

REVIEW AND DISCUSSION QUESTIONS

1. How does a complete performance management system differ from the use of annual performance appraisals?
2. Give two examples of an administrative decision that would be based on performance management information. Give two examples of developmental decisions based on this type of information.
3. How can involving employees in the creation of performance standards improve the effectiveness of a performance management system? (Consider the criteria for effectiveness listed in the chapter.)
4. Consider how you might rate the performance of three instructors from whom you are currently taking a course. (If you are currently taking only one or two courses, consider this course and two you recently completed.)
 - a. Would it be harder to *rate* the instructors' performance or to *rank* their performance? Why?
 - b. Write three items to use in rating the instructors—one each to rate them in terms of an attribute, a behavior, and an outcome.
 - c. Which measure in (b) do you think is most valid? Most reliable? Why?
 - d. Many colleges use questionnaires to gather data from students about their instructors' performance. Would it be appropriate to use the data for administrative decisions? Developmental decisions? Other decisions? Why or why not?
5. Imagine that a pet supply store is establishing a new performance management system to help employees provide better customer service. Management needs to decide who should participate in measuring the performance of each of the store's salespeople. From what sources should the store gather information? Why?
6. Would the same sources be appropriate if the store in Question 5 used the performance appraisals to support decisions about which employees to promote? Explain.
7. Suppose you were recently promoted to a supervisory job in a company where you have worked for two years. You genuinely like almost all your co-workers, who now report to you. The only exception is one employee, who dresses more formally than the others and frequently tells jokes that embarrass you and the other workers. Given your preexisting feelings for the employees, how can you measure their performance fairly and effectively?
8. Continuing the example in Question 7, imagine that you are preparing for your first performance feedback session. You want the feedback to be effective—that is, you want the feedback to result in improved performance. List five or six steps you can take to achieve your goal.
9. Besides giving employees feedback, what steps can a manager take to improve employees' performance?
10. Suppose you are a human resource professional helping to improve the performance management system of a company that sells and services office equipment. The company operates a call center that takes calls from customers who are having problems with their equipment. Call center employees are supposed to verify that the problem is not one the customer can easily handle (for example, equipment that will not operate because it has come unplugged). Then, if the problem is not resolved over the phone, the employees arrange for service technicians to visit the customer. The company can charge the customer only if a service technician visits, so performance management of the call center employees focuses on productivity—how quickly they can complete a call and move on to the next caller. To measure this performance efficiently and accurately, the company uses electronic monitoring.
 - a. How would you expect the employees to react to the electronic monitoring? How might the organization address the employees' concerns?
 - b. Besides productivity in terms of number of calls, what other performance measures should the performance management system include?
 - c. How should the organization gather information about the other performance measures?

BUSINESSWEEK CASE

BusinessWeek Performance Review Takes a Page from Facebook

In the world of Facebook or Twitter, people love to hear feedback about what they're up to. But sit them down

for a performance review, and suddenly the experience becomes traumatic.

Now companies are taking a page from social networking sites to make the performance evaluation process more fun and useful. Accenture has developed a Facebook-style program called Performance Multiplier in