

Report On
Analysis of Performance Appraisal Procedure of Cosmo Group

By

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An internship report submitted to the Brac Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

Brac Business School

Brac University
October, 2021

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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.

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Internship Report on
Analysis of Performance Appraisal Procedure of Cosmo Group

Submitted to

Mr. Feihan Ahsan Lecturer (Supervisor) Brac Business School BRAC University	Mr. Zaheed Husein Mohammad Al-Din Senior Lecturer (Co- Supervisor) Brac Business School BRAC University
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Submitted By

Rokeya Akter

ID- 17304118 | Summer, 2021

Course code- BUS400

Brac Buisness School

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Letter of Transmittal

Mr. Feihan Ahsan
Lecturer
Brac Business School
BRAC University
66 Mahankali, Dhaka

Subject: Submission of Internship report on Performance Appraisal Procedure of Cosmo Group.

Dear Sir,

With due respect and immense pleasure that I am submitting my internship report on Performance appraisal procedure of Cosmo Group Ltd. which was assigned by you as an essential part of internship program. During the time of the internship tenure, the knowledge I have gained about my respected department and related theories with the job responsibilities. So it becomes an extremely exciting learning experience. I found the report is quiet attention grabbing, beneficial and insightful.

I tried my level best to prepare an effective and creditable report. The report will provide clear concept about the overall functions of performance evaluation system of the company and in general. I welcome your entire query and criticism on the report is beneficial for me as it will give me the opportunity to learn more and enrich my knowledge. I hope the findings will be able to meet the purpose of the Couse requirements.

Therefore, I would like to place the report for your kind judgement and valuable suggestion.

Yours sincerely

Rokeya Akter

ID-17304118

Brac Business School

Brac Univeristy

October 2nd, 2021

Non-Disclosure Agreement

This agreement is made and entered into by and between Cosmo Group Ltd. and the undersigned student, Rokeya Akter at BRAC University.

Letter of Endorsement

The internship report designated **‘Performance Appraisal Procedure of Cosmo group Ltd.’** has been submitted to Brac Business School, for partial fulfillment of the requirements for the degree of Bachelor of Business Administration, major in Human Resource Management and Finance from BRAC University on 1st October, 2021 by Rokeya Akter (17304118). The report has been accepted and will be presented to the Internship defense committee for evaluation.

(Any opinions, suggestions made in this report are entirely that of the author of the report. The university does not condone nor reject any of these opinions or suggestions.)

Mr. Feihan Ahsan

Internship Supervisor Faculty

Lecturer

Brac Business School

Brac University

Acknowledgement

All the praise to Allah, without His support I might not be able to complete and submit the report on time. The internship opportunity was a wonderful journey that I got in Cosmo Group which is a renowned group of industries in Bangladesh. I consider myself lucky to become a part of it. I am very happy to mention all the support and learning I got from the real corporate life in my internship tenure to complete my tasks and report properly. I want to use this great chance to give thanks to my HR head and Executive Director of the Cosmo Group, MD. Nayeem Haider, who guided me and helped me with all my queries and also helped me to fulfill the duties properly. I want to thank Mr. Abdullah-al-Jahid, the HR Manager of Reward, for discussing the critical decision making situations and for giving his experienced decision for my report. Last but not the least from the company I want to thank, the senior executive of HR department of Cosmo group, Mariam Akter, who listened my tiny to big questions and guided me throughout the internship period. I want to show my cordial gratitude towards Mr. Feihan Ahsan, my internship supervisor, Lecturer of Brac business School of Brac University and Zaheed husein mohammad al-din, co-supervisor, senior lecturer of Brac business School of Brac University . They helped me throughout the internship semester by guided me properly and keeping me on track. Their suggestions or comments for my internship report were so helpful and for his progress query I really could finish the report on time too.

Executive Summary

Cosmo Group Ltd. started its journey in 1997 as a manufacturer of garment's accessories industry. Gradually they become one of the largest exporter and manufacturer of garments accessories and packaging sector. Now, the Cosmo group has ten sister concern group of industries including, health care, consumer products, coating industry, synthetic products, fashion accessories⁷ etc. The company has a strong management which helps them to achieve their goals and planning with proper guidance. The human resource department which works along with the management train and show the right path to employees to accomplish their organizational vision and mission. The main motive of this report is to know about the procedure of the performance appraisal system of Cosmo Group ltd. and to relate it with the theoretical lessons we have learned from the Brac Business School Courses. The motive of the report supports my respected major concern subject which is HRM and the department of the company showed me the real life usage of the appraisal methods. Basically, the report was prepared based on the primary and secondary data. I have gained the primary data's from my daily job responsibilities such CV sorting, personal file maintain, writing appointment letter or suspension letter, to carry interview process and many more. Also from my day to day observations in the departmental problems. The secondary data was collected from the organizations brochure, website and from my departmental past papers. The main concern for data gathering was how the procedure of performance appraisal took place before in the organization, what is present procedure and what is the plan for future. My internship report also resembles some of the suggested implications to improve some room of the HR department.

Table of Contents

<u>Declaration</u>	2
<u>Letter of Transmittal</u>	4
<u>Non-Disclosure Agreement</u>	5
<u>Letter of Endorsement</u>	6
<u>Acknowledgement</u>	7
<u>Executive Summary</u>	8
<u>List of Tables</u>	12
<u>List of Figures</u>	12
<u>List of Acronyms</u>	12
<u>Chapter I Overview of Internship</u>	13
<u>1.1 Academic Information</u>	Error! Bookmark not defined. 4
<u>1.2 Internship Information:</u>	14
<u>1.2.1 Period, Company Name, Department/Division.Address</u>	14
<u>1.2.2 Internship Company Supervisor’s Information</u>	14
<u>1.2.3 Board and Specific Objective Of the Study</u>	14
<u>1.3 Internship Outcomes</u>	14
<u>1.3.1 Students Contribution to the company</u>	14
<u>1.3.2 Benefits</u>	15
<u>1.3.3 Problems/Difficulties</u>	17

<u>1.3.4 Recommendations</u>	17
<u>Chapter II Organization Part</u>	19
<u>2.1 Introduction</u>	20
<u>2.2 Overview of the Company</u>	Error! Bookmark not defined.1
<u>2.3 Management practices</u>	Error! Bookmark not defined.2
<u>2.4 Marketing practices</u>	Error! Bookmark not defined.3
<u>2.5 Financial performances and Accounting practices</u>	Error! Bookmark not defined.3
<u>2.6 Operations management and Human Resource Management practices</u>	Error!
Bookmark not defined.4	
<u>2.7 HR policy of Cosmo Group</u>	Error! Bookmark not defined.4
<u>2.8 Industry Competitiveness Analysis (SWOT Analysis)</u>	Error! Bookmark not defined.5
<u>2.9 Summary and Conclusions</u>	26
<u>2.10 Recommendations/Implications</u>	26
<u>Chapter III Project Part</u>	27
<u>3.1 Introduction</u>	28
<u>3.1.1 Literature Review</u>	28
<u>3.1.2 Objective of the Study</u>	29
<u>3.1.3 Significance of the Study</u>	30
<u>3.1.4 Scope of the study</u>	30

<u>3.2 Methodology of the study</u>	30
<u>3.3 Limitation of the study</u>	30
<u>3.4 Findings and analysis</u>	31
<u>3.4.1 Human resource department and performance appraisal</u>	31
<u>3.4.2 Objective of performance appraisal</u>	32
<u>3.4.3 Methods of performance appraisal</u>	33
<u>3.4.4 Performance appraisal system at Cosmo Group</u>	35
<u>3.4.5 Design the process</u>	35
<u>3.4.6 Evaluation Tenure</u>	35
<u>3.4.7 Applied methods at Cosmo group</u>	36
<u>3.4.7(a) Appraisal procedure of the sales department</u>	36
<u>3.4.7(b) Appraisal procedure of the desk job employees</u>	36
<u>3.4.8 Results and feedbacks</u>	36
<u>3.4.9 Performance ratings and guidelines of the organization</u>	37
<u>3.4.10 Amenities of performance appraisal at Cosmo group</u>	38
<u>3.4.11 Strengths and weakness of performance evaluation at Cosmo Group</u>	38
<u>3.4.12 Analysis of Findings</u>	39
<u>3.5 Summary and conclusion</u>	40
<u>3.6 Recommended Implications</u>	40

References42

List of tables:

Table1: Cosmo Group.....20

List of figures:

Figure 1: Company Organogram.....23

Figure 2: MBO ratings.....37

List OF Acronyms:

SHRM	Strategic Human Resource Management
HRM	Human Resource Management
PA	Performance Appraisal
SME	Small and Medium Enterprise
FMCG	Fast Moving Consumer Goods
CV	Curriculum Vitae
TA/DA	Transport Allowances/ Daily Allowances
NID	National Identity

Chapter I:

Overview of Internship

1.1 Academic Information (Name, ID, Major)

I am Rokeya Akter; student of Brac business school has done the internship in summer'21 as a compulsory requirement of BBA program. My major subjects were Human Resource Management and Finance. I have chosen HRM to pursue my internship program at got the opportunity to join Cosmo Group as “HR & Admin Intern” as a fulltime employee.

1.2 Internship Information:

1.2.1 Period, Company Name, Department/Division, Address

At Cosmo Group, I started my internship from June to August, in the department of Human Resource Management as HR & Admin Intern.

1.2.2 Internship Company Supervisor's Information

The field supervisor of me in the company was Nyeem Haider, the executive director and HR head of the organization. In my entire internship tenure, my supervisor helped me a lot with proper guidance and patiently answered me with my queries.

1.2.3 Job Scope – Job Description/Duties/Responsibilities

I got to introduce with my initial responsibilities after the first week. I was assigned for day to day updates of team mates, typing any required documents both in Bangla and English. Later on, I was assigned with more work such- getting the sales employees required documents to maintain the employee file, maintaining required dealer files, making vacancy news, making required paper- appointment letter, resign letter, confirmation letter by following the labor law and company standard and many other side works.

1.3 Internship Outcomes:

1.3.1 Student's contribution to the company

I have joined the Cosmo Group from 1st June, 2021 as a ‘HR & Admin’ intern. I had a small orientation from my departmental head. In the first month of the internship I got to know more about my job responsibilities and about the company. The management is so helpful they helped me to be introduced with the company's representatives. The department manager let me know about the department and the personnel's, the small policies and procedures of the department.

1.3.2 Benefits to the student

In the second month, I was being introduced with the team and with my departmental responsibilities. There I got to know about the company policies from the HR department that has been followed by all employees such- the working hours, HR policy, leave policy, Environment and safety, Suspension or termination of employees, Compensations and benefits, Employee departure rules and so on. Till then I was working as a helping hand with the employees of HR departments.

My main work responsibilities in my internship tenure was

- CV sorting from the bdjobs portal according to the designation
- Preparing job vacancy news for the market employees
- Maintaining employee file
- Maintaining team communication and follow up the members
- Making salary sheet at the end of the month for my market team
- TA/DA bill cross checking
- Gift program carried out
- Preparing required letter or paper for my team mates and many more

Simultaneously, whoever applied for any post I had to shortlisted them according to the company procedure and then they might get call for interview with required papers. I made two TSO/TSM job vacancy news as poster vacancy news. I had to maintain the employee file including- CV, NID, academic certificates, photo, citizenship card. I used to follow up all the work of my team mates and updates, if there any news for them then I had to convey those to them. By checking the TA/DA bills and other things I used to make the salary sheet for the entire member that was under my supervision and got approved them by the head. If there was any gift program with the product then I had to carry out all the required work and responsibility to ensure the people with their gift items. Moreover, I had to make all the required paper to appoint or to terminate any employees such- confirmation letter, offer letter, appointment letter, suspension letter, and resignation letter and so on.

Throughout my internship tenure, my manager used to guide me as my line manager in the work. I really am thankful to Mr. Abdullah-Al-Jahid, who helped me with many detailed discussion about the appraisal system in the organization. How the process has been conduct before, what the current procedure is and what are the new upcoming plans regarding the appraisal system that was discussed in details time to time.

In the last month of my internship, I was told to make a survey report on performance appraisal to evaluate the management employees, especially for those who has desk job and do not have any target but some goals. The manager instructed me to be more specific with my survey question and based on that they will conduct a 360degree evaluation procedure. So, for the survey I came up with these close ended questions:

- Does the person come every day at office?
- Is the person able to take workload or become nervous?
- Is he/she proactive or meets the deadline?
- Does the person exhibit strong personnel skills or leadership skills?
- Does the person communicate with colleagues or team mates?
- Is the person team player or self-sider?
- Can he/she receive both negative and positive feedback?
- Does the person always abide by the company values and norms?
- Does he/she protect the company assets and confidential information?

Among them some of the open ended questions were:

- How would you describe your peer as leader or follower?
- What are the strengths of this employee?
- Which sides of his/her personality do you think to be improved?
- Any suggestions for him/her, how can she improve herself?
- Do you think your subordinate follows all the given instructions properly? Give reason with the answer?

1.3.3 Problems/Difficulties

I would like to mention that during the internship period I did not face any difficulties at my work place. The corporate world is a bit challenging for the new employees. The company did not provide any proper orientation except a small one, so introducing with new people was challenging. Other work challenge was quiet interesting.

This was totally a new experience for to carry such survey and that should be approved for all employees. This little contribution to the company at the end, it made my internship more challenging and the outcome was unbelievable and the manager and department head really liked the questions and there was a survey conduct by me with these questions and which was used for the procedure further. Basically, a small difficulty was here that is some employees were superior to me and I am just a newbie to this corporate world and I could not trace their up to the mark question by which I could give more proper questions for their evaluation. So, I discussed it with the senior executive and my field supervisor then I came up with all those questions.

Subsequently, the state labor law of Bangladesh I had to keep in my mind, for the job responsibilities I had. To write any appointment letter the company followed some format in their appointment letter, where the company gave some condition and those should not violate the rules I had to keep that in mind. Again, my main concern was employee evaluation and no employee should be evaluated biasedly or all should get judged equally I had to ensure that thing too. I feel fortunate that I got the opportunity to work as an active employee in such multinational organization and with their work culture. I learned how the methods should be used on which type of employees, the things I only learned on my theories that just got real implications in my internship period.

1.3.4 Recommendations

In a nutshell, internship at Cosmo group was really a great learning opportunity with all the helpful supervisor, line manager and seniors. They were really cordial to the internees. Still there is some room of improvement where they should work on more, for new interns in future they should be more oriented and organized to guide the interns. Some suggestions for them:

- Most of the time, the people who start internship they are very new people in the organization. The HR department should have a proper orientation program about all the rules and regulations of the organization.
- The internees should get introduced with the own department first then with the other department. At, Cosmo group there was no proper introduction section with other persons of other department, but in any organization we have to work together from different department. That is why different departmental orientation is also needed.
- For the future internships, the organization should promote the internship vacancy news in social media and linked-in too. This will help students to get to know about the company and organization both.

Chapter II

Organization Part



Cosmo Group Bangladesh

(Manufacturing for the World)



2.1 Introduction

The journey of Cosmo group started in 1997, back then they only produced garments accessories such- label, sticker, heat-seal, care label, elastic & twill tape, printed box, offset items, thermal print, leather patch, rubber badge and many more. Very soon they gathered the market share of garments accessories and established their name in the exporting industry. Time to time, with competitive industry by the help of strong management they extended their business and now they are serving the nation with ten sister concern group by manufacturing for the nation. Although they are more concern about the garments accessories industry but them launched their consumer products site in 2012, and still now they are serving the nation with their products and also launched their product to Maldives recently. “Manufacturing for the world” the motto of their logo is becoming true day by day. They are making their team more efficient with modern technology and skilled person, they are creating valued customer in the market.

Cosmo Group	
Formation	1997
Founder	Zahir Uddin Haider
Headquarters	Uttara, Dhaka
Region Served	Bangladesh
Official Language	Bengali
Key people	Nadia Haider (Director)

	Nayem Haider (Executive Director)
Sister Concerns	Cosmo Synthetic Industries Ltd. Loparex Coating Industry CCPL Trading S A Formulation Ltd. H&H Trims Victoria Fashion Accessories Healthcare Label & Tap Industry AZ Trims BD Cosmo Consumer Products
Staff	200 (2020)
Website	https://www.cosmogroupbd.com/#

Table-1: Cosmo group

2.2 Overview of the Company

Bangladesh's economy greatly depends on RMG (ready-made garments) sector and the accessories industry has a great part here. The BGAPMEA has made a strong position in the economy by their products line. Now Cosmo group has worked in garments accessories sector and in consumer product industry as well. We will focus on their particular section in my study. Basically, the consumer products are those which are presented as final product to the customers with a limited shelf life. The industry has huge volume of customer with demand of products such- beauty and personal care products, household care industry, food and beverage products. The Cosmo group is serving the whole nation along with recent enlisted country Maldives. Currently, they are the market leader of coil in the market of outside of Dhaka, in Dhaka they have to compete with Unilever and Eagle Company. Their competitiveness shows rigorous prospect in their market share.

In the ocean of fast-moving businesses, the FMCG industry speaks to an island of soundness amid times of financial instability. Among the different businesses that characterize the cutting edge worldwide economy, this industry is among the foremost strong to financial stuns

(lightcastle.com, 2019). Not at all like other industries, is not the FMCG segment inclined to mass cutbacks or significant plunges in profit when the economy moderates down. This can be due to the nature of the merchandise they do.

2.3 Management Practices

An administration framework is the way in which an organization oversees the interrelated parts of its commerce in arranges to realize its targets. These goals can relate to a number of diverse subjects, counting item or benefit quality, operational effectiveness, environmental performance, wellbeing and security within the work environment and numerous more. When a company survives for a long time but at long last comes upon difficult times, it as a rule implies that there's an important center of ability and expertise some place within the corporate structure however a few diligent administration insufficiencies have steadily disintegrated its qualities and cleared out it powerless to anything antagonistic fortune it experiences

Furthermore, the Cosmo group management system is simple but effective for the organization. They face complexity, sudden problematic situation but their strong leadership and proactive employees; they overcome all those situations and take the best decision for the organization. Some thinks the SME organizations are not that much effective and efficient with their management system and often they fail to support any sudden problem with proper decision, but in real what I have observed in the Cosmo group the director and executive director are always keep their eye on every sector and remain proactive with their team to resolve any problem. Strong leadership and guidance from the company chairman is really increase their success and helped to extend their business in local conglomerate. The company organogram of the management is given below:

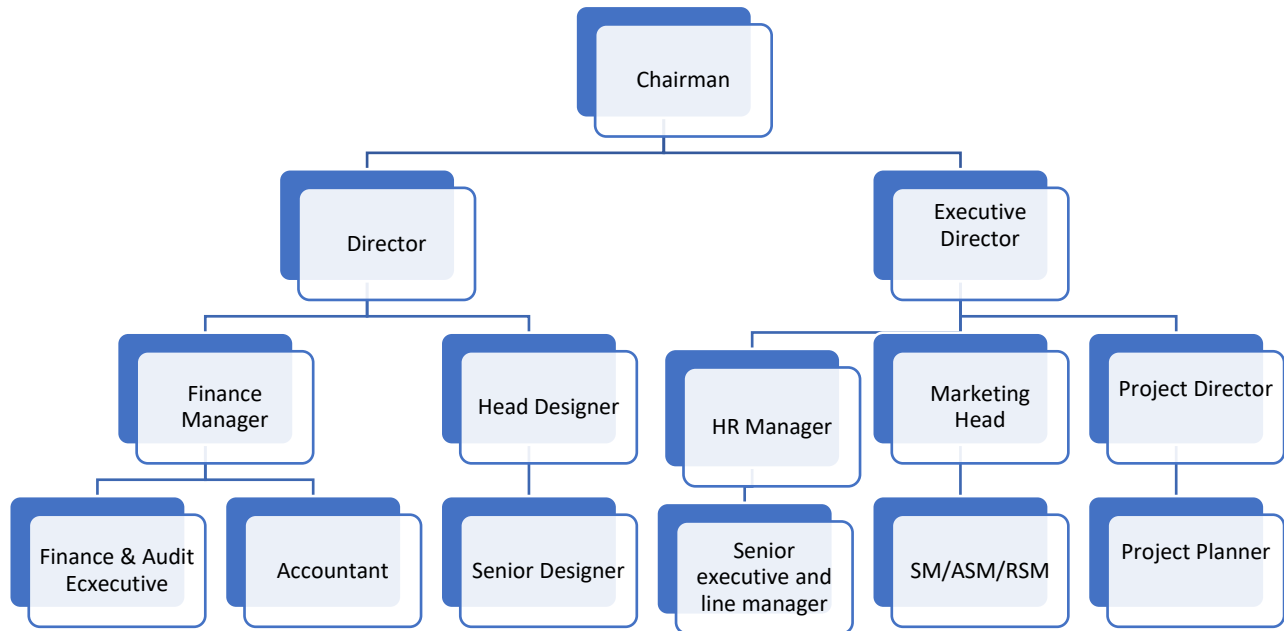


Figure: Company Organogram

2.4 Marketing Practices

The consumer products of Cosmo group is enlisted in fast moving consumer goods industry, here they have to become very innovative with their ideas to market their product properly in order to increase the market share and customer as well. One important marketing tactics in FMCG is making a strong brand image and establish a strong digital marketing platform to make a connection with the customer. This makes a difference buyers frame a solid supposition of the brand, which is able eventually impact their buy choice. The FMCG advertise features a colossal item run with comparable items to select from. What Cosmo group do, they divided their whole country operations into different division and subdivision and appointed sales manager according to the need of per division and sub division. Basically they launch their new products with huge promotion and they also maintain social media marketing. Besides that, they keep sales representatives officer who works with dealer on behalf of them, by these they maintain marketing practices of the company.

2.5 Financial Performance and Accounting Practices

Normally in any FMCG organization they have various range of product line, my internship company also do have such. So, the official's works with the solid numbers in the finance and

accounting departments so they have to be very careful about the quantitative data. In the organization, finance manager to finance officer all work unitedly and they keep track in every transactions. Their annual reports show that their monthly sales of the company only in FMCG sector are 1.5crore taka. Their finance department is concern about their annual report to publish it on time. As a vital trade accomplice to the group, finance manager has to be able to challenge thoughts that are not commercially reasonable, whereas being well-versed on the esteem that includes to the foot line of the trade. As a result, understanding the advertise, trade and items can frequently demonstrate to be an overwhelming challenge.

2.6 Operations management and Human Resource Management Practices

A department which works for the betterment of the employees for the sake of the safe work environment hence helps the organization with the best fit for every position in the organization that is called Human Resource Department. The department helps the organization not to choose the right human asset but also to develop, nourish their skills, follow up their productivity to ensure the organizational goals and success. The Cosmo group is having one of the leading HR team with them who ensures all the facilities for their employees and tries to give the best work environment as per industry standard. The department carries out the following functions for the organization:

- Recruitment & hiring
- Maintain diversified work environment
- Training & development of the employees skills
- Employee to employee relations
- Follows company values and norms
- Safe work place for all
- Compensation and benefit program

2.7 HR policy of Cosmo Group

- **Code of conduct:** The HR policy is very importantly carry the code of conduct of the organization. In Cosmo group, it is clearly state that employees should abide by all the

rules and regulations given by the company, they should carry the moral and ethics while communicating with any customer or third party of the organization.

- **Employments Contract:** It is mention there that no employee can join in any other company while doing the permanent job in the organization. Under the labor law it is illegal too.
- **Diversified Culture:** In the office, no employees should be discriminate from others based on age, race, caste or ethnicity.
- **Leave policy:** The employees will enjoy the government holiday including their own yearly holidays.

In addition, the company follows semi-annual compensation planning and employee evaluation, the details will be talked in the chapter three.

2.8 Industry and Competitiveness Analysis (SWOT)

2.8.1 Strength:

- Cosmo group has become a strong local conglomerate nationally. Its product such- coil, detergent powder, mini soaps has strong stand in the market of outside Dhaka.
- They have strong distributor point throughout the Bangladesh.
- They are expanding their business to the outside of the country too.
- Their factory is in the countryside, so they are getting low labor cost facility.

2.8.2 Weakness:

- The company should focus on their promotional site to compete the competitors.
- They should focus on more production to decrease the unit cost.

2.8.3 Opportunity:

- It has potential market demand in Bangladesh as well as in the outside of the country.
- For the FMCG sector customers need is never going to end and they can work on their research and development to fulfill those needs with their product.

2.8.4 Threats:

- The main threats for the company from multinational conglomerate and experienced local companies, they have already created a competitive market, if Cosmo group want to have a sustainable profit and sustainable business then they have to focus on strong market establishment.
- They should give more concern on employee engagement to decrease the employee turnover.

2.9 Summary and Conclusions

In short, in my observations the company has potential demand and efficiency in the industry, if they work more on their man power management and proper decentralization of capital with different product of the industry might bring them sustainable growth and profit. The organization has already strong place in the local market which is mainly outside of Dhaka. It is high time for them to concentrate in the market of inside of the Dhaka and inforce more efficient people for the betterment of the company. The organization should look after their employee satisfaction too. They might need a revise in their benefit and compensation session. The outcome might bring a tremendous change in their organizational productivity.

2.10 Recommendations/Implications

Some small suggestions for the Cosmo Group especially to the HR department; to implicate those for a better work environment:

- The employee's recruitment process should be more active and diversified with mass recruitment process.
- The employee engagement should be ensured.
- The compensation and benefit program should be revised.
- The organization should start the maternity/paternity leave as it is now most asking labor right.
- The organization should provide a transport facility service for the employees.
- The organization might have a day care center to keep the new mothers more attentive to the work.

Chapter III: Project part



3.1 Introduction

Suppose, you are working in an organization for 6 months and you are not getting any feedback from your departmental manager hence you do not know how is your work standard, is it below the company work standard or above or as same as. So, you cannot trace your effort for the given job responsibility and cannot claim any benefit from your job and you are not engaged with your teammates too, as you do not know your gap. To resolve all of these problems- the human resource department do a short survey or evaluation by using various methods by which they can know your effort on job performance and as well as you can know your situation, how far you have achieved your goals. In the same manner, the performance appraisal indicates to the survey of the performance of the employees time to time, to find out their overall contribution towards the company, which can be done quarterly, semi-annually and annually by the HR department for all the existed department in the organization. Based on the performance evaluation of employee's achievements, compensative, benefits, promotion or termination gets determined. It is used to give the employees proper feedback on their work, how they are doing, how they can improve or what should be their next step and many more. These entire survey and feedback circle keep them motivated and engage with the work to fulfill it and become more productive.

3.1.1 Literature Review

“Performance appraisal is a formal, structured system of measuring and evaluating an employee's job, related behavior and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization, and society all benefit” (Schuler, 2005). The appraisal procedure is the method of surveying corporate representative's execution by way of comparing present performance with as of new built up guidelines or standards which have been already communicated to representatives, in this way giving criticism to corporate representatives almost their accomplishment level for the reason of progressing their execution as required by the association's vision and mission. So, to assess any employees performance, to know whether he is a star performer or not, every sector uses the performance evaluation system to take the proper decision for any employee. Organizations performance totally depends on the employee's performance and management's direction. In addition, the employee's performance will increase

if they are satisfied with the job. Here, employee engagement plays a vital role for employee job satisfaction. Through proper employee evolution the organization can increase the employee engagement which will eventually lead the employees to increase their performance. If, any organization fails to conduct the corporate representative's evaluation then they will fail to achieve their mission and vision eventually (economicsdefination, 2017). Employee evaluations are occasional assessments of an employee's work execution against a set of desires and objectives. The outcomes about of this prepare are utilized to form educated choices for both the person representative and the organization in zones such as recompense, advancement, worker advancement, staffing and progression arranging, among others (SHRM,2015). Various methods of performance evaluation techniques are really effective and efficient, such BARS, MBO, 360degree review and many more. Our main focus in this study was which method is appropriate according to the job level such entry, mid and top level. However, the employee engagement and performance appraisal are both connected with the proper performance evaluation which eventually lead the employee evaluation and keeps them motivated in a productive way.

3.1.2 Objective of the study

The main objectives or the motives of the study are:

- To present a throughout analysis on performance appraisal procedure of Cosmo Group
- To get the corporate knowledge from the HRM department
- To relate the theoretical knowledge with the practical applications
- To fulfill the course requirement

3.1.2 (a) Board Objective:

- To perceive the entire Performance appraisal system of the Cosmo Group Ltd.
- To perceive the strengths and room of improvements of their HRM department

3.1.2 (b) Specific Objective:

- Describe the present methods of performance appraisal that has been used for the performance evaluation
- To test the methods, if they are according to the industry standard or not.

3.1.3 Significance of the study

The report has been prepared as the compulsory partial requirement to fulfill the BUS400: Internship course. According to the BBA program of Brac University, I have created the report on my approved topic “Performance Appraisal procedure of the Cosmo Group Ltd”. The study was supervised by Mr. Feihan Ahsan, Lecturer at Brac University and I really grateful to him for assigning the project paper to me.

3.1.4 Scope of the study

The study was really informative academically and practically in both ways. Basically, my internship was a full time employment so; I had a chance to add value to the organizational projects. There I got the chance to know the insight of the departmental work and also my main focus on performance evaluation and its technique. By doing the study of the performance appraisal, I had the opportunity to see the best used and effective method of the procedure in the organization.

3.2 Methodology of the study

To gather the information for the study objectives (board and specific), I have collected the data from the primary and secondary sources.

Primary data has been collected from:

- Short interview with the HR head of the Cosmo Group
- By observing the departmental activities and action on different appeared situations

Secondary data has been collected from:

- From the website and brochure of the company
- The past documents of the Cosmo Group Ltd.

3.3 Limitation of the study

The main limitations were:

- The company employees has very tight schedule, for which it is difficult to get the proper time for my own queries
- Although I was a fulltime employee there but still, at the beginning the employees were not that much open with the departmental information's
- HR policy is a confidential information for every company, so I had to convince the department not to disclose the information's to anyone
- In corporate practice many things are different than the theories to relate with, so the methods were a bit different to relate with the theories accordingly

3.4 Findings and Analysis

3.4.1 Human resource department and performance appraisal

The department which carries out all the process of an employee's lifecycle and maintain a healthy work environment, called human resource department. Moreover all employees of the organization know the department is the indirect fuel to all of the departments of the company. From choosing the right person for the company to terminate the employee, it requires a really a massive process to manage the organizations human asset in an efficient way. Forecasting the manpower and appointing them as per different departments requirements is not a piece of cake.

In addition, monitor the employees whether they in track or not, whether they are having the right steps to achieve their goals in order to gain the organizational success. The whole process of performance appraisal or employee evaluation is done for all the employees of the organization by the HR department.

- First and foremost, the HR department designs a whole process of performance appraisal procedure as per the need of the organization with the help of different department head to implement the process. The department works as liaison officer between all department and evaluation authority to judge the employees performance for further use.
- For performance appraisal system it very important that the department should set the standard as per company standard and departmental standard and the stated standard should communicate to the employees very clearly.

- Transparency should be there for clear communication, if they do not know what they should achieve then they will not be able to gain anything. It is the duty of HR department that they disclose the period of evaluation and convey the message to both employees and authorities.
- Then comes the consequences of the reviews, what should be the compensation or reward, or other things should be set with the discussion of the authorities, along with the departmental heads.
- The HR department should review the entire process whether the process of appraisal was well balanced, biased free or equal or not.

3.4.2 Objective of performance appraisal

The major objective of performance appraisal procedure is to measure the employee's performance in order to improve their productivity and for the succession plan or to find the future potential candidates for any particular position. Similarly, it helps the managers to give feedback their subordinates about their strength or weakness, so that they can place the right person in the right position. Some of the purposed ad main objectives of performance appraisal procedure are given below:

- i. The procedure helps to keep a track of records for the employees given compensation or benefits.
- ii. The manager can measure the employees pay with the achieved goals.
- iii. The employees can know their strength and area of improvements and they might work there according to that.
- iv. Choosing a potential employee for any particular post to fulfill that in future.
- v. It is easy to design the training and development planning by attempting the procedure.
- vi. It can be used as proven evidence for the employees who ask for promotion or compensation without adding proper value to the organization.
- vii. The appraisal procedure keeps motivated the employees to increase their productivity to get appreciation from the authorities.

- viii. The constructive feedback of performance appraisal helps the employees to keep on the right track.

3.4.3 Methods of performance appraisal

The performance appraisal procedure is a vital process to conduct in the organization where the employees get evaluated against a set of work standards. The methods of performance appraisal are just not to determine their promotion, compensation and benefits but to determine their KPI, skills, strong points and weak points properly. Another important thing is, the managers should avoid traditional evaluation form and reshape their appraisal procedure in modern way. Six *modern performance appraisal methods* are given below:

- I. Management by Objectives (MBO):** It is a method where the employee along with the manager set the specific goals and plans to achieve that in a specific time frame. They both discuss about the work progress time to time to achieve the goals. The performance evaluation program ensures that is the process is following the SMART method as in-specific, measureable, achievable, realistic, time sensitive. The method is more effective for the target oriented job employees such management teams.
- II. 360-degree Feedback:** The most multidimensional performance appraisal method that helps the process to get the feedback from to bottom as in a circle. Colleagues, managers, subordinates, own self, customers, departmental head and many more people can participate here to evaluate the employee and it gives non biased or most accurate result among all methods. The method is more appropriate to the private officials than the public officials as there are huge hierarchies in the public sector and they might become lenient.
- III. Assessment center method:** This method is mainly a process of guiding and controlling the employee throughout an assessment. There three stages here, pre assessment, during assessment, post assessment. At first the supervisor or manager set the work goals and convey them clearly, then throughout the project he directs the employee to achieve the goals properly and after the assessment he provides feedback based on the work assessment. The method is used in service based companies or in firms.

- IV. **Behaviorally Anchored Rating Scale (BARS):** This method enables both quantitative and qualitative survey in one process. It shows how an employee is giving well to poor performance in one rating scale method. Here both the descriptive and numeric marks are presented to evaluate the employee's performance. The best part of this method is it can be used for all type of employees from top to entry level.
- V. **Psychological Appraisals:** This method is all about measuring the employees hidden potential for any particular project or future position. Basically it gets used beside any of the appraisal procedure to ensure the durable hidden potentials of any employees. It is more complex and time consuming process. Although it gives us the best leader and team heads.
- VI. **Human Resource Accounting Method:** The method is conduct based on the monetary benefit the employee is giving to the organization against the benefit he/she is taking from the organization. However, it is called cost-benefit method; it is critical and time consuming method. Often it is used in the startups or in any small organizations.

Three traditional methods of performance appraisal are given below:

- I. **Ranking Method:** The entire method is about judging the employees in peer, one employee rating is get judged by the other. Easily managers can get the best and worst employees. But it is difficult to get done with th method if the employee list is large in number.
- II. **Forced Distribution Method:** Basically, here the method is conducts in a group wise way and all the employees get an average ratings. No star or poor performer can be detected properly. The result will be such, 10% good, 10%better, 20%best employees. No particular person cannot be evaluated here. In public organization this is often used.
- III. **Critical Incident Techniques:** Mainly, one specific incident is getting counted here to evaluate the employee's performance, which is not very accurate. In that particular incident on employee might get failed but in other they might get passed. So, it is a questionable method to apply.

3.4.4 Performance appraisal system at Cosmo Group

The entire process of performance appraisal to evaluate the employee's performance at Cosmo group is done by the HR manager of Human Resource Department of the organization.

3.4.5 Design the process

The procedure of performance evaluation starts with the designing of the process. In designing segment, the first step is to set the goals and standards for every work designation. The specific time period has been conducted here also. Then the manager of the company chooses the methods according to the employee's job position in the company. For instance, the sales people are get evaluated by the MBO methods, the people who involves in desk job or managerial position they get evaluated by 360-degree method in the Cosmo group. After setting the standard and time period the manager convey the goals to achieve clearly and employees are asked if they have got the entire preview of the work or not. At Cosmo group, the manager along with the department head or employees set the goals, so that the employees do not get those goals which might remain unaccomplished, which cannot be gain within that time frame or which is not relevant to their work, all these things should keep in mind of the manager and the authorities too.

3.4.6 Evaluation Tenure

The evaluation process takes place once a year for all but in different time for different department in the company. Mainly, all the people are get yearly evaluated in the organization. To illustrate, the sales people are being evaluated in December, the desk people or the managerial persons are get evaluated in the July of every year. According to the company rules, the planning of the projects or the goals is send to the employees at least 8months before the evaluation. The department also helps the employees to achieve the objectives on time and get their performance increased.

3.4.7 Applied methods at Cosmo group

3.4.7 (a) Appraisal procedure of the sales department: As FMCG, the Cosmo group has a dynamic sales department; to evaluate them it is a bit difficult to measure their efforts for the jobs. That is why the company has chosen the MBO method for them, where the employees will get a set of goals with specific time frame with a set of standards and that will help the HR manager to get done with their evaluation easily. The SMART method indulges the specific goals, measurable target for the sales employees, achievable objectives for them, realistic not any objective that cannot be achieved and the specific time-sensitive frame. The manager conveys the goals and objective in within the January and the evaluation takes place on the first week of December.

3.4.7 (b) Appraisal procedure of the desk job employees: The multidimensional method is 360-degree method. Here, the employees of all departments in the organization, get evaluated by the peer, department head, supervisor, line manager, subordinates and even by own self. The manager sets the goals and objective for employees along with the departmental manager and with the project team also. So, the goals and objectives get conveyed to them within the June of previous year, as the evaluation conducted in the next year.

3.4.8 Results and feedbacks

The given goals and objectives standard are compared with the respected methods at the end of the time frame. The manager conducts the survey and prepares the needed papers for each employee on behalf of the HR department. Then the employees get their performance evaluated by the authorities after examining the collected data and information's. Based on the outcome of the evaluation proposal, the employees of Cosmo group get the compensation, promotion or even termination too. There is a feedback part too, after getting all work done in the procedure the feedback session takes place with the departmental head, HR head and manager. They make sure that the feedback is not rough or sugarcoated and it is on point. Last but not least, the entire process is evaluated from the authorities whether the process was perfect or not. As, for new employee who has not worked for 8 months in the company, their evaluation process will not take place in the organization. All these small things also get counted in the feedback sessions.

3.4.9 Performance ratings and guidelines of the organization

The company provides a set of ratings and question guideline for the employee’s evaluation.

MBO for Sales department				
>Achieve new bookings of dealer at least 30 per month >Increase the sales growth by 15% in next year				
The Ratings:				
Outstanding (The effort given on the work was on point and achieved the objective 100%)	Satisfied (The efforts were not up to the mark but the objective got achieved)	Neutral (The performance was not effective neither ineffective)	Unsatisfied (The performance for the work was not enough and the objective was not achieved)	Poor (The employee was not active and even the objective remained unachieved)
Extremely likely	Quite likely	Hard to say	Quiet unlikely	Extremely unlikely

Figure: MBO ratings

Some of the guidelines for the managers to make the 360-degree survey questions are:

- > The new employee would be eligible for the evaluation after the completion of 8months at work.
- > The employees will get all the information regarding the appraisal procedure before the appraisal will take place.
- > No employees should get judged by personal issues at the time of performance evaluation.
- >Diversified rules should be maintained during conducting the procedure.
- > Managers should be proactive to listen every employee being biased free.

>The question should be related with the current project.

3.4.10 Amenities of performance appraisal at Cosmo group

The framework of the performance appraisal may be a valuable administration apparatus which makes a difference to pick up criticism, audit and assess whether the performance is compelling and examine what has to be done for it to become so. The company departmental directors perform evaluations to advantage both representatives and the manager. The foremost noteworthy good thing about the evaluation framework for the managers or the head of office is that it gives a report of representative execution over a particular period.

- **Individual employee's evaluation:** In the performance appraisal all employees of the company gets evaluated not as a team but as a separate person, so every single person's effort dedication toward the company can be detected.
- **Employees mobility:** If one employee join the Cosmo group as junior officer and gets promoted as senior officer, his work got increased too but what if he is not doing the current responsibilities properly, only giving the effort as like before position. Here, appraisal system helps to find out the employees performance mobility.
- **Training and development:** With the changing world, the employees should cope up with the new strategies and techniques and to make them more efficient some training and development program should be conducted. Performance appraisal helps the organization to find out the right employee for upcoming training program.
- **Compensation and promotions:** No employees can claim any compensation or promotion or other benefits without showing their standard performance, appraisal mainly focus here to help the organization by finding the worthy employee for rewards.
- **Keep on right track:** The whole procedure keep the employees in the right track by giving them proper feedback for their work and keep them motivated. Influenced them to do more innovative and unique work by which they will get their desired value by the organization.

3.4.11 Strengths and weakness of performance evaluation at Cosmo Group

Strengths

First thing first, Cosmo group has chosen the right method to evaluate their employees. As the procedure has different methods and all are not applicable for every department so they focused on employee's job responsibility to judge their employees in a right way. As the sales person has to work in the field maximum time so they cannot be evaluated on the basis of their paper work, rather a target or goals is the best choice to evaluate them. Secondly the appraisal system is transparent and clear as it is not only monitored by HR department but also monitored by all of the departments head and evaluation authority. The employees get properly evaluated with the diversified yet accurate ratings and questions

Weakness

The main problem in the procedure of the company is they do the appraisal once in a year for each employee. This should not be done once but twice. Some employees might lost their work track and lose the motivation to achieve the objectives and another thing is, the project might get changed. As there are many products and the projects keep changing so the HR department should reconsider the evaluation period. Moreover, from my point of view the way of measuring sales person's performance might get more accurate evaluation by using BARS method. As, it will give more specifically quantitative and qualitative result for them. Another thing is the HR department does not mention the problem in their feedback session. What I have listen from some of my colleagues, the feedback session conducted by the HR head, department head and HR manager, they just mention that one employee should be more focused not any specific term to work on.

3.4.12 Analysis of findings

The process of 360-degree method took place when I was in my second month of internship. What I noticed there, that all survey questions were equally important to the HR manager, which means all survey participants were equally, valued not only the managerial people but also the subordinates too. The HR manager of the Cosmo group arranged the feedback sessions on Thursday so they can have their constructive feedback and in case they get upset they can erase that in the weekend and work for his/her improvement. The feedback the employees got, I asked some of them, they said it was not direct insult but a push to give more effort if you are a slow

worker. Some was disappointed too, the manager needs to care for them in a different way, so their work does not get affected by their disappointment. And it was an inspiration for those who were already doing good in their work. The employees were happy for the evaluation program as they got judged equally and some got the proper comment for which track they should keep. Another important thing is the HR department may use the BARS method for their sales people rather than using the MBO method. It would be more helpful for them. Lastly, some employees were discussing about the survey questions and their responses with the candidates, which was a bit weird too.

3.5 Summary and Conclusion

Performance appraisal procedure is the reflection of the company culture which shows us the productivity, employee engagement, employee satisfaction and employee motivation for their further reward or training and development program. Since companies have a constrained pool of reserves from which to grant motivating forces, such as raises and rewards, execution examinations offer assistance to decide how to designate those stores. They give a way for companies to decide which workers have contributed the foremost to the company's development so companies can compensate their top-performing workers appropriately.

The program of employee evaluation makes the HR department more useful to the company. At Cosmo group I noticed that, only to hire and fire people is not the main work of any organization's HR department but they have to nurture the employees too. The performance evaluation program is the first stage of nurturing the employees and makes them more efficient for the organization. In the FMCG industry, the competitors just do not compete with their products or promotional work, the real competition arrives from the internal corporate culture where the employees show their efficiency and the company shows their big asset which is human asset.

Employee engagement in the organization is the prerequisite of the employee satisfaction and if employees are satisfied then their productivity will be increased too, so focusing on the employee's performance evaluation is the most important concern of the human resource department.

3.6 Recommended Implications

Administration groups regularly experience issues with evaluation program, as portion of their day-to-day work. And it's since they're managing with a sensitive and complex handle which needs clear and exact estimations. It's subsequently fundamental to be mindful of the foremost common issues so that you just can recognize and resolve them. Some of the recommendations for me to the Cosmo group for their employee evaluation program:

- ✓ They should conduct the program at least twice a year, so the employees can keep track of their responsibility and work with more enthusiasm. They will not get surprise after having the feedback of one year; rather they will be under control and work more prominently.
- ✓ The sales persons should get the target objectives more precisely with specific proper time frame.
- ✓ The employees should not disclose their response openly, at least not before giving feedback.
- ✓ The HR departments should monitor the entire process with the team to make it more confidential.
- ✓ The HR department should use BARS method for the sales employee evaluation.
- ✓ There were some employees who said they gave more effort than their outcome, so the HR manager can re-evaluate that employee personally with the authority.
- ✓ There should be a team who will monitor the project teams and will work on the employee engagement by giving small feedback and that will have a good impact on the performance of the employees.
- ✓ The feedbacks should be more constructive, specific and resourceful to the employees.

At last, I would say, a successful performance appraisal procedure gives steady, solid and substantial information for making the right decision for right employee and makes the work force more effective and efficient. To conduct a successful performance appraisal system, the suggestions might help the organizations management very well.

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