All information so gathered is then compiled through the computerized system to prepare individualized reports.

In 360 – degree feedback, performance appraisal being based on feedback "all around", an employee is likely to be more correct and realistic. Nonetheless, like other traditional methods, this method is also subject to suffer from the subjectivity on the part of the appraiser. For example, while supervisor may penalise the employee by providing negative feedback, a peer, being influenced by 'give and take feeling' may give a review on his/her colleague.

- **Cost Accounting Method:**

This method evaluates an employee's performance from the monetary benefits the employee yields to his/her organisation. This is ascertained by establishing a relationship between the costs involved in retaining the employee, and the benefits an organisation derives from him/her..

While evaluating an employee's performance under this method, the following factors are also taken into consideration:

1. Unit wise average value of production or service.
2. Quality of product produced or service rendered.
3. Overhead cost incurred.
4. Accidents, damages, errors, spoilage, wastage caused through unusual wear and tear.
5. Human relationship with others.
6. Cost of the time supervisor spent in appraising the employee.

6.7 CAREER PLANNING

A career may be defined as 'a sequence of jobs that constitute what a person does for a living'. Career planning is the process of enhancing an employee's future value. The term 'career denotes all the jobs that are held during one's working life. It is viewed as a sequence of positions held by an individual during the course of his lifetime.

Edwin B. Flippo defined a career as a sequence of separate but related work activities that provide continuity, order and meaning in a person's life."