

University of Wales Trinity Saint David

Developing Relationships and Workplaces achievement
(BMSW5102_LON)

Lecture Name: Gregory Cowan

Student Name: Alessandro Rizzo (1917234)

TABLE OF CONTENT

INTRODUCTION	3
MAIN BODY	3
360 degree feedback:	3
540 degree feedback:	4
Management by objectives:	5
Individual Pay Related Performance:	7
Personal development plan:	7
CONCLUSION	10
REFERENCES	1

INTRODUCTION

Every business organization depend upon employees and their performance in the workplace, employee as a stakeholder of the company provide support for healthy roof of workplace. Employee become the reason of overall success of the business organization, without their involvement a company can not process further (Peng and Zeng, 2017). When employee provide their best in achievement of organization goal then it is responsibility of organization to provide all the need of the employee and fulfil their expectation. This study is based on Pret a Manger, this company is international sandwich shop who provide franchise chain. This report will discuss 360 degree feedback, 540 degree feedback, management by objectives and Individual Pay Related Performance in the business organization.

MAIN BODY

360 degree feedback:

This is one of the most effective tool in identifying and understanding the need of an employee in the business organization, this system provide clear understanding. 360 degree feedback is process of getting information of an employee with the help of their subordinate. Performance of employee are determined when asked by manager and subordinate who regularly work with them, this system provide true information about employee and their effectiveness in the workplace (Fleenor, Taylor and Chappelow, 2020). 360 degree feedback is confidential method to gather all relevant and necessary details of employee in the workplace. Employees of Pret a Manger are regularly checked by this system to maintain effectiveness in the workplace, this company conduct various survey regarding the ability and skill level of employee and further take any decision regarding the same. Pret a Manger use 360 degree feedback in two ways are:

Development tool: 360 degree feedback us one of the best tool which help employee in identifying the strength and weakness, when this system is used properly then fair result about the employee can be gathered. Every business organization want their employee to be effective to increase the productivity in achieving organization goal, they know it co worker and subordinate who work close to employee have more reliable information about their strength and weakness (Karkoulian, Assaker and Hallak, 2016). Pret a Manger know that this system drive deep in the behaviour of employee in the workplace, this company provide anonymous feedback to employee to check whether they are meeting the performance requirement or not. Sudden

feedback help employee to identify the strength and weakness they have, their skill level can be analysed with the help of 360 degree feedback in the workplace.

Performance appraisal tool: performance appraisal is one of the common practice in the workplace, this allows company to measure performance of employee. Every business organization look for greater success which only can be possible if they have ability to measure performance of their employee, sometimes it becomes very challenging for business organization to measure performance of the employee. To overcome these challenges a company might use 360 degree feedback system (Sundström, 2019). Pret a Manger focus on behaviour of an individual in the workplace, this company use 360 degree feedback system to create proper structure for measuring performance of employee. Pret a Manger use manual feedback system which is addressed by manager of the workplace to identify level of performance of employee. The

540 degree feedback:

This system analyses the performance of employee through multiple appraisers such as superior, peers, co workers and subordinate, self and this system even involve suppliers and vendors (Gladisa and Susanty, 2018). 540 degree feedback help an employee to get feedback throughout the accomplishment of the job responsibility, for example if employee meet with supplier in dealing then supplier can provide feedback about the behaviour and performance of employee. Apart from understanding the performance of employee this system allow company to improve their customer experience and meet the satisfying level. Pret a Manger know that employee who deal in front interact with customer on regular basis which means feedback of customer provide clear understanding about the performance of employee. Manager of Pret a Manger use this system to gather performance information about the employee, this company know feedback from these external stakeholder are very important. 540 degree feedback can be used in two ways in the workplace:

External stakeholder: 540 degree feedback system involve external stakeholder of the company which means customer and their feedback regarding their experience will be provided, many business organization know that when customer provide feedback then it is considered the most valuable (Patil and Dalvi, 2019). These feedbacks highlight the area where company have performed well and those areas where the company is lacking behind. Pret a Manger analyse these external stakeholder to gather feedback regarding those employees who regularly come in

contact with customer. Apart from customer other stakeholder such as supplier provide feedback to the company.

Competitive edge: 540 degree feedback provide competitive edge to the company, it is very clear that feedback from external stakeholder are valuable to the company which means some feedback even provide those informations which can be every beneficial for the company for example supplier who regularly deal with business organization share some inner market information, these informations are related to demand and supply of raw material which provide clear idea about movement of competition in the market. Pret a Manger gather all necessary information about the market from feedback of supplier and those stakeholders who regularly stay active in the market.

Management by objectives:

Management by objectives (MBO) is well known as management by planning, this is strategic approach which help company to improve their performance. In simple words organizational objectives are being established which later achieved by employee, the process of achieving these objectives provide clear understand to the business organization in level of performance of employee in the workplace (Gotteiner, 2016). Sometimes business manage people and workplace with the help of setting objectives which means they can not involve employee in setting these objectives because they themselves can fulfil the obligation which is not beneficial for the business organization. Pret a Manger define organizational objectives with the help of MBO process, employees of this company know that they have to achieve certain objectives set by the business and conveyed management practice in the workplace. This company use certain step in management of objectives process are:

Define organizational goals: this is first ever step in MBO process, business organization try to define organizational goals and objectives to the employee. Every company want to fulfil the need to employee to push them in achieving organization goal, these goal lead company towards success (Amponsah-Tawiah, Opata and Tetteh, 2018). Pret a Manger clearly define their organization goals, this company involve various types of manager setting of organizational goal. Supervisor of company set provisional goals according to the skills level of an employee, this step in MBO process highlight that employee's performance can be improved if the company clearly define organizational goal in the workplace.

Define employee objectives: after the step of defining organizational goal and general objective, next step fall in defining personal objectives of employee. In every business organization, general goal only can be achieved if the goals of employees are undertaken by the company, these personal goal can be anything that fulfil the demand of the employee and increase their performance in the workplace (Reznichenko and et.al., 2016). Pret a Manger define personal employee's objectives by one on one discussion where manager ask their employee what goals they will achieve within a specific time. Manager of Pret a Manger know that employee's personal objectives help company to increase chances of success because these personal objectives not only increase the productivity of employee but this also increase the performance of workplace in the business organization.

Continuous monitoring performance: with the help of MBO process, a business organization can monitor the performance of employee in the workplace which means analysing these step provide clear understanding in monitoring performance of employee in the workplace (Islami, Mulolli and Mustafa, 2018). When the business organization monitor performance of employee, they tend to unlock various areas of improve where the company is lacking behind. Pret a Manger use MBO approach to monitor performance and progress, monitoring allow company to examine those areas where business is not performance well which means manager push employee to improve themselves because their performance is clearly visible MBO process.

Performance evaluation: performance evaluation is most important step in the process of MBO, in this step participation of manager are main concerned. It is very clear that when a company wants to evaluate the performance of employee then they will concern manager who supervise them in the workplace. Pret a Manger concern involvement of their manager in the performance evaluation process, MBO allow them to examine when performance of manager in managing people.

Providing feedback: after the performance evaluation, next step fall under providing feedback, this step is most essential because feedback are process of improving performance of the employee and workplace. Pret a Manger use various feedback system to understand the performance of the employee, they mainly focus on 360 degree feedback system to provide feedback and gather information about the employee in the workplace.

Performance appraisal: performance appraisal is last step which involve various stakeholders of the company in the process, they provide routine review of performance of employee in the

workplace. Pret a Manger know that performance appraisers such as co worker and subordinate and supervisor measure the performance of employee. This company conduct routine review to examine performance level of employee in the workplace.

Individual Pay Related Performance:

IPRP is reward system used by business organization in providing financial reward to the employee, this reward are being provided on the basis of performance of employee in the workplace (De Spiegelaere, Van Gyes and Van Hootegeem, 2018). This pay related system allow company to only provide reward after analysing the performance of employee, for example if employee do no meet the requirement of performance, then no reward especially no financial reward will be provided. Many business organization such as Pret a Manger increase salary of employee when they meet the performance requirement of the company, this system followed by the company allow them to motivate their employee and increase their productivity in the workplace. There are certain types of pay related performance are:

Short term pay related schemes: short term pay related schemes means business organization provide commission and bonuses according to the performance of employee, for example if an employee provided extra affords as a salesman then sales of the company tend to increase which is very beneficial of the business organization, according to the sales performance of salesman, company provide financial reward which fall under short term pay relate scheme (Emerton and Jones, 2019). Pret a Manger provide incentive to individual on the basis of their performance, this company know this is one way of improving employee's performance.

Long term pay related scheme: long term pay related scheme means financial reward scheme which allow company to maintain loyalty with their employee, long term individual pay related scheme not only provide financial reward to the employee but this also increase share of these stakeholders in company (Cardinaleschi, Damiani and Pompei, 2020). Pret a Manger know that long term pay scheme are beneficial in increasing loyalty of employee and improve their performance in the workplace, this company even test loyalty of employee with this method of pay related system. Pret a Manger increase share option of employee which improve their performance in the workplace.

Personal development plan:

Development Objectives	Priority	Activities to be undertaken	Resources	Target Start Date	Target End Date	Criteria for Success
Specific: To develop employability skills such as communication.	High	To join online skill development program and effectively communicate with others.	Basic technology needed such as laptop or smart phone.	28/12/21	28/01/22	Course assessment
Measurable : Greater knowledge and understanding of leading a business organization.	High	To complete various business management courses and to learn how to build a team in the workplace.	Advice from experienced manager and team feedback.	28/01/22	28/02/22	Both formal and informal appraisal
Achievable: Confident business leader.	Moderate	To volunteer business organization effectively and practice management and leadership with team.	Training opportunity and advice from successful leader who effectively manage people.	28/02/22	30/03/22	Self evidence and from manager of the business organization
Reliable: core business	Low	CPD training and mandatory update of	Business leader and their experience which will me to	End of this project.	End of this year.	Self evidence and test score

skills		business skills.	mark those area of improvement.			
Time bound: to improve quick decision making skills.	High	To mandatory take further effective decision and take feedback from employees.	Involvement of employee and other stakeholder in the decision making process.	30/03/22	30/04/22	Feedback from employee and stakeholder.

Recommendations:

New policy: it is recommended for every business organization and mainly Pret a Manger to modify their employability policy to increase productivity of employee in the workplace. Sometimes business policy do not meet the requirement or expectation level of employee which create conflict or issue in the workplace, to overcome this Pret a Manger need to modify their policy. It is recommended for the company to use HRM best practice to effectively manage employee and their productivity, this practice will allow company to create a healthy workplace environment.

Financial reward: every business organization provide various benefit to the employee which keep them motivated and help them to trust company. It is recommended for Pret a Manger to provide financial reward to employee, financial reward are fuel to boost the productivity of employee. There are various stakeholders who have great reputation in the company because they have great work experience, a company need to provide them long term benefits to ensure they keep providing their experience in the betterment of the business organization. Some stakeholder of Pret a Manger are very loyal to them, so it is recommended for the company to provide long term financial reward to these stakeholders.

Training and development program: training and development program are speed booster who maintain the productivity of employee in the workplace. Pret a Manger have to create training and development program to sharpen the skills of their employee.

CONCLUSION

This report have discussed topic developing relationships and workplace achievement where this report have provided clear understanding of how a business fulfil the expectation of employee and employee provide productivity to win organization goals and push organization towards success. Later this report have discussed 360 degree feedback where this report have examined and understand the importance of 360 degree in improving employee and their productivity in the workplace. Later this report have discussed 540 degree feedback where this report have shown how external stakeholder are effective in providing feedback to the business organization and help employee to improve their employability skills. Later this report have discussed Management by Objectives (MBO) and understand how business sometimes manage people with the help of setting different goals and objectives. Later this report have discussed Individual Pay Related Performance (IPRP), the chosen organization Pret a Manger have two ways to use this

system, first short term scheme and second, long term scheme. At last this report have provided professional development plan with setting SMART objectives.

REFERENCES

Books and journals

- Amponsah-Tawiah, K., Opata, J.L. and Tetteh, S.D., 2018. Time management: presenteeism versus management-by-objectives. *International journal of law and management*.
- Cardinaleschi, S., Damiani, M. and Pompei, F., 2020. Knowledge-intensive sectors and the role of collective performance-related pay. *Industry and Innovation*, 27(5), pp.480-512.
- De Spiegelaere, S., Van Gyes, G. and Van Hootegem, G., 2018. Innovative work behaviour and performance-related pay: rewarding the individual or the collective?. *The International Journal of Human Resource Management*, 29(12), pp.1900-1919.
- Emerton, P. and Jones, A., 2019. Perceptions of the efficacy of sustainability-related performance conditions in executive pay schemes. *Journal of Sustainable Finance & Investment*, 9(1), pp.1-16.
- Fleenor, J.W., Taylor, S. and Chappelow, C., 2020. Leveraging the impact of 360-degree feedback. Berrett-Koehler Publishers, Incorporated.
- Gladisa, F.W. and Susanty, A.I., 2018. Determinant factors of employee satisfaction in the performance appraisal based on management by objectives. Gladisa, FW, pp.241-246.
- Gotteiner, S., 2016. The OPTIMAL MBO: A model for effective management-by-objectives implementation. In *II Research Workshop Missions, leadership and sustainability* (p. 25).
- Islami, X., Mulolli, E. and Mustafa, N., 2018. Using Management by Objectives as a performance appraisal tool for employee satisfaction. *Future Business Journal*, 4(1), pp.94-108.
- Karkouliau, S., Assaker, G. and Hallak, R., 2016. An empirical study of 360-degree feedback, organizational justice, and firm sustainability. *Journal of business research*, 69(5), pp.1862-1867.
- Patil, A.M. and Dalvi, C.S., 2019. 720 Degree Performance Appraisal Systems. *Int. J. Trend Sci. Res. Dev.*, no. March, pp.4-8.
- Peng, A.C. and Zeng, W., 2017. Workplace ostracism and deviant and helping behaviors: The moderating role of 360 degree feedback. *Journal of Organizational Behavior*, 38(6), pp.833-855.
- Reznichenko and et.al., 2016. Theoretical and methodological foundations of the management by objectives for the regional socio-economic systems development. *International review of management and marketing*, 6(6S).
- Sundström, A., 2019. Exploring performance-related pay as an anticorruption tool. *Studies in Comparative International Development*, 54(1), pp.1-18.