

Final Project

Performance Management: 360° Feedback



Telenor – the smart call

Submitted by

Adeel Mehmood Raja

MBA

01-120051-001

Supervisor

Sajjad Anwer Pasha

**Bahria Institute of Management & Computer
Sciences, Islamabad**

2007

ABSTRACT

Performance measurement is the process of assessing progress toward achieving predetermined goals, while performance management is building on that process adding the relevant communication and action on the progress achieved against these predetermined goals. Performance management is built upon 5 blocks which often are implemented in isolation, these blocks are: planning, monitoring, developing, rating and rewarding. When applying these blocks together, it comes out to be a good performance management system.

To reward employees, the feedback system needs to be checked properly, as when we would not know what the employee has been doing around the year, how can we reward him? This report tends to explain the importance of performance management system and studies 360° feedback system implementing it keeping in mind the international benchmarks. The organization under study was Telenor. The pros and cons of 360° feedback have been discussed in detail and 4 offerings have been made to the organization. The marketing department was selected for the pilot run and numerous interview sessions were held to gain insight knowledge about what competencies are needed in the marketing department for the manager and executive level positions and 2 competency dictionaries have been made for both these posts. Forms for Marketing Manager and Marketing Executive have been designed. In the end I would like to mention that there is no list of organizations available that are using 360° feedback but research shows that most of the organizations of fortune 100 companies are already using 360° feedback and the ones not are planning to shift onto it as it is not only a feedback system but also is the most reliable development tool for the organization.

TABLE OF CONTENTS		Page
INTRODUCTION		2
1.1 <i>PERFORMANCE MANAGEMENT SYSTEMS</i>		2
1.2 <i>PMS IN THE LOCALIZED ENVIROMENT</i>		3
LITERATURE REVIEW		4
2.1 <i>PERFORMANCE MANAGEMENT</i>		4
2.2 <i>360-DEGREE FEEDBACK</i>		7
INDUSTRIAL ANALYSIS		9
3.1 <i>INTRODUCTION</i>		9
3.2 <i>SALIENT FEATURES OF THE MOBILE CELLULAR POLICY</i>		10
3.3 <i>GROWTH OF CELLULAR INDUSTRY IN PAKISTAN</i>		11
3.4 <i>FOREIGN DIRECT INVESTMENT (FDI)</i>		12
3.5 <i>EMPLOYMENT</i>		12
3.6 <i>REVENUES</i>		13
3.7 <i>CONCLUSION</i>		13
ORGANIZATIONAL OVERVIEW		14
4.1 <i>TELENOR GROUP</i>		14
4.2 <i>INTERNATIONAL OPERATIONS</i>		15
4.3 <i>THE TELENOR SHARE</i>		16
4.4 <i>TELENOR - PAKISTAN</i>		16
IDENTIFICATION OF ISSUES		19
5.1 <i>INFERENCES FROM THE EXISTING PERFORMANCE APPRAISAL FORM</i>		19
5.2 <i>THE MARKETING DEPARTMENT AT TELENOR</i>		19
360° FEEDBACK - THE RHETORIC		22
6.1 <i>WHAT IS IT FOR?</i>		23
6.2 <i>GROUNDWORK PREPERATION FOR THE SYSTEM</i>		23
6.3 <i>SYSTEM PROS & CONS</i>		24
THE OFFERING - 360° FEEDBACK FORM		26
7.1 <i>THE INSPIRATION BEHIND THE FORMS</i>		26
7.2 <i>PERCEIVED BENEFITS TO THE COMPANY</i>		28
7.3 <i>THE OFFERINGS</i>		30
CONCLUDING REMARKS		31
BIBLIOGRAPHY		32
APPENDIX		