



# ACHARYA INSTITUTE OF TECHNOLOGY

(Affiliated to Visvesvaraya Technological University, Belagavi, Approved by AICTE, New Delhi and Accredited by NBA and NAAC)

Date: 17/05/2018

## CERTIFICATE

This is to certify that **Ms. Kavitha A Sajjan** bearing USN **11A16MBA22** is a bonafide student of Master of Business Administration course of the Institute 2016-18 batch, affiliated to Visvesvaraya Technological University, Belgaum. Project report on “**A Study on Effectiveness of Performance Appraisal System**” at **PUMA Sports India Pvt. Ltd., Bangalore** is prepared by her under the guidance of **Prof. Kisholoy Gupta**, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belgaum, Karnataka.

Signature of Internal Guide

Signature of HOD

Signature of Principal

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ACHARYA INSTITUTE OF TECHNOLOGY  
Soldevanahalli Bangalore-560 107

# ACHARYA



PUMA SPORTS INDIA PVT LTD ■ 509 CMH ROAD INDIRANAGAR ■ BANGALORE 560 038 ■ TEL 91 80 40852300 ■ FAX 91 80 41528023

22<sup>nd</sup> March 2018

Hey Kavitha S

You made it!

Congratulations on completing your internship with PUMA India in HR from 15 January 2018 to 22 March 2018.

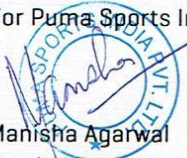
Your project on "Performance Appraisal" will help us in getting efficiencies in the system.

Wishing you Limitless opportunities to unleash your potential in future.

Stay #ForeverFaster

Regards,

For Puma Sports India Pvt. Ltd.

  
Manisha Agarwal

Head- Human Resources & Administration

Corporate Identity number U51909KA2005PTC037319

[puma.com](http://puma.com)

### DECLARATION

I **Kavita Sajjan**, hereby declare that the Project report entitled A case study on "Effectiveness of performance appraisal system" at Bangalore prepared by me under the guidance of **Prof. Kisholoy Gupta** faculty of M.B.A Department Acharya Institute of Technology and external assistance by **Mr. NAVNEET Gupta** HR senior manager at PUMA. I also declare that this Project work is towards the partial fulfillment of the university regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belgaum. I have undergone a summer project for a period of 10 weeks. I further declare that this Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

**Place: Bangalore**  
**Date: 16/04/2018**

*Kavita Sajjan*  
**Kavita Sajjan**

## ACKNOWLEDGEMENT

The satisfaction and euphoria that accompany the successful completion of any work would be incomplete without the mention of the people who have made it possible whose constant guidance and encouragement served as a beacon of life and crowned my efforts with success.

I wish to pledge and reward my deep sense of gratitude for all those who have made this project come alive.

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I am gratefully indebted to my internal guide **Prof. Kisholoy Gupta** Professor, Department of MBA, ACHARYA INSTITUTE OF TECHNOLOGY, BANGALORE for encouraging me and for his constant support throughout the course of the project and helping me to complete it successfully.

I would like to thank the Manager **Mr. Navneet Gupta** (External Guide) for allowing me to undertake this project work at Puma Sports India Pvt. Ltd. Last but not the least; I would like to thank all the employees of PUMA SPORTS INDIA Pvt. Ltd, Bangalore for their immense support and cooperation given to me during working on this project.

**KAVITA SAJJAN**

## TABLE OF CONTENTS

<u>Chapter No's</u>	<u>Chapter Name</u>	<u>Page Numbers</u>
<b>1</b>	<b>EXECUTIVE SUMMARY</b> <b>Introduction</b>  1.1 Introduction 1.2 Industry profile and company profile 1.3 Vision, mission and quality policy 1.4 Products profile 1.5 Areas of operation 1.6 Competitor's information 1.7 SWOT Analysis 1.8 Future growth and prospectus 1.9 Financial Statement	1 2-17  2 3 6 7 8 9 12 13 15
<b>2</b>	<b>Conceptual background and Literature review</b>  2.1 Theoretical Background of the Study 2.2 Literature Review	18-26  18 20
<b>3</b>	<b>Research Design</b>  3.1 Statement of the problem 3.2 Need for the study 3.3 Objectives 3.4 Scope of the study 3.5 Research methodology 3.6 Hypothesis 3.7 Limitations 3.8 Chapter scheme	27-34 27 27 28 28 29 32 33 33
<b>4</b>	<b>Data Analysis and Interpretation</b>	35-48
<b>5</b>	<b>Summary of Findings, Suggestions and Conclusion</b>  5.1 Findings 5.2 Suggestions 5.3 Conclusion	49-50  49 49 50
<b>6</b>	<b>Bibliography</b>	51
<b>7</b>	<b>Annexure</b>	52-60

## LIST OF TABLES

<b>TABLE NO</b>	<b>TITLE</b>	<b>PAGE NO</b>
1.1	Financial Statement	15
1.2	Ratio Analysis	16
3.1	Process of Descriptive research Design	30
4.1	Age	35
4.2	Objective of the performance appraisal system	36
4.3	Organization in achieving goal	37
4.4	Activity task and goals	38
4.5	Fixed duration for performance appraisal	39
4.6	Satisfied for point allocation on the basis of KRA	40
4.7	Working efficiency of employees	41
4.8	High result orientation approach	42
4.9	Contribution in potential appraisal	43
4.10	Promotion process in the organization	44
4.11	Present performance appraisal system	45
4.12	Current performance appraisal system	46
4.13	Strength and weakness of the employees	47
4.14	Promotion is purely based on Performance appraisal	48

### LIST OF CHARTS (VARIANCE)

<b>Chart NO</b>	<b>TITLE</b>	<b>PAGE NO</b>
4.1	Age	35
4.2	Objective of the performance appraisal system	36
4.3	Organization in achieving goal	37
4.4	Activity task and goals	38
4.5	Fixed duration for performance appraisal	39
4.6	Satisfied for point allocation on the basis of KRA	40
4.7	Working efficiency of employees	41
4.8	High result orientation approach	42
4.9	Contribution in potential appraisal	43
4.10	Promotion process in the organization	44
4.11	Present performance appraisal system	45
4.12	Current performance appraisal system	46
4.13	Strength and weakness of the employees	47
4.14	Promotion is purely based on Performance appraisal	48

## **EXECUTIVE SUMMARY**

The issue of the examination is the "Performance Assessment Survey" of PUMA SPORTS INDIA PVT. Bangalore.

The human resources management center is the maximum vital part of the association. The association needs some property; however the first-class one is human sources. All institutions are extensively privy to human sources abilities, and the capability to perform these tests is an high-quality ability. The name of the entry-level report is: "Research on the effectiveness of the overall performance evaluation framework." The investigation work fundamentally considers the performance appraisal of the majority of delegates.

In fact, govt opinions, executive evaluations, and government control, every time period implies a contrast of actual execution and relative measures, in which the workers' exhibition is evaluated to determine the degree to which the exhibition represents the method for setting the association's dreams. The Panther evaluation program is one of the primary sport markers in the world. Jaguar has no question stuffed the benchmarks for specific recreation emblems in the world.

The real significance of this file is to have an ordinary idea of implementing the assessment procedure and how to influence the development of human sources and the progress of the society. In this regard, the survey also satisfies a few different applicable functions. For instance, the opinion of the affiliation is fundamentally mentioned and offers for the diagnosed weaknesses.

The report is a basic approach as it carries a massive quantity of size information, together with: Descriptive assessment of the important thing regions of the evaluation and appropriate feedback and affordable tips.



## **1.1 Introduction:-**

Performance Appraisal might be characterized as an organized formal communication between a subordinate and director, that as a rule appears as an occasional meeting (yearly or semi-yearly), in which the work execution of the subordinate is inspected and talked about, with a view to distinguishing shortcomings and qualities and additionally open doors for development and abilities improvement.

In numerous associations - however not all - examination comes about are utilized, either specifically or by implication, to help decide compensate results. That is, the examination comes about are utilized to recognize the better performing workers who ought to get the dominant part of accessible legitimacy pay expands, rewards, and advancements.

By a similar token, evaluation comes about are utilized to recognize the poorer entertainers who may require some type of guiding, or in outrageous cases, downgrade, expulsion or declines in pay. (Associations should know about laws in their nation that may limit their ability to reject workers or lessening pay.)

Regardless of whether this is a suitable utilization of execution examination - the task and legitimization of prizes and punishments - is an exceptionally indeterminate and antagonistic issue. Execution examination is a term connected to an assortment of procedures that include the evaluation and improvement of an individual and their execution at work. Recognize that the evaluation procedure can be seen from various alternate points of view (e.g. the worker, line director, senior administrator and so on.). All may have distinctive perspectives of the procedure and may have diverse objectives at the top of the priority list. Understanding this 'brain research' of examination has been high on the plan of word related analysts. There is likewise great confirmation that the aptitude of word related analysts may be expected to help associations with their examination forms. Fletcher (1997) found that 80% of organizations detailed disappointment with their evaluation procedure.

## 1.2 Industry profile and Company profile

### Industry profile

Jaguar SE, marked PUMA, is a German multi-item joint company in Herzogenaurach in Loach, Herzogenaurach, Bavaria, which produces sports footwear, sports activities shoes and apparel. Jaguar is the 3<sup>rd</sup> biggest sportswear manufacturer within the global. The business becomes appointed through Rudolf Dassler in 1948. In 1924, Rudolph and his brother Adolf Dassler delineated Gebruder Dassler Schuhfabrik (Dassler Brothers Boot Industry). The connection between the 2 quadrilaterals has been collapsing till the 2 agreed to take part in 1948, forming separate elements, Adidas and PUMA. The two corporations are presently based totally in Herzogenaurach, Germany.

Jaguar has been an open business enterprise at the Frankfurt Stock Exchange since 1986. Beginning in 2007, Hummer has become a part of the French parliament Kering (later called Pinault-Printemps-Redoute or PPR). From July 1, 2013, the enterprise changed into decided by using former football talented Bjorn Gulden (CEO).

From 2016, PUMA SE uses more than 10,000 people global and ships its substances in extra than one hundred twenty international locations.

Next is the war of words of his brothers and sisters. Rudolph Dassler initially indexed the newly appointed organization as Luda, but later modified its name to Hummer. In 1948, Jaguar's fastest brand consisted of a square and a monster, registered by using a D subsequent to the employer call. Jaguar's footwear and garb are planned to be released in 1958 via the typical "Formstrip" which was presented in 1958.



## COMPANY PROFILE



Francols-Henrt Pinaule

Chairman and CEO of KERING



Jean-Francols Palus

Chairman of the adm. Board PUMA SE



Bjorn Gulden

Chief Executive Officer PUMA SE



Lars Serensen

Chief Operating Officer



Michael Lammermann

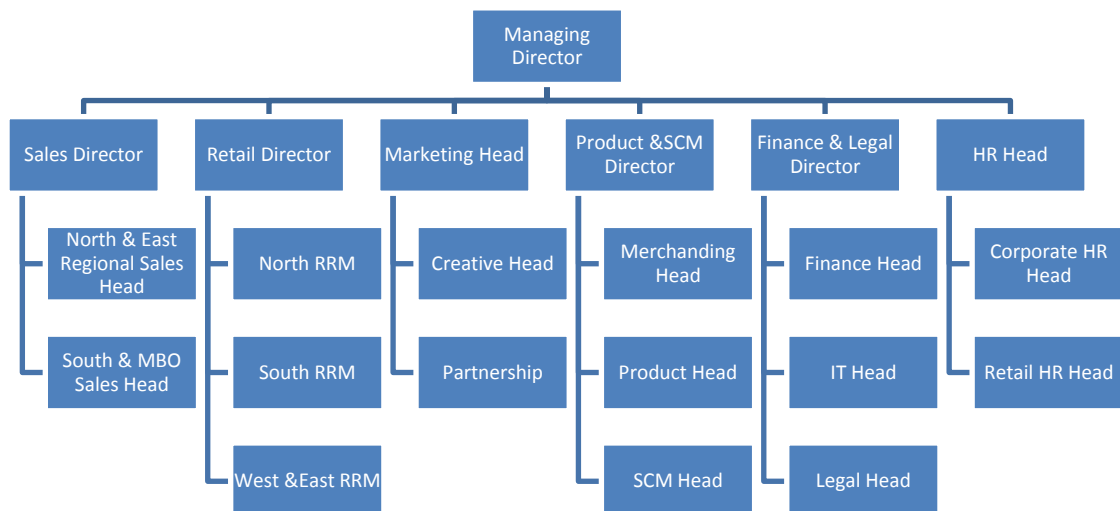
Chief Financial Officer and  
Managing Director



Ame Freundet

Global Director Retail and  
E-commerce

**ORGANIZATION CHART**



**Figure No: 1.1 ORGANISATION CHART**

## **1.3 VISION, MISSION AND QUALITY POLICY**

### **VISION STATEMENT**

Our company reasoning has constantly centered throughout consumer loyalty with uncompromising honesty. Jaguar conveys items and administrations with the finest esteem and quality in the mart to meet our clients' desires, we guarantee that our salesmen and client benefit agents create energy and react with additional endeavors in tending to our clients' needs.

Our kin are prepared to be transparent with you. We are repetitively search meant for new and better approach to improve our business connections. With our proceeded with progress and diligent work, our vision has moved against becoming reality!

### **MISSION STATEMENT**

“TO BE THE FASTEST SPORTS BRAND IN THE WORLD”

### **MANTRA (TAG LINE)**

FOREEVER FASTER

### **QUALITY POLICY**

1. We put up a reasonable quality affirmation framework and support high caliber and dependability.
2. We watch significant control and social prerequisite.
3. We comprehend the client needs about the quality definitely and react an asked for issue.

### **BRAND VALUES**

\*Brave

\*Confident

\*Determined

## **1.4 PRODUCTS**

Footwear,

Clothing,

Adornments,

Sportswear,

Games Equipment

### **Business Units**

Through PUMA, we add execution electricity to the prop items in the horizontal direction of the six business departments. The enterprise unit includes crew video games, jogging and schooling, and golf, all of that are associated with our government business; there also are motor sports activities, primary and sports strategies, as well as decoration and licensing.

### **GROUPSPORT**

Our team put on enterprise uses a method that doesn't require change-offs to sell the implementation of football round the sector to facilitate the eye paid to the advantages of billions of humans watching and playing. Compared with Italy, Arsenal and Dortmund have some of the great teams inside the global. Group litigation passes custom football. Handball, football, cricket and volleyball are complementary to our commercials.

### **RUNNING and TRAINING**

Panther's walking and training commercial enterprise unit integrated the historical history of PUMA and performed new breakthroughs inside the area of shoes and garb. This empowers us to make every and every certainly one of our fighters quicker, while bringing fashion, mentality and swing to the running and education territory.

### **GOLF**

Panther Golf re-added huge authority, can deliver la mode, design forwards, perform prepared-to-wear golfing garb, shoes and co-workers to the market, assist golfers "appearance higher, relaxation smooth, play better "COBRA PUMA GOLF" promises a whole set of

redirected, creative initiatives and bureaucracy a proactive manner to help golfers of any age and level to realize entertainment.

## **MOTORSPORT**

Panther Motorsport has been smashing the sport in motorsport and has been circling round the sector to opposite it for maximum of the past few centuries. Beginning carefully, PUMA has turn out to be a well-known venture and works with the nice racing manufacturers which include Ferrari, Mercedes-Benz AMG Horse Oil, BMW and Red Bull Racing.

## **SPORTSTYLE**

Jaguar's sporting fashion offers a talk with our substantial championship selling lifestyles accumulation model. It offers our consumers with the maximum popular footwear and garb of the day to satisfy their life-style requirements and meet all needs from nuts and bolts (CORE) to excessive grades (PRIME and SELECT).

## **Child**

For our young shoppers, PUMA Kids gives the proper decision for each sport. Accumulated from newborns to adolescents, including amusing and exhilaration from lifestyle and game use.

## **ORNAMENT AND LICENSING**

Jaguar's Ornament around rotten the accumulations of our unconventional Business Units observance in brains the finish aim to manufacture solid, thorough bundles and to make an entire look.

### **1.5 Area of Operation:**

To consider the Impact of Presentation Appraisal System through PUMA Sports India Pvt Ltd, Indiranagar-Bangalore.

Permitting like FERRARI, BMW, MERCEDES, REDBULL

## **1.6 Competitors Information:-**

### **Top 10 PUMA Competitors**

#### **1) Nike**

Nike is a nightmare for all shoe businesses these days. Whether its miles online business or on-line commercial enterprise desires, the organization additionally claims to have a huge range of free merchants, license holders and retail debts. One of the motives why Nike is any such effective athlete is that its miles dedicated to providing men's, ladies' and young human beings with nice balls, walking and football shoes. On this occasion, you're talked about for use to prepare or friction shoe combos, thru which Nike ought to be your intention. Nike is Hummer's pinnacle contender.

#### **2) Adidas AG**

The organization was appointed by means of Adi Dassler, brother of PUMA producer Rudi, which began shoemaking in the mid-Twenties. It has overcome the potential to perform 2,445 Reebok and Adidas shops from these days, and plenty of non-conventional shops and merchants have also helped it obtain commercial enterprise units.

Adidas is placed in shopping malls in one hundred sixty international locations round the world and is the 0.33-maximum-popular and great-selling product producer on the planet. The cognizance isn't always only on B-ball, football, walking and motivation, however also on each day requirements, garb, shoes and decorations. Unconventional merged Reebok-CCM hockey and Taylor Made-Adidas golf. Adi gained the combat with Rudy's hollowed out family.

#### **3) Reebok**

This is a backup of Adidas. Its performance is much like that of Adidas and it is superb. With a total annual revenue of about three billion U.S. Bucks, Reebok has reliably turn out to be one in every of Nike's three principal competition, so the employer is specific and makes Puma restless. On other occasions, Reebok spent a whole lot of time gambling in cricket and rugby video games. Because the debris is so close, Reebok and Hummer are like demons. Therefore, Reebok evaluates the loneliness of the first-class Hummer competitor.



#### **4) Fila**

The same is proper with Puma; due to the fact its generation another time validated the boundaries of tournament decoration. Compared with its real competitors, its distinctly low fee makes it able to entering the factor commanded by puma, Nike and others. Cost blessings, outlines, or separation advantages lag at the back of their available important definitions.

#### **5) ASICS Corporation**

Japan's ASICS has recommend critiques in its define, improvement, and advertising that each one matters the opponent ought to do on the floor are on the right part and soul. The call is Greek an abbreviation "Anima Sana in Corpora Sano", suggesting that a wholesome soul ought to be a solid frame.

Therefore, the company manufactures shoes, apparel and sports clothing to make sure that its opponents are wholesome and feature a strong character. Its projects include volleyball apparel ornament and wear, courts and runways, going for walks and wrestling decorations.

Its non-traditional actors include match applications, protection gadget, hats and non-traditional championship costumes. The employer backs up in China, the US, Europe and Australia. Onitsuka Tiger is an photo of it, imparting its design-positioning stuff. Due to the gradual improvement of this logo, it becomes rated as the loneliness of the excellent Puma competition.

#### **6) Brooks Sports, Inc.**

This is a U.S. Jogging organization that has received notable honors within the making plans and advertising of men's and women's exceptional jogging shoes, garb and unusual extra offerings. Because it may cowl the entire range of more than 60 countries, the marketplace-pushed practice of the enterprise through a powerful service provider channel machine has affected its and its combatants' possibilities, and has extended those who preference easy exercising.

#### **7) Converse**

Anyone who loves to wear comfort ought to be better applicable to wear shoes that synchronize with shoes than Converse. This business enterprise's footwear are perfect for matching trousers and unique match shoes. Its advertising software specializes in center-

elderly seniors and wearers who like to put on with no trouble. This is a generation that has grow to be passionate about the capability to turn into a sincerely Hummer competitor.

### **8) New Balance**

When you are searching out first-class tournaments for tournament footwear, it is really impossible for everybody to convince you to leave New Balance. Not each person likes the division of hard work of sequential companies who want to use medium-paid employees. New Balance footwear are more highly-priced than all people else. It also has a dress line, because of the amusing natural global of shoes, shoes are being bought from the employer, not garments. New Balance is a praised trademark for the duration of the United Kingdom and America.

### **9) Under Armour**

It won't penetrate the arena-extensive business marketplace as PUMA, ADIDAS, NIKE and others have finished, however Under Armour has swelled within the lean promote it has entered. The enterprise has already controlled American soccer, American soccer and B-ball, as its miles the reputable uniform contributor to the garb establishments stated in advance. Its samples, arrays, athletic shoes, championship defensive system, and jeans have all affected the opposition's efforts and, similarly, have grow to be greater inflexible.

### **10) Li Ning**

This is a touch-regarded emblem outside of Europe; however it's far one of the most influential footwear brands within the Asian footwear enterprise and one of the fine shoes brands in Asia. Any individual who likes to encompass a whole set of games, garb and accessories will completely cherish the organization. This is because further to different clothing products, samples, table tennis hardware, badminton rackets and other merchandise, it additionally produces sports activities footwear.

### **Conclusion**

Taking all elements into attention, PUMA is a supply of electricity for sportswear and shoes manufacturing. No one will ever know the expertise of PUMA's 3 championship shoe businesses. Although adidas has crushed the reality in the front of the opposition, it's miles obvious that no matter the label PUMA, even though clothes or footwear can be reliably

depicted in quality and way, it's far obvious. More or much less, Hummer is a logo you can believe friction and guidance.

## **1.7 SWOT ANALYSIS**

### **Strengths:-**

- Puma's actions in greater than 90 international locations. This is the main best of the agency.
- Hummer cooperates with many famous groups along with Ferrari, BMW, Mercedes-Benz and Red Bull.
- The cougar is deeply concerned approximately the wealthy research and development of its tasks.
- Cougars have precise pics from everywhere in the global.
- Cougars are backed by many famous event people and groups. Yuvaraj Singh, Adam Gilchrist, Brandom McCullum, Usain Bolt.
- In 2006, Puma changed into a supporter of the FIFA World Container.
- Puma is Sunriser Hyderabad, the authentic backer of Royal IPL in Rajasthan.

### **Weakness:-**

- There are tough frictions on this enterprise. Between massive gamers like NIKE and Adidas.
- Puma limits the price contrast with every other organization.

The low monetary popularity contrasts sharply with non-traditional brands.

- The enterprise faces many debates approximately repayment.
- Work with sports activities foundations and colleges.

### **Opportunities: -**

- Hummer must pay greater attention to many non-traditional elements of Asia.
- It wishes extra sponsorship at the Global Championship.

- Companies need methods to enter the enterprise.

#### **Threats:-**

- The monetary scenario is not right.
- Many new network gamers are developing.
- Brand expansion.

Business experts claim that the Jaguar is an stylish brand that has been constantly converting its clues, suggesting that it's far a persevering with enterprise for the shoes and clothing industry. The employer stands out for its capability to develop and its stunning apparel and shoes contours.

It has overcome the ability to expand its base to big gatherings for individuals and instructions concentrated on diverse emblem names. For example, their Cobra golfing name and Tretorn have constantly been passionate about promoting the PUMA program to a vast patron base.

When German quadrilaterals Ardi and Rudy contacted a agency that had damaged into the door, many believed that their effective appointment of the corporation would disintegrate. To their excellent sadness, a small a part of the compact motors that indulged in ADIDAS and PUMA became the beginning of two super and brilliant competitive groups.

Today, Puma is known for the making plans, improvement and buying and selling of its racing footwear and the apparel zone is likewise developing within its buying and selling range. Panther nowadays controls a variety of motorsports, cruising and batting in many nations, as well as fairway apparel patterns and racing shoes. Among several packing containers, it is facing sturdy friction from all parties.

#### **1.8 Puma puts emphasis on the focal point of 2018-2022**

Puma, a German apparel product manufacturer, said mid-forex-related evaluations and expressed first rate desire for the approaching occasion. By 2022, internet income will boom by using 10%.

PUMA headquarters in Herzogenaurach

For economic professionals, these possibilities are superb: The fashionable improvement charge of Puma from 2018 to 2022 is predicted to be 10%. More importantly, this isn't always all. The productiveness purpose is another yearning.

In the next four years, the work advantage can be accelerated to ten%. By displaying it is best 6% shy. Investors should gain from those achievements to a degree. Panther plans to provide a profit installment charge round 25% and 35% of consolidated net income via the yearly general assembly.

### **Development targets: PUMA**

Panther's idealistic goal is likewise a imaginative and prescient of cutting-edge beyond achievements. In 2017, Puma broke thru a 4 billion euro take a look at. One year ago, the development turned into sixteen%. Jaguar exceeded and concentrated its commercial enterprise on sports activities. Therefore, the design component is again gotten smaller.

With its blessings, Puma has reached a general with rival Adidas. Herzogenaurach's pals anticipate that the transaction volume will reach 10% to 12% by way of 2020. Adidas is even predicted to have a 11.5% advantage.

Obviously, as the second one biggest drainage product producer after Nike, Adidas has created a better transaction. In 2017, this is extra than 20 billion Euros that Hamm has promoted 5 times. Through Nike, the discern for the 2016/17 fiscal 12 months reached 30 billion euros.

## 1.9 FINANCIAL STATEMENT:-

Table No:- 1.1 Financial Statement

Particulars	2015	2016	2017
Revenue	3,387	3,626	4,135
Gross Margin %	45.5	45.7	47.3
Operating Income	96	127	244
Operating Margin %	2.8	3.5	5.9
Net Income	37	62	136
Earnings Per Share	2.48	4.17	9.09
Dividends	0.50	0.50	0.75
Payout Ratio %	20.2	11.9	8.7
Shares	15	15	15
Book Value Per Share	109.77	109.55	-
Operating Cash Flow	-37	131	227
Capital Spending	-79	-84	-123
Free Cash Flow	-116	46	104
Free Cash Flow Per Share	-7.48	-2.95	2.24
Working Capital	804	871	828

### KEY RATIOS

- Profitability
- Growth
- Cash Flow
- Financial Health
- Efficiency Ratios

Table No:- 1.2 Ratio Analysis

<b>Margins % of Sales</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Revenue</b>	100.00	100.00	100.00
<b>COGS</b>	54.53	54.33	52.75
<b>Gross Margin</b>	45.47	45.67	47.25
<b>SG&amp;A</b>	41.04	40.03	39.35
<b>R&amp;D</b>	1.67	1.43	1.29
<b>Other</b>	1.11	1.15	1.09
<b>Operating Margin</b>	2.84	3.52	5.91
<b>Net Interest Inc &amp; Other</b>	-0.33	-0.24	-0.32
<b>EBT Margin</b>	2.51	3.28	5.59
<b>Profitability</b>	2015	2016	2017
<b>Tax Rate %</b>	27.41	25.65	27.38
<b>Net Margin %</b>	1.10	1.72	3.28
<b>Asset Turnover (Average)</b>	1.31	1.35	1.47
<b>Return on Assets %</b>	1.44	2.32	4.83
<b>Financial Leverage (Average)</b>	1.63	1.62	1.76
<b>Return on Equity %</b>	2.31	3.76	8.15
<b>Return on Invested Capital %</b>	2.43	3.87	8.47
<b>Interest Coverage</b>	6.90	9.87	13.99

### Meaning and definition

Proportion examination is solitary of the intense procedures which is broadly exploit for deciphering money related explanation this business.

### Ratio Analysis:

- Ratio examination is one of the effective devices of the monetary investigation.
- Ratio able to be characterized as the link among through least two things.
- Ratio is the numerical or an arithmetical link among the 2 figures.

1. CURRENT RATIO:

The current amount of a unit of measure firms short – term dissolvability. It is capacity to meet here and now commitments. The amount of existing proportion is added up to current advantages for the present liabilities.

The present proportion measure the capacity of the compact to assemble its present liabilities – current Assets get altered in excess of addicted to trade out the working cycle about the compact and gives the assets expected to give current liabilities

$$\text{Current Ratio} = \text{Current assets} / \text{Current liabilities}$$

2. Quick proportion/Liquidity Ratio:

This proportion is additionally titled as Acid-test proportion. A brisk proportion is worried about, the link among fast assets along with current liabilities. It is calculate of liquidity figured separating current resources less stock and prepaid costs through current liabilities .the snappy amount is the percentage between quick current resources with current liabilities.

It is figured by partitioning the speedy current assets by the present liabilities

$$\text{Quick Ratio} = \text{Quick Current Assts} / \text{Quick Current Liabilities}$$

Net profit ratio:

$$\text{Net profit} = \text{Net Profit} / \text{Net Sales}$$

3. Gross Profit Ratio:

$$\text{Gross Profit Ratio} = \text{Gross Profit} / \text{Net Sales}$$

4. Fixed asset turnover Ratio:

$$\text{Fixed Asset Turnover Ratio} = \text{Sales} / \text{Fixed Assets}$$

5. Total asset turnover ratio:

$$\text{Total Asset Turnover Ratio} = \text{Sales} / \text{Total Assets}$$



## **2.1 Theoretical Background of the Study**

### **PERFORMANCE APPRAISAL**

Performance Appraisal is the assessment of person's execution efficiently. It is a determining device exploit for the entire surrounding improvement of the worker and the corporation. The execution is estimated across such factors as employment information, quality and amount of yield, action, authority capacities, supervision, steadfastness, co-task, judgment, flexibility and wellbeing. It is:

- 1) Goal arranged
- 2) Result arranged
- 3) Enhance the execution
- 4) Achieve the authoritative intentions.

### **EMPLOYMENTS OF PRESENTATION APPRAISAL**

- Presentation change
- Compensation changes
- Placement choices
- Training and advancement needs
- Career arranging and advancement
- Staffing process lacks
- Informational mistakes
- Job plan mistakes
- Equal business opportunity
- External challenges
- Feedback to HR

## **EXECUTION APPRAISAL PROCESS**

- Classification Traditional Assessment Modern Evaluation System Guidance Value Individualism, Control Arrangement, Documentation Systematization, Developmental, Problem Understanding Leadership Orientation, Assessment Promotion, Guidance Frequency Occasionally Frequent Procedures Reward Individualistic Grouping, Company

- Assess the destiny-oriented technique to measuring METOHODS tactics

1. Rating scale

2. The agenda

3. Constraint choice method

4. Constraints allocation technique

5. The basic event technique

6. Behavioral Rating Scale

7. Field overview techniques

8. Perform checks and observations

9. Private facts

10. nearest assessment technique (rating and pairing evaluation)

- a) Intent Management

- b) Mental evaluation

- c) Evaluation Center

- d) 360 degree feedback.

## **The following is the Performance Appraisal Process taken via PUMA:**

### **Steps -**

1. Employees post self-assessment (approximately KRA and competency)
2. The manager submits the supervisor's assessment after checking with the staff (approximately KRA and capabilities)
3. Manager submits recommended score and proposed growth price
4. The skills convention is held whilst key stakeholders (directors/managers/human assets/different stakeholders) speak about the potential of KRA and employees, and enhance the execution capacity subsequent to the location and best.
5. Rating, incremental and improvement interventions are diagnosed
6. Manager presents group of workers with final execution rating (except for approved mediation)

## **2.2 Literature Review**

Execution exams have been characterized by various researchers in an uncommon way. Part of the important thing definition is after the subsequent:

Cummings (1973) described in element in an article titled "Field Experimental Study of the Effects of Two Performance Assessment Systems" at the squeals of an on-web site evaluation that targets to check and control several of an enterprise-stage implementation inspection framework. The effect of the additives. First, speak the multiple nature of formal society's assessments. This is a short evaluate of the writing of government tests. Then check the plan and results of the present day investigation.

Patton (1973) in his paper on "Does performance appraisal work?" states that execution examination can be a capable power for execution change at both the individual and the corporate level, however few organizations in the US and even less in Europe have figured out how to tap its full potential. Looking at the contrasts amongst European and US execution examination rehearses, the creator finds that some European organizations have more than made up for lost time with their American partners. He offers rules to defeat a few troubles predominant on the two sides of the Atlantic.

Randell (1973) in his paper titled "Performance examination: purposes, practices and clashes", talks about the gathering of data from and about individuals at work. It endeavors to structure the field, characterize key issues, uncover wellsprings of contention and indicate the way settling significant troubles.

Taylor and Wilsted (1974) in their article titled "Catching Judgment Strategies: A Field Study of Performance Appraisal" utilized numerical models of judgment strategy for assessing 625 execution reports amid a single rating cycle. Direct and nonlinear examinations are utilized to depict the signs most essential in deciding the general appraisals. Moreover, execution rating strategy is contrasted and expressed arrangement for every one of the 40 raters.

Bedeian (1976) in his paper titled "Rater Characteristics Affecting the Validity of Performance Appraisals" expresses that the assignment of creating viable performance appraisal frameworks is a standout amongst the most favored contemporary issues of staff organization. A wealth of writing is accessible specifying the issues and troubles characteristic in subordinate examinations. Various examinations have made proposals for rating configuration and substance changes. Some have even recommended the disposal of evaluation. All the more as of late, an identifiable collection of information which truly provides reason to feel ambiguous about the utilization of manager's judgment in assessing representative execution has started to rise. The motivation behind this paper is to investigate this rising group of learning and to look at its repercussions for execution appraisal.

Allinson (1977) in his paper depicts an investigation of the impacts of a instructional class on execution examination meeting. Supervisors who had gone to the course were solicited, by implies from a postal survey, to look at their pre-preparing and post-preparing talking with exhibitions. There were three essential discoveries. To begin with, that the students had enhanced relatively every part of examination meeting; also, it isn't only the expertise of meeting which is vital, yet additionally a comprehension of the part of execution evaluation; lastly, supervisors in mid-profession may have the most to pick up from preparing of this compose.

Decotiis and Petit (1978) in their article titled, "The Performance Evaluation Process: A Model and Some Testable Propositions", show a writing based model of the determinants of the exactness of execution appraisals. The model shows that the real determinants of exactness are: (a) rater inspiration; (b) rater capacity; and (c) accessibility of fitting

judgmental standards. A few recommendations and proposals for additionally investigate are gotten from the parts of the model.

Wilsted and Taylor (1978) in their article titled, "Recognizing Criteria for Performance Appraisal Decisions" expresses that assessing representative execution has for quite some time been viewed as an imperative piece of the administration work, for motivations behind pay organization and perceiving future administration potential. All the more as of late execution examination has been perceived for its incentive as one of the few apparatuses accessible to associations for worker inspiration. Fundamental to such projects as 'Administration by Destinations,' for instance, is the motivational estimation of participative created objectives, unmistakably imparted and upheld with a reasonable and exact recognition by the subordinates in regards to the criteria to be connected in evaluating his/her execution against those objectives. For sure, what is seen by people is regularly more critical than 'reality' in affecting conduct. Specific filtration by bosses and subordinates relies upon the put stock in set up, and serves to set desires for execution in the work condition. People work based on recognitions. Precise impression of the execution examination criteria by those being assessed is fundamental to the motivational goals of examination. However, even in the most formal rating programs, the rate's impression of examination criteria frequently fluctuates broadly from that really employed.

Kleiman and Durham (1981) in their article titled, "Execution Evaluation, Promotion and the Courts: A Critical Review", surveyed 23rd Title VII court cases keeping in mind the end goal to decide the norms set by the courts in their evaluation of execution examination frameworks when utilized as the reason for advancement choices. The themes secured were unfavorable effect assurance, the courts' arbitration methodology, and the proof expected to legitimize the performance appraisal methodology. Among the significant discoveries were the courts': (1) inability to stick to the "candidate stream procedure" of antagonistic effect assurance, (2) enthusiasm for evaluating execution examination frameworks paying little mind to their unfavorable effect, (3) obliviousness regarding acceptable approval techniques, and (4) center on objectivity in lieu of legitimacy. The discourse offered recommendations to businesses for building up a professionally solid and lawfully faultless evaluation framework.

Cederblom (1982) studied his overview of the mode of overdue execution evaluate on the executive evaluation meeting in his article entitled "Implementing evaluation conferences: audits, suggestions, and tips". Three elements appear to be a reliable assist in growing

compelling meetings: popular subordinate activities and government statistics, main subordinates, and recognize for subordinates' cooperation. The becoming potential, reproducibility and enterprise of the meeting, as well as the objective placing and proper subordinate investment depend upon the excellent of the people and occupations.H4J8

Davis and Mount (1984) in their examination assessed the viability of performance appraisal preparing in an authoritative setting. Four hundred what's more, two center level supervisors were haphazardly appointed to one of the three conditions: no preparation, PC helped direction just (CAI), or CAI preparing in addition to a conduct displaying workshop (CAIW). Preparing adequacy was evaluated on two classes of ward factors, administrative learning what's more, and administrative employment execution. As anticipated prepared administrators were found to be more learned of Performance Appraisal than untrained supervisors. Likewise as anticipated, supervisors in the CAIW assemble directed examination discourses which were seen by representatives as all the more fulfilling than workers of chiefs in the no preparation gathering. Just incomplete help was gotten for the speculation that prepared administrators would be more successful in finishing execution examination frames.

Lee (1985) mentioned in his article entitled "Expanding Performance Appraisal Sufficiency: Matching Task Types, Assessment Process, and Assessment Training" that finding the great performing examination arrangement ignores the differences between professions. A custom inspection framework tailored to the price distinction characteristic was proposed. This technique includes a framework for responsibilities which might be designed to control the provision of dependable and legally enforced measures and which could have a excessive or low expertise of the exchange manner, a good way to broaden the relationship among the accuracy of observations and the accuracy of score execution. Improve the destiny implementation of rankings.

Ilgén and Favero (1985) in their article titled, "Points of confinement in Speculation from Psychological Research to Performance Appraisal Procedures" expresses that most endeavors to comprehend the Performance Appraisal process have been acquired from social brain research. It is contended here that the test strategies for social mental research may not be well suited to the investigation of specific issues in execution evaluation. A few of the techniques utilized as a part of the essential writing are sketched out, and the pertinence of these techniques in the investigation of execution examination is talked about.

Kerr (1985) in his article inspects how an organization's expansion system influences the issue of administration control and the plan of its administration examination and reward frameworks. These frameworks have dependably been basic control instruments through which bosses have imparted desires and offered criticism to subordinates. The creator contends that it is the degree and rate of vital change that decides the control connection amongst corporate and division directors. As the degree and pace of broadening increment, corporate directors can never again apply learning construct control in light of divisional subordinates. The idea of this control relationship is then unavoidably communicated in the way execution is assessed and remunerated.

Smith (1986) in his article titled, "Preparing Programs for Execution Appraisal: A Review", utilized twenty-four examinations to audit the impacts of rater preparing on the psychometric nature of execution appraisals. For examination, preparing techniques are classified by (a) substance of preparing; furthermore, (b) technique used to exhibit preparing. The outcomes recommend that the most generally utilized rater preparing approach is wrong to improve rating precision. These discoveries are talked about as far as Borman's Model of Execution Appraisal (Borman, 1978). Preparing programs that make strides rating precision are identified.

Dorfman and Loveland (1986) in their examination analyzed boss discernments and subordinate responses to formal execution examination audits. The execution examination practices of bosses and the responses of their subordinates were examined in an example of college representatives. A factor examination uncovered that there were three measurements of formal execution evaluations: two formative measurements (being steady; accentuating execution change) and one authoritative measurement (talking about pay and headway). Relapse investigations proposed that directors bolstered exceptionally evaluated people and pushed change endeavors on poor entertainers. In the wake of controlling for the level of past execution evaluations, comes about showed that help in the examination survey was related with larger amounts of worker inspiration, while pay also, headway was related with more elevated amounts of representative fulfillment. Tragically, change endeavors by the managers did not impact work execution one year later.

Muczyk and Myron (1987) in their article titled "Overseeing deals execution through an exhaustive Performance Appraisal framework" state that to date, no single execution examination procedure fits all the purposes to which execution examinations ought to be

connected, is impenetrable to the blunders that bewilder examinations, is legitimately solid, and promptly acknowledged by subordinates. Since the different execution examinations have distinctive qualities and shortcomings, the creators, by joining Management by Objectives, Behavioral Observation Scales, and Forced Choice Ratings, have proposed an assessment framework that meets the previously mentioned criteria.

Waldman, Bass and Einstein (1987) in their article titled "Administration and the results of Performance Appraisal forms" examine the degree to which value-based and transformational initiative practices are identified with the attitudinal and evaluated execution results of a Performance Appraisal process. This investigation includes 256 supervisors in an expansive business association. Results showed that exclusive parts of transformational initiative were identified with Performance Appraisal scores. Be that as it may, the unexpected reward elements of value-based administration, and all components of transformational administration, were identified with fulfillment with execution examination forms. Administration by-special case was related with lower fulfillment. Conclusions were drawn with respect to the requirement for dynamic value-based and transformational administration in the Performance Appraisal process.

Digger (1988) in his article titled, "Improvement and use of the evaluated positioning procedure in execution examination" expresses that a Performance Appraisal system called appraised positioning is depicted in which interchange rankings are trailed by a rating of the people positioned inside the points of confinement forced by the underlying rank requests. This system was utilized by 21 foremen in assessing 185 semi-gifted mine and plant workers of a solitary organization. The aftereffects of this application were utilized to explore the esteem of the evaluated positioning strategy including unwavering quality, nature of the appropriations, contrasts amongst gatherings and people, radiance, develop legitimacy and potential predisposition in the assessments. The outcomes give an empowering picture of positioning strategies when the evaluated positioning procedure is consolidated. The approach has shown an incentive with the end goal of approving determination methodology.

Gabris and Mitchell (1989) attempted to reveal a rating that could have an impact on his or her performance assessment in their article titled "Rationalizing the impact of enhancing ratings on consultant behavior; Matthew's Effect in Conducting Assessments." Be willing to widespread management, grading alternate and evaluation gear upright. The grading personnel tends to determine the control and balance of the assessment system, even though



those with regular to low rankings are extra essential to the administration and believe that the assessment technique is not suitable. In this manner, acting evaluation scores can as it should be alternate those representatives who want to improve most, in preference to investing extra power, those from normal to low score, defending why they're accurate, and whether or not the rate is at the bottom. Outer. This reinforces their demeanor to the association and can quick reduce execution. Later, first rate workforce regularly hold to do admirable, and the normal negative representatives turns into even worse. Therefore, despite the fact that the take a look at is achieved well, the Mathew effect can be brought on. When all things were said, delegates do now not care to pay attention horrible information, whether or not it's miles accurate or not.

### **3.1 STATEMENT OF THE PROBLEM:**

In the management of human aid control and its troubles, many articles don't forget the significance of implementing the evaluation structure. All businesses are confronted with the problem of directing employees' strength to complete business intentions and destinations. In doing so, companies want to design an association that intends to steer and guide their ambassador behavior to enhance their commitment. The execution assessment constitutes the development and usage of real management equipment within the procedure. There are nonetheless splendid outcomes in enterprise lifestyles, and commercial enterprise pioneers are relying on the constraints of standard residents and their enforcement of corporate behavior and components. Although normal citizens are worthwhile or non-production companies which have become the basic assets of the enterprise, non-conventional technology had been successfully exploited according to their respective needs and territories. These requirements and areas are stipulations for maintaining preconditions. Nevertheless, There are nonetheless a few considerations for enhancing people' implementation of the assessment framework. The cutting-edge examination is in development to make clear that the length of care for positive problems that are pre-finished thru normal assessments is in comparison to the awareness and attempt of the employees or groups.

### **3.2 NEEDS OF PERFORMANCE APPRAISAL**

General necessities

Special wishes

Formal use of personal wishes

Executive Input

Exchange and site

Quality and improvement needs

Management decision / revenue,

Promotion, retention/termination,

Poor performer ID,

Authoritative maintenance of human resources making plans,

Prepare demand

Authoritative aim success,

Intention identity,

HR device assessment,

Supports layered necessities

Document Confirmation Survey HR Decision

### **3.3 OBJECTIVES OF PRESENTATION APPRAISAL**

- To continue records of wages, compensation raise etc.
- To distinguish quality and abilities of workers.
- Overall criticism about workers.
- To audit preparing and special advantages.

### **3.4 SCOPE OF PRESENTATION APPRAISAL**

- Promotion
- Compensation
- Employees Development
- Selection Validation
- Communication

Extent of the examination

The extent of the examination is to obtain the direct in order regarding the Performance Appraisal framework in jaguar.

### **3.5 Research Methodology**

#### **Presentation**

Research is a logical and deliberate look for correlated data on a particular subject. Research is a specialty of logical examination. As stated by Clifford Woody," Research involves characterize and redirected issues, detail assumption or commended arrangements, assembly, categorization elsewhere with assess information, creation conclusion in addition to achieve conclusion and to end with on purpose test the conclusion to decide but they in shape the planning theory".

#### **Research Design**

Research configuration helps the scientist in the allocation of restricted assets by posturing urgent decisions in approach.

The examiner configuration is the arrangement and shape of the evaluation to be able to obtain solutions to find the hassle. This association is a common guidance or plan for exploration. It carries a graph of the content of a professional from the department of concept and its operation to the last data survey.

#### **Graphic Research Design**

The plan for this examination is engaging exploration outline. This plan was picked as it depicts precisely the qualities of a specific framework and additionally the perspectives held by individual about the framework. The perspectives and suppositions of ambassador about the framework help to ponder the reasonableness of the framework and additionally the limitations that may confine its adequacy, following advances are under taken in distinctive outline.

Formulation of objectives
Data collection Design
Sample Selection
Collection of Data
Processing and analysis of Data
Reporting the findings

Table No 3.1:- Process of Descriptive Research Design

Research Methodology by C R Kotari

### **Sampling Techniques**

The examining system received with the final aim about the examination is comfort inspecting.

As the name suggests an accommodation test implies choosing specific units of the territory to constitute an sample.

### **Testing outline**

### **Population**

The exploration populace for this examination involves Puma ambassador Performance Appraisal done in Bangalore office, absolutely 130 workers are working in the corporate field in PUMA Bangalore as well as it is appraise as populace for this investigation.

### **Sample Size**

The example volume of the examination is 100. This sample is appraised as agent.

## **Information Collection**

### **Primary Source**

The essential wellspring of information is through Questionnaire.

The organized survey was directed to gather the information from PUMA ambassador. A

Individual close up and private meeting was led among the help of poll and gathered

Information exploit for examination of the destinations.

### **Secondary source**

The optional wellspring of data lean on the unconventional subtle elements recovered from Journals, Websites and Magazines.

The information for this examination has been gather from side to side essential sources. Important in sequence for this examination was gathered by means of the help of Questionnaires and assessment criticism frames. The additional data was gathered through meetings with the ambassador through unconventional companies.

### **Tools of the Study:**

Instrument exploit for information accumulation

The instrument exploit for gathering the information is from side to side the poll. The fundamental explanation behind choosing the poll strategy for the examination is:

- Respondents have sati industry occasion to give well thoroughly appraise answers.
- The occasion of the examination was additionally a constraining element.
- Five pointer scales were use through the Questionnaire.

### **Statistical Tools used**

Factual devices like Tabulation, Graphic Representations and rate investigation are exploiting as an element of the gathering and calculation of information.

### **Rate Analysis:**

The fee reflects the uncommon percentage of the ratio. The hobby rate is an element that is related via at the least two forms of statistics preparations. Rates are also used to describe relationships. It is likewise viable to imagine relative phrases arranged through at least two types of records.

### **Formula:**

$$\frac{\text{Number of respondents}}{\text{Total no. of respondent}} \times 100$$

### **CLOSED-ENDED QUESTIONS**

Such inquiries are likewise called appoint elective inquiries. This technique is additionally facilitators the respondent to reply in some other route on other option is given as a decision.

The survey was talked about and incorporated with the inward guide of company and outer guide of company. Changes proposed by these public be actualized. A pilot Study was directed with the 100 ambassador of the business along with they are the piece of the genuine examination. Every one of the 100 is told to comprehend the inquiries and top off the poll in 15 minutes. No obvious oversights or issues are found.

### **3.6 Hypothesis**

The examination incorporates the estimation of worthless assumption and optional speculation by contrasting age gathering of respondents and inclination of the evaluation framework.

- Null speculation is exploiting for testing. It is an announcement that no distinction exists among the parameter and insights being contrasted with it.
- The not obligatory gossip is legitimate inverse of the untrue theory.
  - H0:- The performance appraisal system at puma Bangalore office does not identify strength and weakness of employees.
  - H1:- The performance appraisal system at puma Bangalore office does identify strength and weakness of employees.

### **3.7 Limitations:**

- 1) Occasion and asset were the significant limitations amid the implementation of the undertaking. Along these lines just a predetermined number of ambassadors were included into the assignment.
- 2) The respondents were chosen inside the corporation as it were. So it insincerity be summed up as a gap.
- 3) A quantity of the respondents was not by any means prepared to save occasion with the analyst.
- 4) There are numerous respondents who faltered to reply the poll.
- 5) The human conduct is dynamic and thus the outcome may not hold useful for quite a while.
- 6) The aftereffects of the review are absolutely topic to the exactness and validness of the data gave by the respondents.

### **3.8 Chapter Scheme**

The undertaking done is being clarified under these parts.

#### **1) Introduction:-**

In this introduction I have mentioned about the industrial profile, company profile and the products of the company, as well as competitors of the company.

#### **2) Conceptual background and Literature survey:-**

Here in this chapter I have discussed about the conceptual background of the study as well as the literature review about the topic which I have chosen for study.

#### **3) Research Design:-**

In this research design chapter I have discussed about the research methods which I have chosen for study about the topic and to do the survey.



#### 4) **Data analysis and Interpretation:-**

Here in this chapter I have mentioned about the data analysis and interpretation about the information whichever I have collected information from the employees of the company.

#### 5) **Findings, Conclusion and Suggestions:-**

In this chapter I have mentioned about the finding, suggestions and conclusion about the topic, whichever I got the information after the analysis of data collected by me in the company.

#### 6) **Bibliography:-**

Here in bibliography I have mentioned the books which I have referred at the time of collecting information, and I have studied the company websites also.

#### 7) **Annexure:-**

Here in this part I have mentioned the questionnaires which I have used for getting the information from the employees of the company , and also I have included the tables and graphs related to the information.

#### 4.1 Information investigation strategy and Statistical tests

- Graphical portrayal technique
- Tabulation technique

The information assembled by poll are exhibited through charts gave by MS office

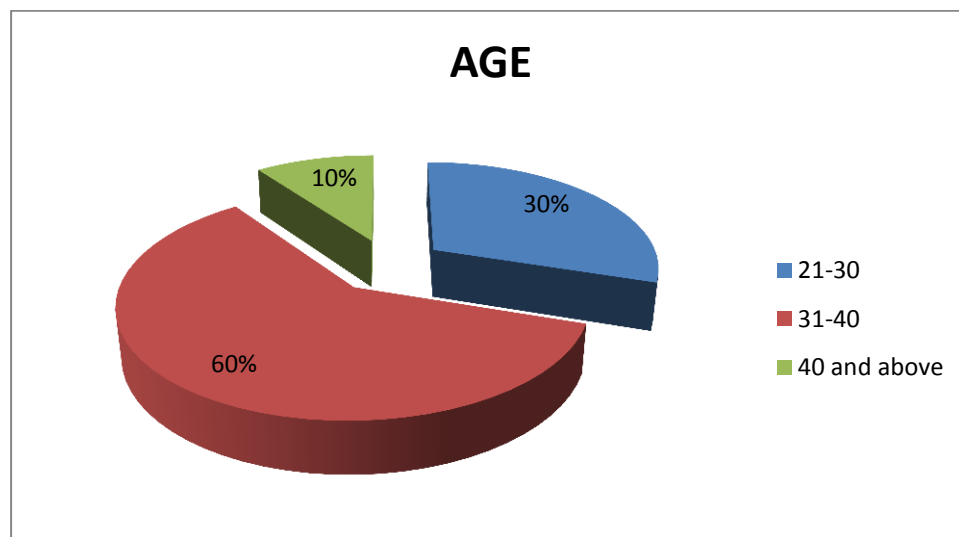
Devices. For simple and clear helpful. Understanding of information, graphical portrayal is

##### 1) Age

**Table No 4.1- Age**

21-30	30
31-40	60
40 and above	10

**Chart No 4.1:- Age**



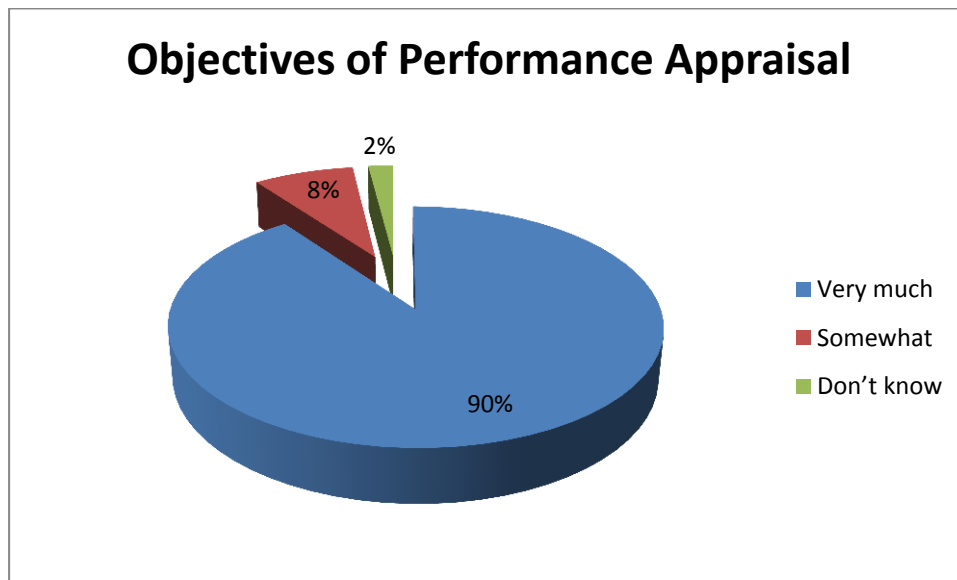
**Interpretation:-** This graph shows about the age of the employees and how many employees are there in that particular age group and the percentage of respondents in each age group.

2) Are you aware of the objective of the performance appraisal system?

Table No 4.2:- Objective of the performance appraisal system

Very much	90
Somewhat	8
Don't know	2

Chart No 4.2:- Objectives of Performance appraisal System



**Interpretation:-** This graph shows that how many employees are aware of the objectives of the performance appraisal system followed by the company. In total number of employees 90% employees are very much aware about it, 8% employees are somewhat aware about it and remaining 2% employees are don't know about it.

**3) Performance appraisal helps the organization in achieving goal.**

**Table No 4.3:- Organization in achieving goal**

Yes	80
No	15
Don't know	5

**Chart No 4.3:- Organization in achieving goal**



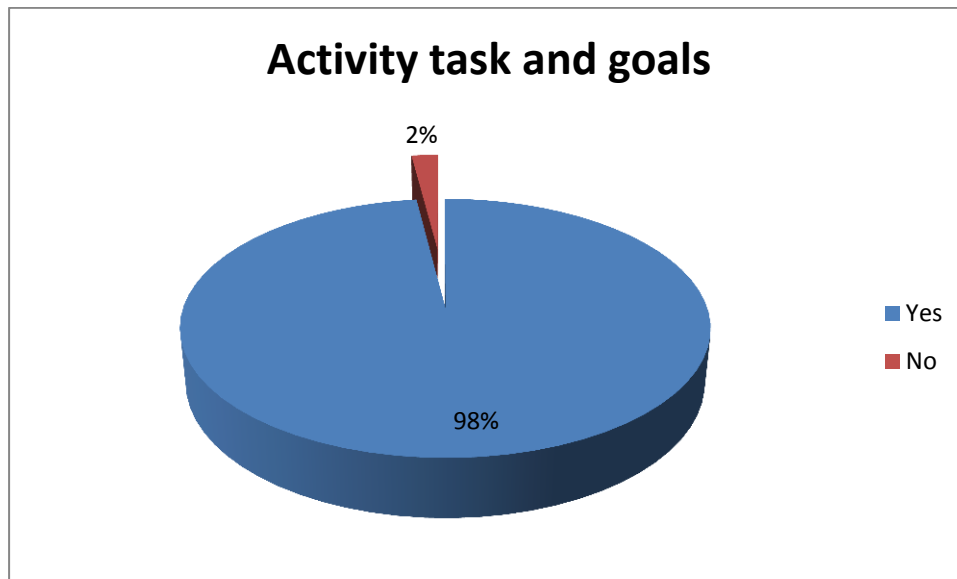
**Interpretation:-** This graph shows about the performance appraisal helps the organization in achieving goals. In total number of employees 80% employees are say yes, 15% employees are say no remaining 5% employees are say Don't know.

- 4) **Hold meeting in the beginning of the year to explain and clarify activity task and goals to be achieved.**

**Table No 4.4:- Activity task and goals**

Yes	98
No	2

**Chart No 4.4:- Activity task and goal**



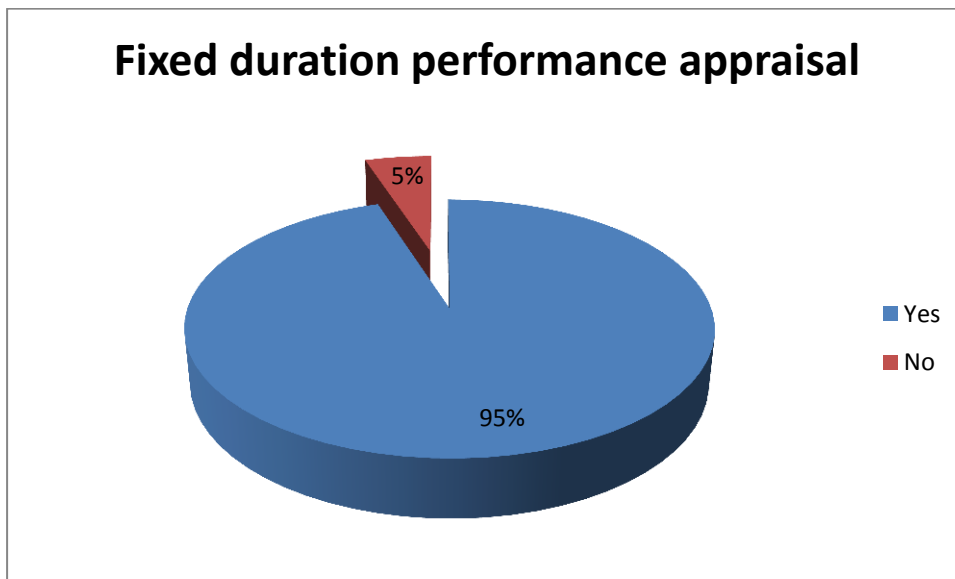
**Interpretation:-** Holding meeting in the year to explain and clarify activity task and goals to be achieved, 98% of respondents were say yes and remaining 2% respondents say no.

5) Organization has to make a fixed duration for performance appraisal.

Table No 4.5:- Fixed duration for performance appraisal

Yes	95
No	5

Chart No 4.5:- Fixed duration performance appraisal



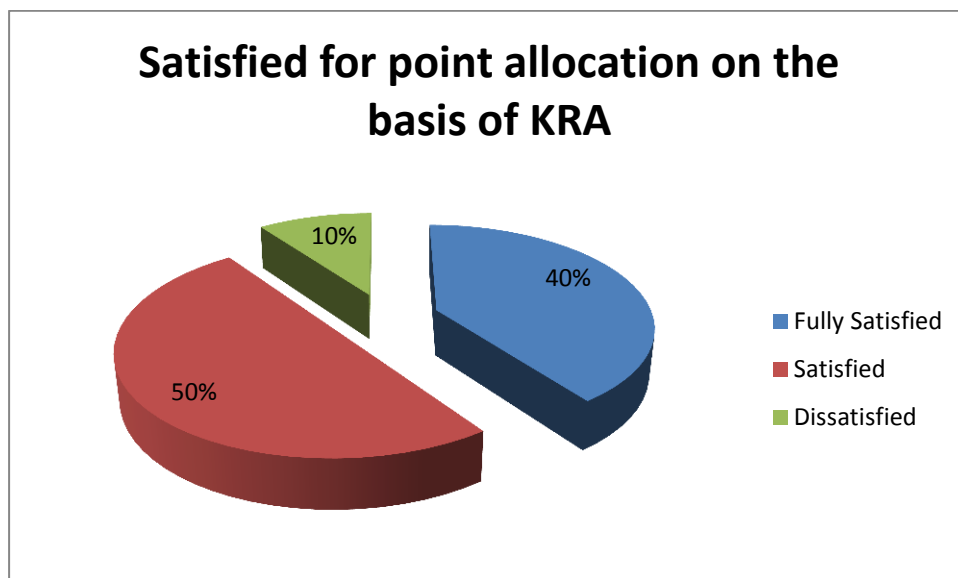
**Interpretation:-** The organization has make a fixed duration for performance appraisal, 95% of respondents were said yes, remaining 5% respondents were say no.

6) Satisfied for point allocation on the basis of KRA's and managerial dimensions

Table No 4.6:- Satisfied for point allocation on the basis of KRA

Fully Satisfied	40
Satisfied	50
Dissatisfied	10

Chart No 4.6:- Satisfied for point allocation on the basis of KRA



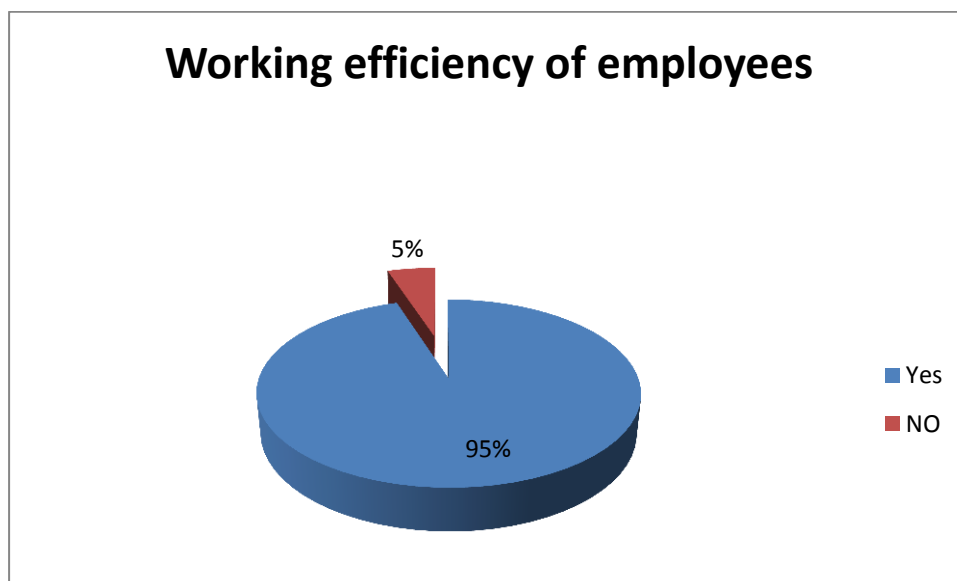
**Interpretation:-** The respondents were answered about the satisfied for point allocation on the basis of KRA's and managerial dimensions for this question 40% respondents were fully satisfied, 50% respondents were satisfied and remaining 10% respondents were dissatisfied.

7) Performance appraisal affects the working efficiency of employees.

Table No 4.7:- Working efficiency of employees

Yes	95
NO	5

Chart No 4.7:- Working efficiency of employees



**Interpretation:-** Performance appraisal affects the working efficiency of employees for this question 95% respondents were said yes, and the remaining 5% respondents were said no.

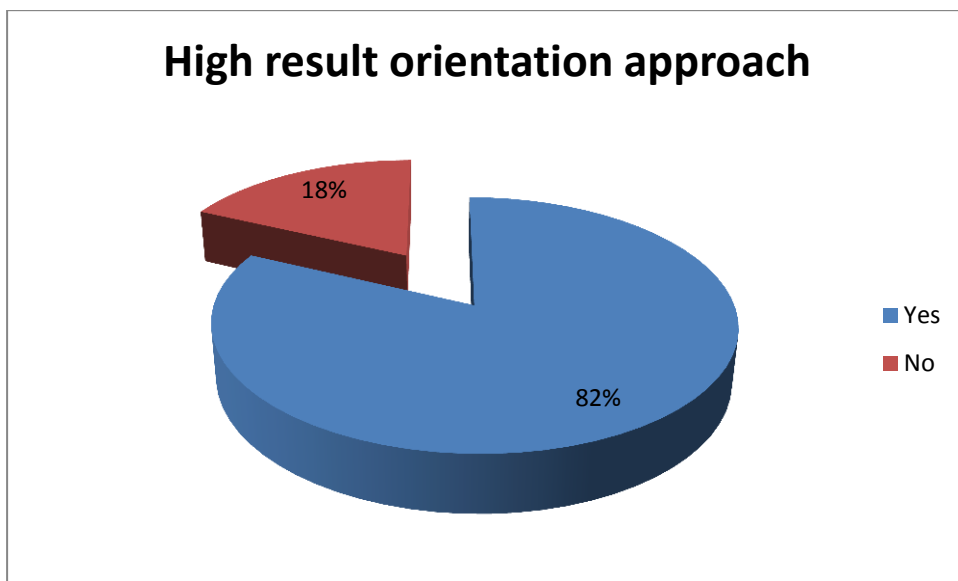


8) **Appraisal system is able to develop high result orientation approach.**

**Table No 4.8:- High result orientation approach**

Yes	82
No	18

**Chart No 4.8:- High result orientation approach**



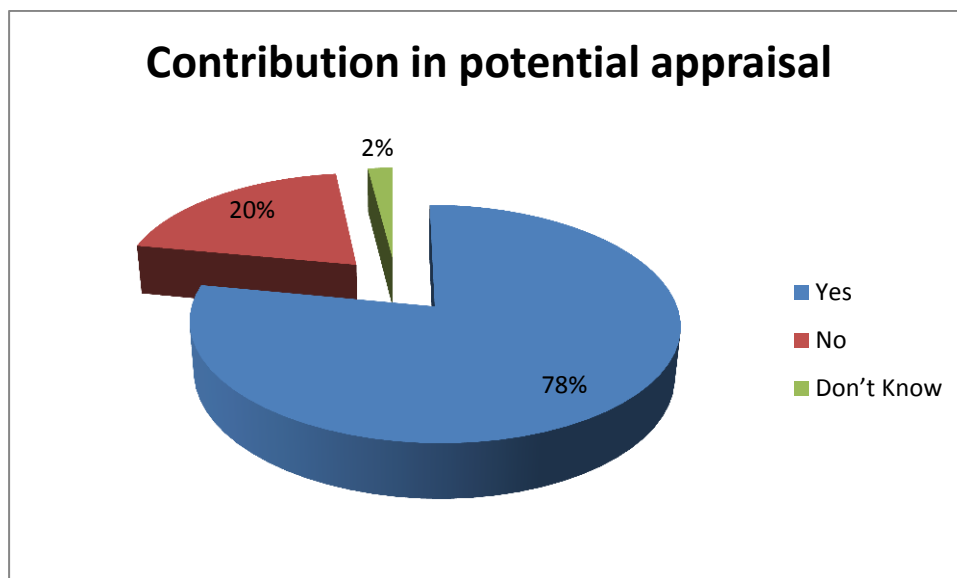
**Interpretation:-** Appraisal system is able to develop high result orientation approach, for this question 82% respondents were say yes, and remaining 18% respondents were said no.

9) The systems will also contribution in potential appraisal.

**Table No 4.9:- Contribution in potential appraisal**

Yes	78
No	20
Don't Know	2

**Chart No 4.9:- Contribution in potential appraisal**



**Interpretation:-** The system will also contribution in potential appraisal yes or no, so 78% respondents were say yes, and 20% respondents were say no, and remaining 2% respondents were said don't know.

**10) Promotion process in the organization is based on-**

**Table No 4.10:- Promotion process in the organization**

Performance	30
Experience	30
Both	40

**Chart No 4.10:- Promotion process in the organization**



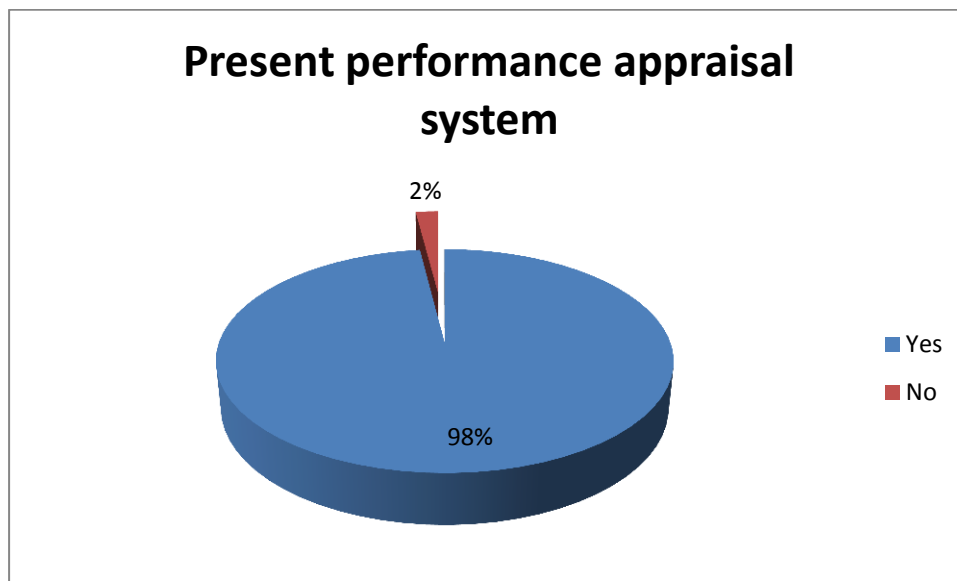
**Interpretation:-** 30% respondents were said promotion is based on performance, and other 30% respondents were said promotion is based on Experience, and remaining 40% respondents were said promotion is based on both the aspect like performance and experience.

**11) The present performance appraisal system is transparent and free from bias.**

**Table No 4.11:- Present performance appraisal system**

Yes	98
No	2

**Table No 4.11:- Present performance appraisal system**



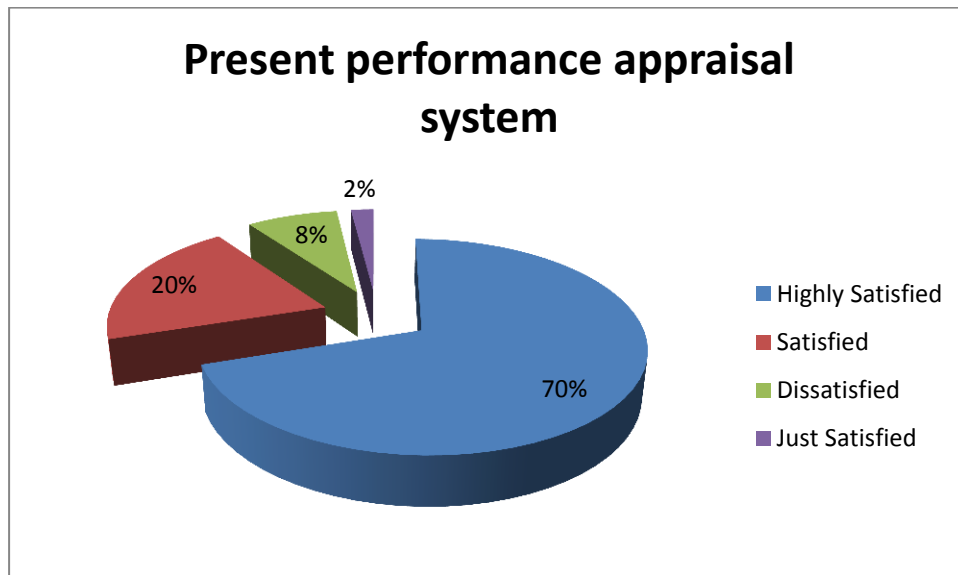
**Interpretation:-** 98% respondents were said yes, present performance appraisal system is transparent and free from bias, and remaining 2% respondents were said no.

**12) Satisfied with the current performance appraisal system.**

**Table No 4.12:- Current performance appraisal system**

Highly Satisfied	70
Satisfied	20
Dissatisfied	8
Just Satisfied	2

**Chart No 4.12:- Present performance appraisal system**



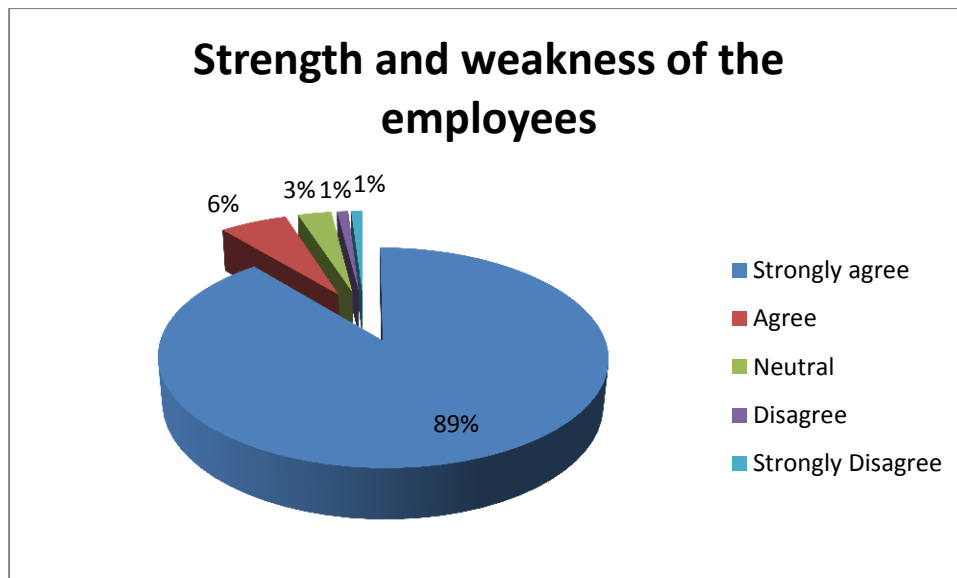
**Interpretation:-** 70% respondents were exceedingly satisfied with the current performance appraisal system, 20% respondents were satisfied with the current performance appraisal system, 8% respondents were dissatisfied with the current performance appraisal system, and remaining 2% respondents were said just satisfied with the current performance appraisal system.

13) The performance appraisal system helps to identify the strength and weakness of the employee

Table No 4.13:- Strength and weakness of the employees

Strongly agree	89
Agree	6
Neutral	3
Disagree	1
Strongly Disagree	1

Chart No 4.13:- Strength and weakness of the employees



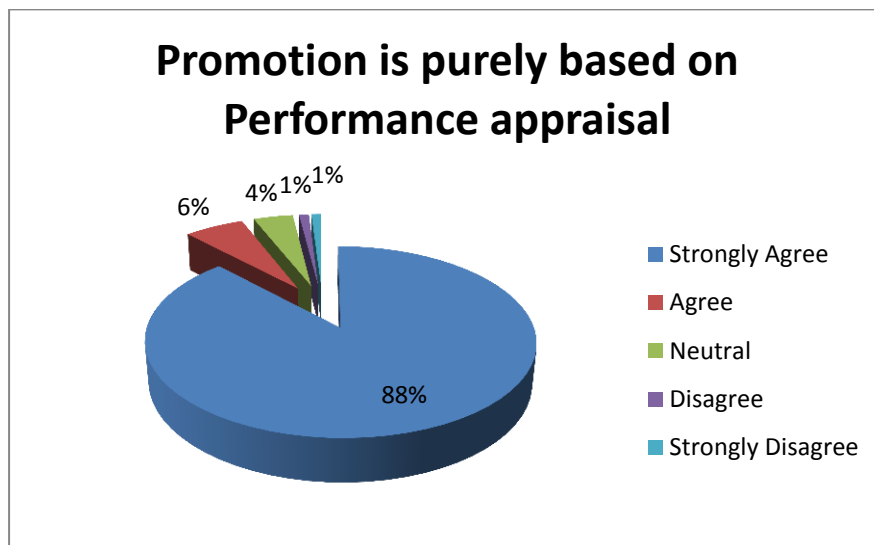
**Interpretation:-** For the above question 89% respondents were said strongly agree, 6% respondents were told that agree, 3% respondents were neutral, 1% respondents were told that disagree, and remaining 1% respondents were told that strongly disagree.

#### 14) Promotion is purely based on Performance appraisal

**Table No 4.14:- Promotion is purely based on Performance appraisal**

Strongly Agree	88
Agree	6
Neutral	4
Disagree	1
Strongly Disagree	1

**Chart No 4.14:- Promotion is purely based on Performance appraisal**



**Interpretation:-** Promotion is purely based on Performance appraisal for this question 88% respondents were strongly agree the statement, 6% respondents were said that agree, 4% respondents were neutral, 1% respondents were told that disagree, and remaining 1% respondents were told that strongly disagree.

## **5.1 FINDINGS OF THE STUDY**

- Majority of the respondents (60%) is between the age of 30-40 and the low level (10%) was between the age of 40 and above.
- 90% of respondents knew about the objectives of the performance appraisal system.
- Major number (80%) of respondents were says yes for the performance appraisal helps the association in accomplishing objective.
- 95% respondents say yes to the association to make a settled span for performance appraisal.
- The respondents fulfilled level is high (50%) contrasted with completely satisfied respondents (40%).
- Majority of respondents (95%) say yes for the performance appraisal influences the working effectiveness of representatives, remaining (5%) respondents say no.

## **5.2 SUGGESTIONS**

- The organization should direct the powerful preparing after assess the performance appraisal for their workers to enhance their performance.
- Company should give blend of the goal and clarification both appraisal and it ought to be of half yearly.
- The appraiser should keep on touch with the representatives and inspiring the workers for their self-awareness and furthermore to achieve the authoritative objectives.
- If the worker is assessed, he/she needs to inform about their quality and shortcoming.
- Employee should mindful of the quality and shortcomings and they have attempt to enhance their quality and shortcomings and furthermore it enhances the profitability of the person and in addition the association.
- While joining the association representative should given appropriate data about performance appraisal system and its impact towards his/her activity?



### **5.3 CONCLUSION**

In this study, Performance Appraisal System took after at SPAN frameworks was assessed and observed to be great. This project work additionally uncovers the holes in the current system. By giving appropriate preparing and advancement programs, the concerned association can enhance the current performance appraisal system.

In general, this project work sees last parts of performance appraisal system.

## **6. BIBLIOGRAPHY:-**

### **Book index**

- 1) Research Methodology and Techniques-R. Kothari
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- 3) Presentation Appraisal and administration TAPOMOY DEB
- 4) Presentation Management-PEARSON
- 5) Presentation Management System-B.D.SINGH

### **Sites:-**

[WWW.PUMA.com](http://WWW.PUMA.com)

[WWW.PUMA.in](http://WWW.PUMA.in)

[WWW.Google.com](http://WWW.Google.com)

## **7. Annexure:-**

### **Questionnaire**

- 1) Age
- 2) Are you aware of the objective of the performance appraisal system?
- 3) Performance appraisal helps the organization in achieving goal.
- 4) Hold meeting in the beginning of the year to explain and clarify activity task and goals to be achieved.
- 5) Organization has to make a fixed duration for performance appraisal.
- 6) Satisfied for point allocation on the basis of KRA's and managerial dimensions
- 7) Performance appraisal affects the working efficiency of employees.
- 8) Appraisal system is able to develop high result orientation approach.
- 9) The systems will also contribution in potential appraisal.
- 10) Promotion process in the organization is based on-
- 11) The present performance appraisal system is transparent and free from bias.
- 12) Satisfied with the current performance appraisal system.
- 13) The performance appraisal system helps to identify the strength and weakness of the employee
- 14) Promotion is purely based on Performance appraisal

## **Business Units**



## **GROUPSPORT**



## **RUNNING and TRAINING**



**GOLF**



**SPORTSTYLE**



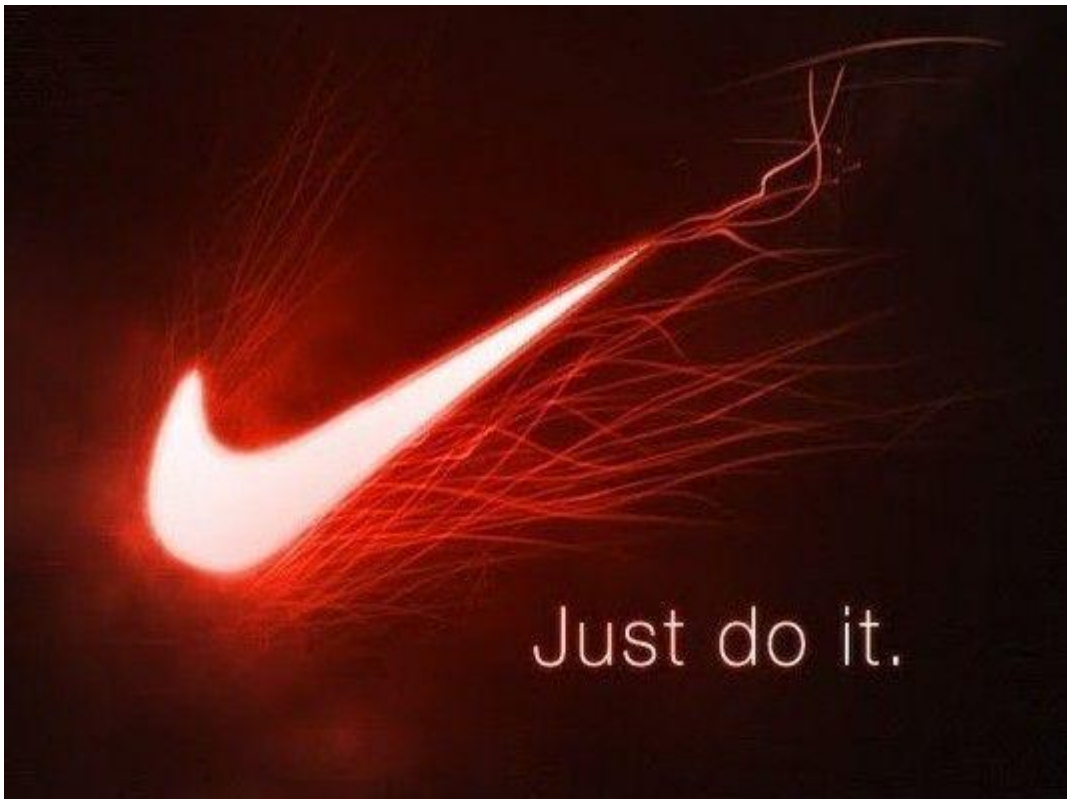
**Child**



**ORNAMENT AND LICENSING**

## Top 10 PUMA Competitors

### 1) Nike



### 2) Adidas AG



3) Reebok

Reebok 

4) Fila





5) ASICS Corporation



6) Brooks Sports, Inc.



7) Converse

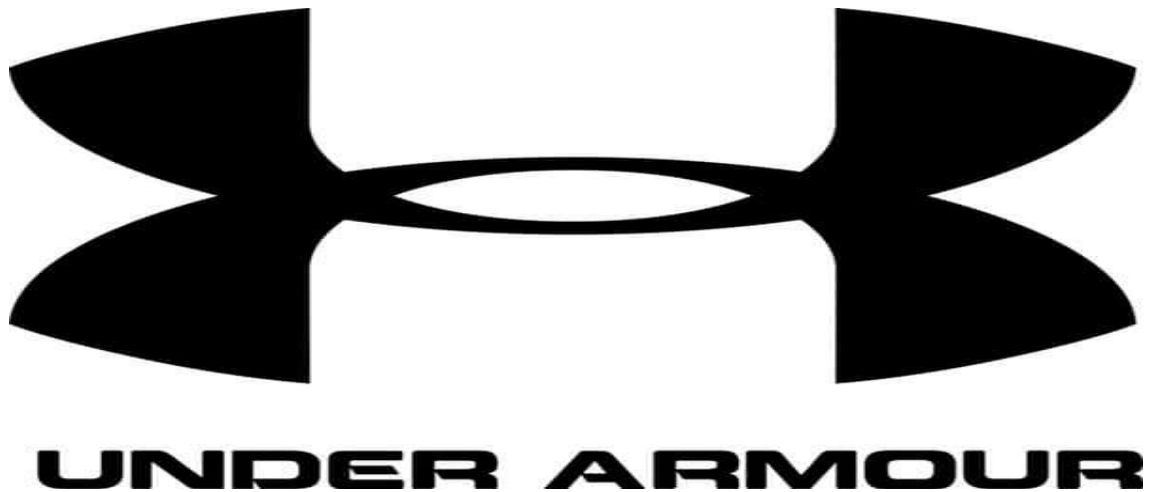
**CONVERSE**



8) **New Balance**



9) **Under Armour**



**10) Li Ning**





ACHARYA INSTITUTE OF TECHNOLOGY

DEPARTMENT OF MBA

**PROJECT WEEKLY REPORT (16MBAPR407)**

**NAME OF THE STUDENT:** KAVITA SAJJAN









**INTERNAL GUIDE:** Prof. KISHOLOY GUPTA

**USN:** 11A16MBA22

**SPECIALIZATION:** HR & MARKETING

**TITLE OF THE PROJECT:** EFFECTIVENESS OF PERFORMANCE APPRAISAL  
SYSTEM AT PUMA.

**COMPANY NAME:** PUMA SPORTS INDIA PVT LTD BANGALORE.

WEEK	WORK UNDERTAKEN	INTERNAL GUIDE SIGNATURE	EXTERNAL GUIDE SIGNATURE
15/01/2018 - 26/01/2018	Understanding Structure, Culture and functioning of the organization.		
29/01/2018 - 9/02/2018	Preparation of Research instrument for Data Collection.		
12/02/2018 - 23/02/2018	Data collection.		
26/02/2018 - 09/03/2018	Analysis and finalization of report.		
12/03/2018 - 24/03/2018	Submission of Report.	