly performance evaluation.

- Annual Increment will become due consistently (subject to acceptable execution) from the date of joining which will be given after survey of performance of the employees.
- Increments are typically 1 stage in unique cases more than one-advance increase might be prescribed relying upon performance subject to endorsement of the Board of Directors.
- An employee who got cautioning letter as an issue of disciplinary activity may not be given yearly increases relies on gravity of the offense.
- However increment will be given rely upon organization money related position.

5.11 Promotion:

Promotions of employee of all under working in Rangs Motors Limited are made by Head Office HR. The HR of Head Office will set up the rundown of employee for promotion to the following higher evaluation based on the Performance Evaluation Report (PER) and on the suggestion of the particular Head of Dept. /Offices. For that reason Heads of Dept./Offices must send the PER for the year finished on 31st December of every year to Head Office HR by the fifteenth January of the following year.

Promotion is the progress of an employee to the following higher step in a similar evaluation/class of starting with one classification then onto the next class.

- Promotion may possibly be given to an employee if his obligations are upgraded. (Extra assignments don't really expand one's duty level)
- An employee might be viewed as qualified for promotion to next higher position contingent upon his/her nature of performance and subject to accessibility of the situation at the higher evaluation/classification.
- Promotion will typically not surpass each evaluation in turn. In any case, in uncommon cases more than one evaluation advancement might be considered whenever affirmed by the administration.
- Sincerity trustworthiness devotion and respectability of the staff part should be considered for advancement.
- Every employee is appraised independently and contrasted and different representatives in a similar evaluation all through the organization. The committee surveys the whole rule important to confirm that all employees meet the job necessities including scholarly capability, proficient capability, experience, legitimacy and position.

5.12 Special Promotion:

Special promotion might be given to a meriting employee for his/her remarkable exhibition, dedication to obligations, activity and drive in the release of obligations paying little heed to position and rank, if so affirmed by the Appraisal Committee.

5.13 Special Increment

All Special Increment past one addition might be endorsed by a Committee comprising of DCEO, Rangs Motors Limited as Chairman and Director – HRD, Adviser, Rangs Motors Limited and GM, HRD as part based on suggestion made on the ACR. The advantage of such Special Increment will be compelling from first day of January consistently and appropriately affirmed by CEO, Rangs Motors Limited.

5.14 Probation and Confirmation

All entry level officials and staff other than arrangement made on contractual premise will be on post-trial supervision for at least 6 (Six) months and for Trainee Officer probation period is for 1 Year. After the probation time frame, their exhibition will be assessed by their senior reporting official and share the report to HRD.

Whenever found appropriate, they will be affirmed by CEO. Whenever found unsatisfactory their trial period might be additionally expanded or their administrations will be ended by the equipped position.

5.15 Reward and Compensation System

The reward arrangement of an association incorporates whatever an employee may esteem and want and that the business is capable or ready to offer in return for worker commitments. The reward system comprises of a compensation and non-compensation structure. Compensation alludes to all types of monetary returns and substantial administrations and advantages representatives get as a major aspect of a business relationship.

5.16 Pay Structure

Pay structure is the overall compensation of various occupations (work structure) and the amount they are paid. The compensation structure for employees of the supply chain department of SPL is appeared: Basic Salary + Home Rent + Transport + Medical Allowance.

5.17 Training Program

Under the Training program, Rangs Motors Limited has been sending its latent capacity and submitted employee to various institutes at home and abroad as per the accessible chances to embrace work related preparing .HRD of Rangs Motors Limited will set up a preparation schedule on quarterly, half – yearly and yearly reason for consistently in counsel with Head of Dept./Section/Unit, APER (Annual Performance Evaluation Report) and furthermore structure Training Need Assessment (TNA) Report.

Chapter 6

6.0 Findings from the study

6.1 Analysis and Interpretation of Collected Data from Respondents

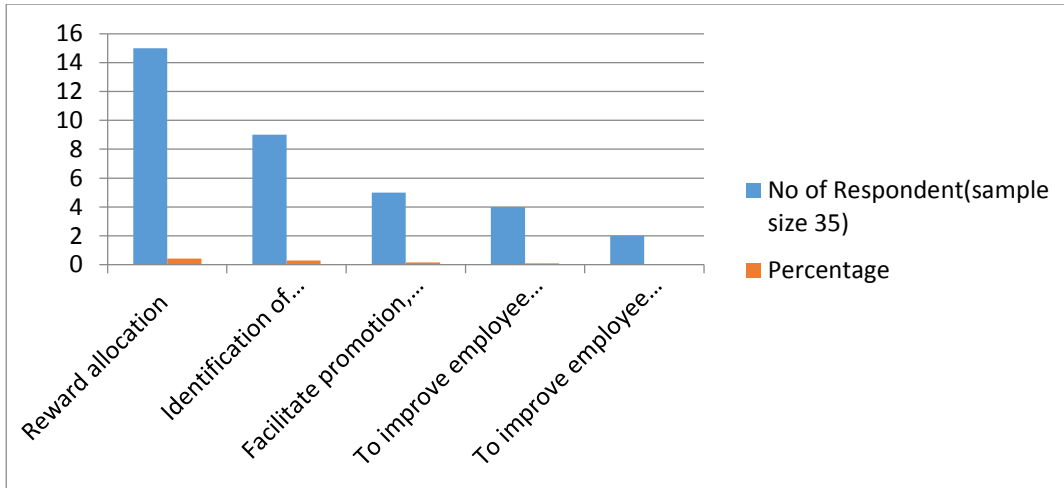
For evaluating Rangs Motors Limited's performance appraisal a wideexamination of the collected data through the questionnaire survey is shown below-

6.2 Determination of Objectives of Performance Appraisal System (Question no-1 of Appendix-A)

Options	No of Respondent (sample size 35)	Percentage
Reward allocation	15	43%
Identification of training and development needs	9	29%
Facilitate promotion, transfer and termination decisions	5	16%
To improve employee quality	4	9%
Motivation strategy	2	3%

Table-01

Objectives of Performance Appraisal System



Graph-01

All alternatives given in the survey satisfy the reason for performance assessment framework anyway reward allotment get 43% inclination as in SVFL performance evaluation is generally utilized for this reason. 29% of inclination is given by respondents to recognizable proof for preparing needs, facilitation for transfer, promotion or termination and quality improvement for employee. 16% of inclination is given by respondents to inspiration methodology.

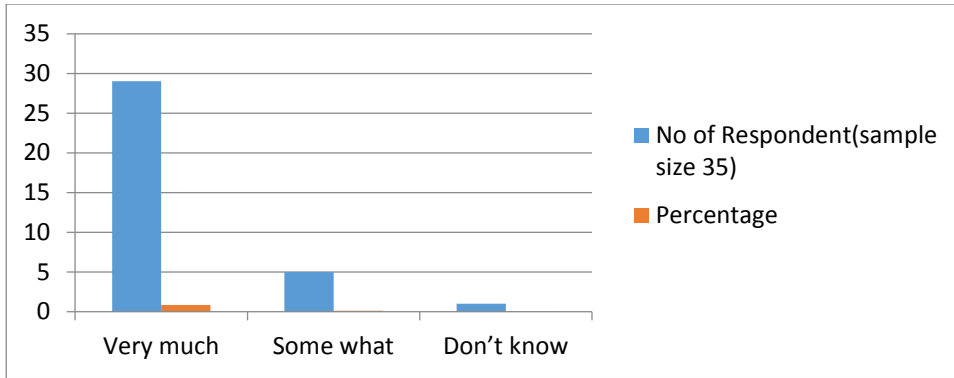
Recommendation:

As 43% workers underscores on the reward distribution, the organization must spotlights on the prize designation too. The impetuses, increase strategy must be changed and it ought to be useful to the employees with the goal that the activity fulfillment and inspiration increments.

6.3 Are you aware of the objective of the performance appraisal system? (Question no- 2 of Appendix-A)

Options	No of respondent (sample size 35)	Percentage
Very much	29	84%
Some what	5	14%
Don't know	1	2%

Table-02



Graph-02

- 84% Employees are aware of the purpose of the performance appraisal system.

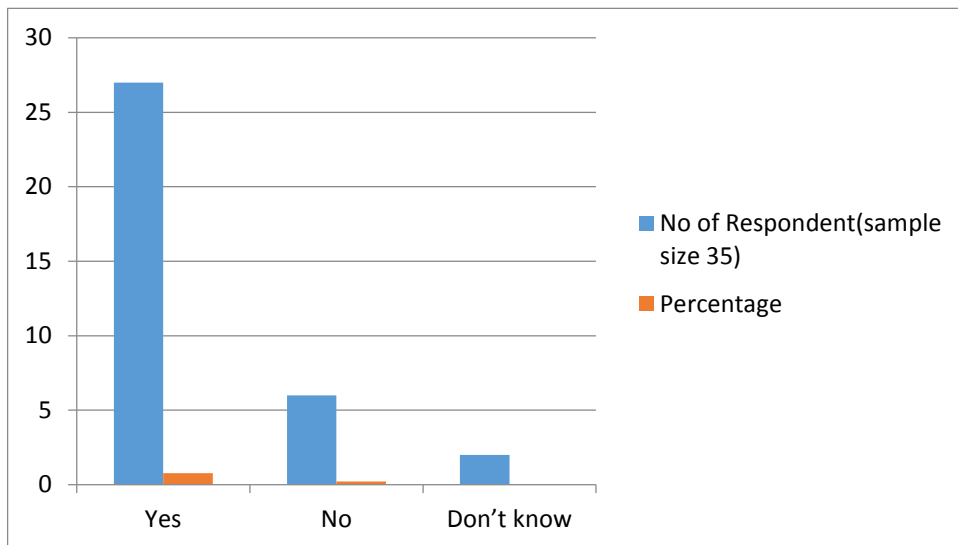
Recommendation:

The majority of the employees know about the goal of the presentation examination which is a positive point. On the off chance that the employees know about the goal of the exhibition evaluation, they will know precisely what is the organization going to do the in the usage of the examination.

5.3 Performance appraisal helps the organization in achieving goal. (Question no-3 of Appendix-A)

Options	No of Respondent (sample size 35)	Percentage
Yes	27	76%
No	6	20%
Don't know	2	4%

Table -3



Graph-03

- 76% Employees say yes that performance appraisal benefits the organization in attaining objective.

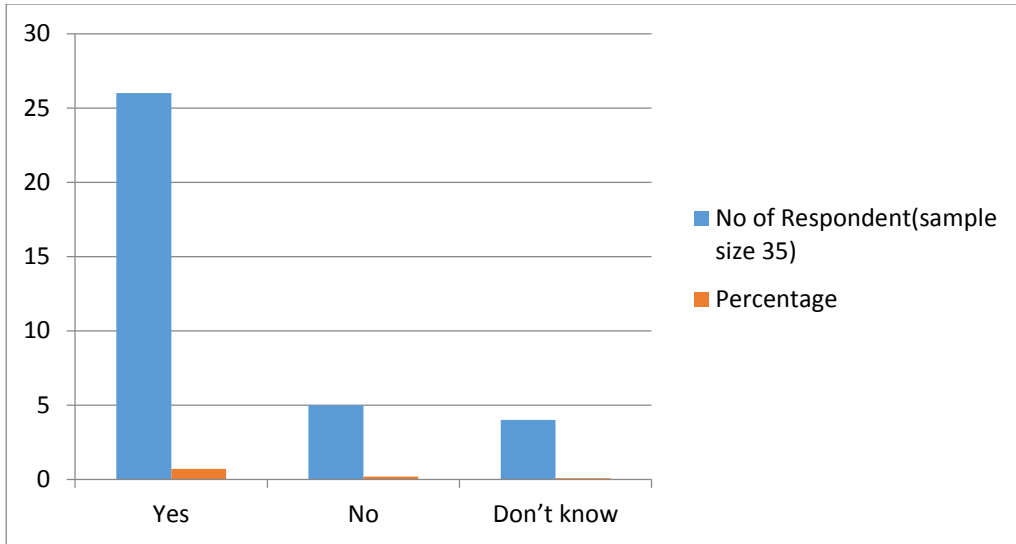
Recommendation:

The greater parts of the employees have their trust in the evaluation framework and its commitment in the organization. That demonstrates the viability of the presentation evaluation arrangement of Rangs Motors Limited.

6.4 The systems will also contribution in potential appraisal. (Question no-4 of Appendix-A)

Options	No of Respondent	
	(sample size 35)	Percentage
Yes	26	72%
No	5	20%
Don't know	4	8%

Table-04



Graph-04

72% employees think that the structures will also involvement in potential appraisal.

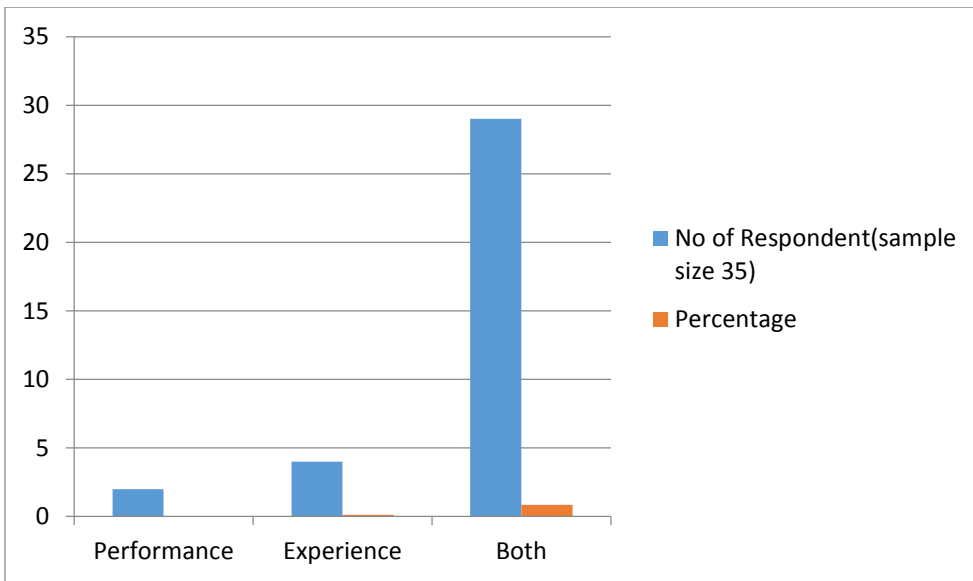
Recommendation:

A major level of employees replicates the confidence in the performance evaluation system of Rangs Motors Limited.

6.5 Promotion process in the organization is based on –(Question no-5 of Appendix-A)

Table-05

Options	No of Respondent (sample size 35)	Percentage
Performance	2	4%
Experience	4	12%
Both	29	84%



Graph-05

4% employees say that promotion says that procedure in the organization is based on performance, 12% employees say that based on experience and 84% say both.

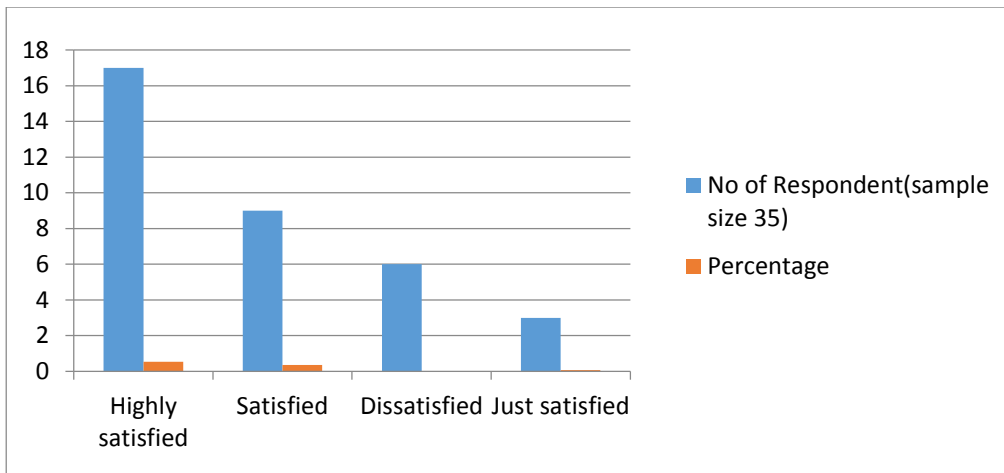
Recommendation:

As indicated by study on the employees, the promotion depends on the experience and performance. On the off chance that the two criteria coordinates the evaluation report of the employee, he will be advanced.

6.6 Satisfied with the current performance appraisal system (Question no-6 of Appendix-A)

Options	No of Respondent(sample size 35)	Percentage
Highly satisfied	18	54%
Satisfied	12	36%
Dissatisfied	2	2%
Just satisfied	3	8%

Table-06



Graph-06

54% Employees are highly pleased with the current Performance appraisal system and 36% employees are fulfilled with the current performance appraisal system.

Recommendations:

The level of Highly Satisfied is truly high. The pace of disappointment is truly low. In any case, the evaluation system may take a shot at them too by leading post evaluation meet.

6.7 Determination of who are Related With Appraising system (Question no-10 of Appendix-A)

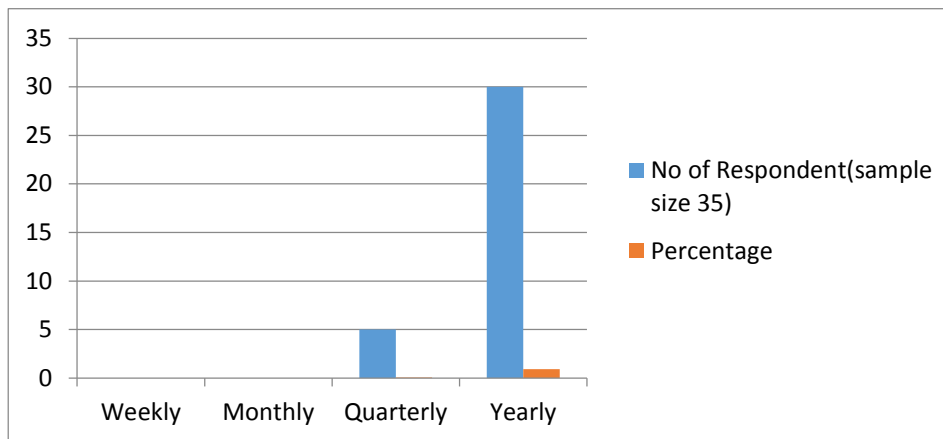
- **Findings-**To preserve good communication between direct superior and subordinates GDIC restricted their appraising system within it. As direct superior and subordinates both struggle for attaining organizational and personal goals are interconnected.

6.8 Need for Continuous Performance Review over the Year (Question no-11 of Appendix)

Options	No of Respondent (sample size 35)	Percentage
Weekly	0	0%
Monthly	0	0%
Quarterly	3	7%
Yearly	32	93%

Table-07

Frequency of Performance Appraisal Techniques



Graph-07

Though there is an establishment of periodic review but it is hardly perceived. 93% departments appraised their performance yearly only 7% quarterly appraised their performance. The management wishes it should be done bi-annually.

Recommendation:

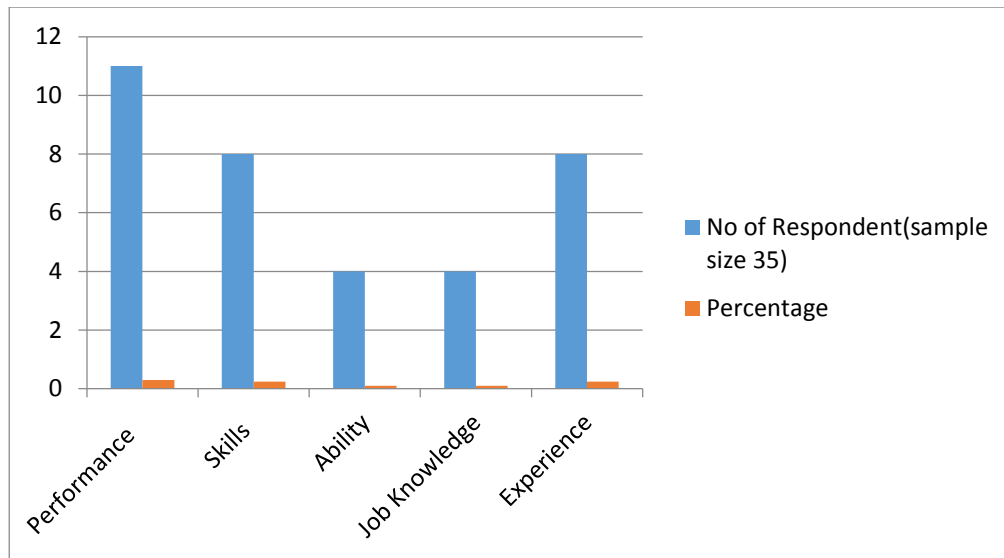
Yearly Appraisal System is more accepted when it is happened yearly.

6.9 Traits used to evaluate performance (Question no-9 of Appendix-A)

Options	No of Respondent (sample size 35)	Percentage
Performance	11	30%
Skills	8	25%
Ability	4	10%
Job Knowledge	4	10%
Experience	8	25%

Table-8

Importance of traits related to performance appraisal system



Graph-8

- Behaviors used for evaluating performance fluctuate based on different job standards. Sales and production importance more on performance than others. 25% give importance skills and experience and 10% give importance capability and job understanding.

Recommendation:

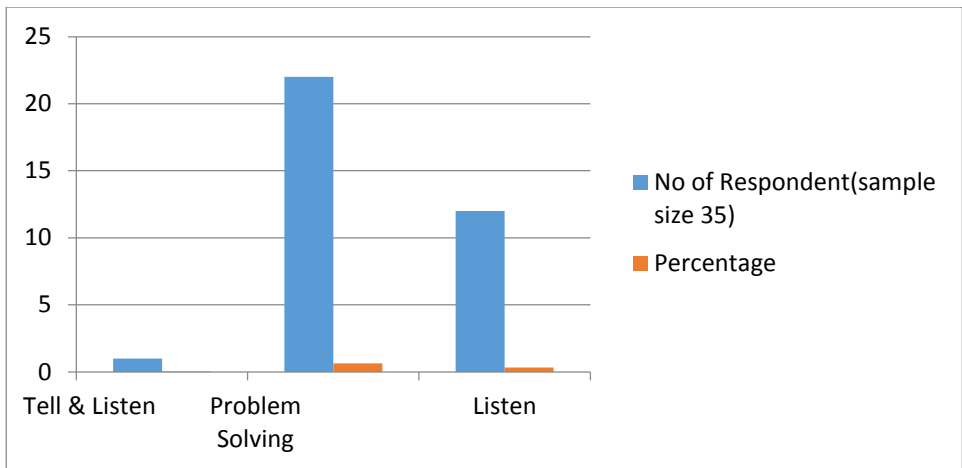
The traits used in performance evaluation are greatly composed to the employees which replicate in the assessment.

6.9 The Effectiveness of Periodic Review in the Organization (Question no- 10 of Appendix-A)

Options	No of Respondent (sample size 35)	Percentage
Tell & Listen	1	4%
Problem Solving	22	63%
Listen	12	33%

Table-09

Effectiveness of Periodic Review



Graph-09

- 33% defendants discovers they only listen their superior's guidance and tell their superior about their problem but problems are not solved however, majority (63%) feel their supervisors' show them the way of resolving complications.

Recommendation:

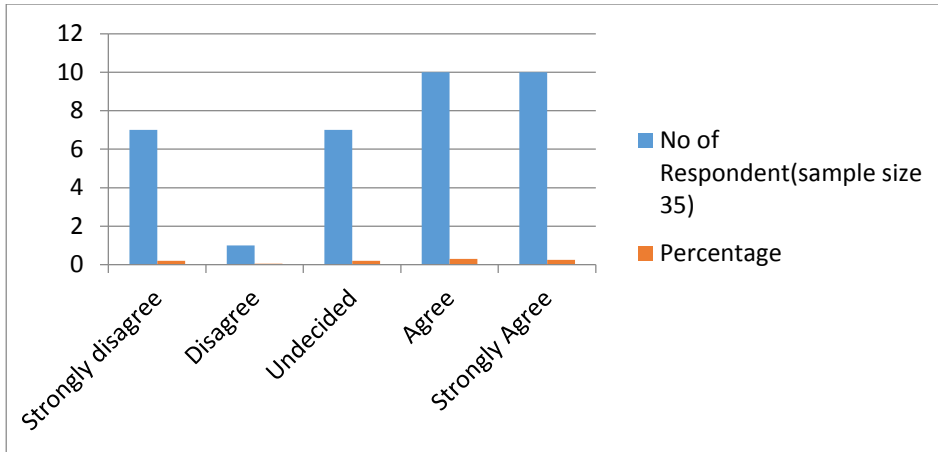
Through diverse conferences and training session, the idea in the mind of employees concerning their superior must be spread out. And new leadership training element must be arranged.

6.10 Assessing the Effectiveness of Performance Appraisal (Question no-11 of Appendix -A)

Options	No of Respondent (sample size 35)	Percentage
Strongly Disagree	7	20%
Disagree	1	5%
Undecided	7	20%
Agree	10	30%
Strongly Agree	10	25%

Table-10

Showing the effectiveness of performance appraisal



Graph-10

In reply 30% granted, 25% strongly agree and 5% distressed.

Recommendation:

The percentage on the view concerning the success of the performance appraisal is neither positive nor negative. Through post appraisal interview, the problem must be found out and steps must be taken to resolve the problem.

6.11 Necessity of execution examination (Question no-12 of Appendix-A)

Comments-100 % of the respondent figure execution evaluation can assume powerful job to improve business condition. All most all the employee sees that, performance evaluation would straightforwardly persuade employee in working harder subsequently the organization's profitability would increment.

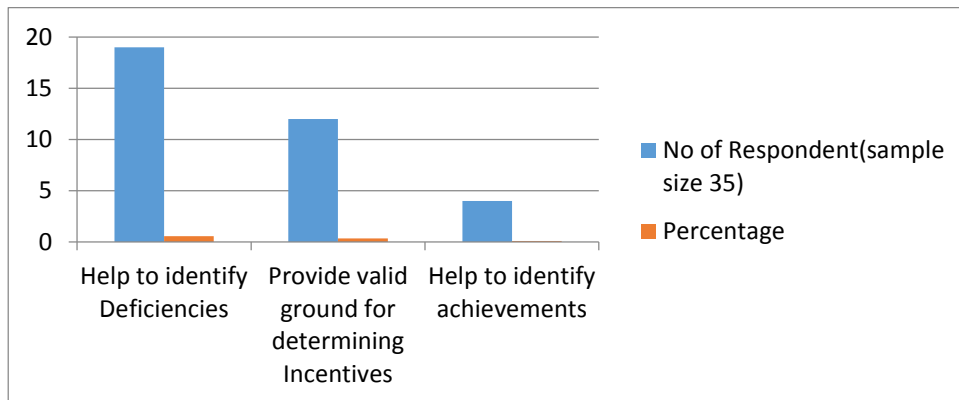
6.12 Question no-13 of Appendix-A

Comments-At administrative level all know about the evaluation procedure anyway at official level through mail/enlistment they are given a thought in any case, this level assessment relies upon prompt prevalent so the evaluation framework is not obvious to them.

6.13 Determine the strength of performance appraisal system (Question no-14 of Appendix-A)

Options	No of Respondent(sample size 35)	Percentage
Help to identify Deficiencies	19	55%
Provide valid ground for determining Incentives	12	35%
Help to identify achievements	4	10%

Table-11
Strength of Performance Appraisal System



55% respondents think main asset of this system is to help out in recognizing insufficiencies, 35% think it provide legal ground for defining incentives, 10% think it helps to identify attainments.

Recommendation:

The greater parts of the employees have confidence in the quality of the Performance Appraisal System of Rangs Motors Limited. Yet, activity ought to be taken to build the rate.

6.14 Question no-15 of Appendix-A

Comments- Only HR office respondent's response this review and others dodge it they said they dispense the activity for non-the executives worker and orchestrate preparing for the board representative.

6.15 Determination of Challenges and defeating of those difficulties (Question no-19, 20 and 21 of Appendix-A)

Objective-To discover disadvantages of evaluating framework

Finding - Everybody among respondents maintain a strategic distance from these inquiry (19&20) said they don't confront any difficulties. Most maintain a strategic distance from these inquiries (21) among the individuals who addressed not many are uncertain and others emphatically oppose this idea.

Chapter 7

7.0 Summary of the Findings:

Believing it to be one of the most significant part of HRM, Rangs Motors Limited has given due significance in planning and execution Appraisal System. In the wake of dissecting the essential and auxiliary information in regards to the exhibition evaluation arrangement of Rangs Motors Limited and inferable from the specialist's involvement with this association some significant actualities are joined beneath as finding of the examination:

1. Performance evaluation is straightforwardly connected with remuneration distribution and by implication connected with recognizable proof of Training need, give substantial ground to advancement, help to improve representative quality and last yet not minimal lift up inspiration system.
2. All employees both administrative and official level know about systems utilized for assessing their exhibition.
3. To keep up great correspondence between prompt predominant and subordinates limited their evaluating framework to it. As prompt unrivaled and subordinates both exertion for accomplishing hierarchical and individual objectives are interrelated.
4. Rangs Motors Limited accepts that an association needs various kinds of employees for a few exercises. Individuals in the administration, an official and laborer and bound to contrast in regard to work style, capability just as assessment characteristics dependent on their activity criteria.
5. All most all the employee sees that, performance evaluation would straightforwardly persuade employee in working harder accordingly the organization's efficiency would increment.
6. 100% official/administrators didn't have the foggiest idea about their last year generally appraising, however observing the compensation rise they mark suspicion about the general rating.
7. Most of the representatives are profoundly happy with current execution examination framework.
8. More preparing ought to be given
9. Need more collaboration and connection inside divisions
10. Needed to make mindfulness for all workers about the association's objectives and technique.

Conclusion:

Performance examination is a human resource procedure by which the organizations decide how viably the employees are playing out the activity. It happens essentially for administrative workers with the end goal of recognizing shortcoming and qualities just as open doors for development and aptitudes advancement.

It is hard to give a total comment in the wake of leading an exploration inside such a constrained time span. Anyway with the overview examination it very well may be said that, the evaluation arrangement of Rangs Motors Limited, is a cutting edge and all around worked out framework with a little opportunity to get better to a great extent. There is a blended inclination existing in the association, the raters feel the framework is very where as others feels it could have been something more. The hazy areas of the framework is recognized in the exploration, whenever taken consideration, the framework will be a solid one and individuals of Rangs Motors Limited will be increasingly fulfilled at last contribute better in accomplishing the corporate objective. A significant number of the issues about the exhibition evaluation framework are known to senior administration. They are deliberately considering rolling out certain improvements just as examination structure. The change will be consolidated by the up and coming barely any years.

Recommendations

Subsequent to having investigated the information, it was seen that essentially there was no standard evaluation in the association. To be a compelling device, it must be on the nonstop premise. This is what has been referenced over and over in the report, as, without congruity, it turns into a repetitive exercise. Before really choosing drafting what ought to be the sort of examination the accompanying things to be dealt with:

- The very idea of execution examination ought to be promoted all through the association. Except if this is done, individuals would not acknowledge it, be it how critical to the association.
- Further, at the hour of affirmation likewise, the examination structure ought not prompt duplication of any data. Rather, point by point examination of the representative's work must be done – which must joins both the business related just as the other individual qualities that are significant for work execution.
- It ought to be noticed that the evaluation structure for each activity position ought to be distinctive as each occupation has diverse information and aptitude necessities. There ought not to be a typical examination structure for each activity position in the association.
- The time span for directing the evaluation ought to be updated, with the goal that the activity turns into a nonstop wonder.
- According to the examination framework in a large portion of the cases just the managers of a specific representative assess his/her subordinate's exhibition and in this procedure biasness can happen.

In a perfect world in the present day situation, assessment ought to be done, taking the perspectives on all the concerned gatherings who make them bear on the worker. In any case, since an adjustment in the framework is required, it can't be a radical one. It should be slow and an adjustment in the attitude of both the workers and the head is required.

References

WEBSITES

- ✓ <http://Rangs Motors Limitedgroupbd.com/>
- ✓ <http://www.slideshare.net/saagoor/report-performance-appraisal-of-square-pharmaceutical-ltd>
- ✓ <http://www.slideshare.net/vipulFACE/project-report-on-performance-appraisal-of-bsnl>
- ✓ <http://www.wrbrpapers.com/>
- ✓ http://www.wrbrpapers.com/previous_issue/May/2011
- ✓ <https://www.investopedia.com/>
- ✓ <http://www.managementstudyguide.com/>
- ✓ <https://www.thebalance.com/>
- ✓ <http://www.whatishumanresource.com/performance-appraisal>
- ✓ <https://www.cipd.co.uk/>
- ✓ <https://corehr.wordpress.com/>
- ✓ <https://www.sumhr.com/>
- ✓ <http://www.yourarticlelibrary.com/>
- ✓ <http://open.lib.umn.edu/>
- ✓ <http://www.hrinasia.com/>
- ✓ <https://www.keka.com/>
- ✓ <http://www.mbaofficial.com/>

Appendix

Questionnaire

Rangs Motors Limited

Questions for Employees

Dear Respondent,

I am a post graduate student of Brac University with major in Human Resource Management.

I am leading this analysis for the purpose of achieving my internship report founded on

“Performance Management System of Rangs Motors Limited: An Analysis”. This

questionnaire is a part of my academic necessity and will be only used for educational

tenacity. So, my request is to get all kind of support from you to arrange my report. I am

declaring you that all the material and opinion delivered by you will be kept fully private, and

will be used only for this report determination. No evidence will be revealed/printed without

your consent.

General Profile of Respondents

Sex : a) Male b) Female

Age Group : a) 25 – 35 b) 36 – 45 c) 46+

Designation : _____

Main Questions

1. Purposes of performance management system. You can put tick (✓)marks for more than one option.

- Reward allocation
- Identification of training and development needs
- Facilitate promotion, transfer and termination decisions
- To improve employee excellence
- Motivation strategy

2. Are you conscious of the purpose of the performance appraisal system?

- Very much
- Some what
- Don't know

3. Performance evaluation helps the organization in accomplishing aim?

- Yes
- No
- Can't say

4. Do you think that the structure will also input in prospective evaluation?

- Yes
- No
- Can't say

5. Promotion method in the organization is based on-

- Performance
- Experience
- Both

6. Are you pleased with the present performance evaluation system?

- Highly satisfied
- Satisfied
- Just satisfied
- Dissatisfied

7. Who do assess the performance? You can put tick (✓)marks for more than one option.

- Immediate supervisor
- Peer
- Rating Committee
- Self
- Subordinates
- 360- Degree Feedback (supervisor, peer, customers)
- Others

11. How regularly you do the assessment?

- a) Weekly b) Monthly c) Quarterly d) Yearly

12. What are the qualities you do use to assess performance?

- a) Ability b) Performance c) Production
d) Job Knowledge e) Skills f) Experience

13. Your practice about your conversation with your supervisor during performance purposes analysis.

- Tell and listen
- Problem solving
- Listen

14. “The performance evaluation system inspires people to work hard”-

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly Agree

16. Does your superior or anyone from the management explain you in detail about the organization’s performance evaluation system? If yes, then how?

-Yes/No

Comment.....

17. In your view what are the main strong points of the performance evaluation system of your organization?

- Help to recognize insufficiencies
- Provide effective ground for defining incentives
- Help to identify attainments

18. What do you do when you identify poor performers?

- Provide training for successful performance
- Rearrange the job
- Degrade from existing position
- Let go them from job
- Any other-

19. Do you face any challenges throughout the time of evaluating performance? If yes, then which of the subsequent, you can put tick (✓)marks for more than one option.

- setting standard
- Having indefinite knowledge about evaluation system
- Lacking appropriate training
- Lacking basic knowledge about subordinate
- Legal topic and organizational values
- Regency error/ biasness/central tendency/leniency/strictness
- Others

20. How could you overcome these problems?

- Considerate the possible problems and try to solve it by debate with employees
- Having appropriate training
- Monitoring external and internal impacts
- Consuming right implement
- Keeping record
- Provide opinion on performance, on daily/ weekly/ monthly basis

21. “My superior can give me any score he/she wants and there is barely something I can do”

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly Agree

Signature