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## A Conceptual Study On The Role Of Performance Management System In Improving Team Dynamics.

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### ABSTRACT

Teams are performance oriented and target-based association of individuals. It generally performs better in achieving the set target than individuals working on their own. The reason lies in its collective power to coordinate the work efficiently and bring the best out of each team members. Team members collaborates with each other to nurture innovation, creativity and mutual understanding, all the while attempting to reach the pre-determined objectives., but if handled inappropriately, it may lead to wastage of time, efforts and resources. With this in consideration, this paper attempts to enumerate the factors affecting the team dynamics, i.e., how the team functions. The paper also tries to conceptualize the role of Performance Management System in improving team dynamics. Performance Management System (PMS) is an organization wide HR strategy that is intended to mainstream the individual goals with that of organizational goals and continuously monitoring the performance to give feedback and rewarding the same. It would be helpful in gaining insights into how team management is accommodated in PMS and how it influences the team dynamics.

### KEYWORDS

Performance Management System, Team Dynamics, PMS and team performance, Team Performance.

## INTRODUCTION

The Performance Management System in itself is a complex function of HR which entails organization wide implementation and the team element, in reality, adds to its existing complexity. The positive effects of performance management for teams may be discovered in the way it empowers team members to take ownership and focus in the same desired direction. (Aguinis & Pierce, 2008). As a result, performance management can determine whether a team succeeds or fails. The same ideas apply when performance management is used in teams as in the case of individuals, but instead of just focusing on individual performance, it also considers each person's contribution to the team.(Aguinis et al., 2013). When individuals come together to form a team, there is a need to build trust, mutual dependence, commitment and accountability towards goals. This is where the importance of Performance Management lies. By linking team goals to the organizational goals, PMS of the organization makes sure that both the objectives are fulfilled.

## OBJECTIVES

1. To understand the concept of Performance Management System.
2. To understand the term Team Dynamics and distinguish the same from the group dynamics.
3. To study the factors affecting Team Dynamics.
4. To study how Performance Management System is helpful in improving Team Dynamics.

## PERFORMANCE MANAGEMENT SYSTEM

Performance management is a *continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization.*(Aguinis, 2013). This definition outlines the two main features:

1. **Continuous process:** Performance management is not a one-time activity, unlike Performance Appraisal. It is a continuous process of setting goals, monitoring performances, giving necessary feedback and rewarding for the same in order to get the employees motivated. It follows a never-ending cycle.
2. **Alignment with the organizational goals:** The process of Performance Management System works to align the individual activities and output with that of the organizational goals. It, therefore, creates a link between the two and results in making the employees' contribution to the organization more prominent. Aligning of the employees' performances with the organizational goals also creates a common ground of understanding on the activities to be carried out and the methods that needs to be followed for the same, for the success of the organization.

It is one of the important elements of the Performance Management System to make the employees' contribution to the organizational goals more prominent. Proper implementation of the Performance Management System ensures that the contributions made by the employees are duly highlighted.

Performance Management System is basically a workplace approach, wherein the managers make the employees aware of their roles and responsibilities in the success of the organization by communicating the organizational goals to them individually and motivating them to perform by linking individual goals to the organizational goals while simultaneously evaluating the progress of each employees' performances individually and giving proper feedback and training during the delivery of performance. In this way, the system tracks and keeps the record of each employee in the organization.

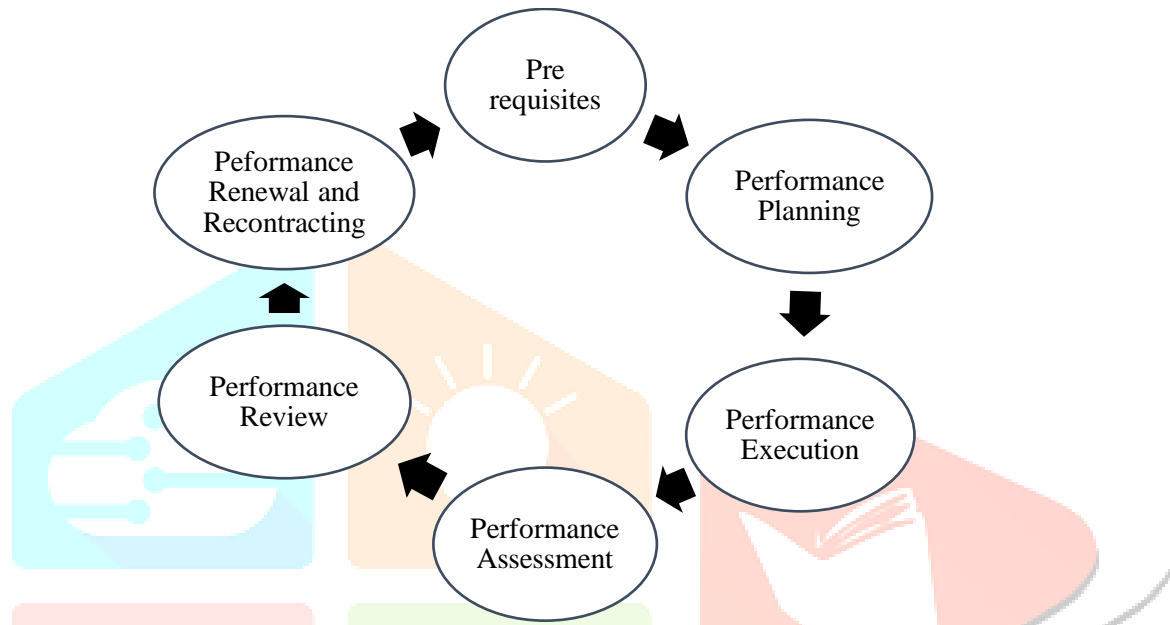
It is one the most complicated and dynamic functions of the HR. It has a broad scope and encompasses a wide range of HR activities including joint goal setting, regular communications, regular appraisal of performances, giving necessary feedback and rewarding the performances.

### Process of Performance Management System (Aguinis, 2013)

The Performance Management System is a systematic process for the management and monitoring of employee performance against key performance metrics or standards. It is linked to the continuous cycle of planning, implementation, performance review and assessment to increase growth and productivity, both at the individual and organizational levels. The following are the steps that constitutes the performance management system:

- 1- Pre-requisite- Before a performance management system is put in place, two crucial conditions must be met:
  - (1) Understanding the mission and strategic objectives of the firm: Strategic planning enables an organization to clearly define its purpose or reason for its existence, where it wants to be in the future, the goals it intends to achieve, and the strategies it will employ to achieve these goals. Once the overall goals of the organization have been established, similar goals spiral downward, with departments setting objectives to support the overall mission and objectives of the organization. The cascading effect continues until each employee has a set of goals that are compatible with those of the organization. and
  - (2) Understanding the job position and its role in the organization: Job Analysis helps in this stage and is an important part of the Performance Management System. A job analysis provides information about the tasks performed as well as the knowledge, skills, and abilities (KSAs) required for a specific job. Knowledge entails having the necessary information for carrying out the job but not necessarily having done the work. Skills are required characteristics that are typically acquired through prior work experience. The ability to perform the work refers to having the physical, emotional, intellectual, and psychological aptitude to do so, but neither having done the job nor being trained to do so is required.
- 2- Performance planning- Every performance cycle begins with a meeting between the supervisor and the employee to discuss and determine what needs to be done and how it should be done. This is known as Performance Planning. Under this stage, various considerations related to performance are being agreed upon. They are:
  - Results: Results are the expected outcomes that are crystalized after the completion of the work. While considering what the results should be, key accountabilities, performance standards and specific objectives that the employee is expected to fulfill as a part of his own individual accountability.
  - Behaviors- it encompasses how the job is meant to be carried out. Discussing competences, which are quantifiable groups of KSAs that are crucial in deciding how results will be attained, is part of the consideration of behaviors.
  - Development Plan- Typically, development plans incorporate both outcomes and behaviors. This strategy must at the very least specify the areas that require improvement and the objectives that must be met in each one. The supervisor and employee must reach consensus on a development plan before the review cycle can start.
- 3- Performance execution: This is the action stage of the Performance Management System. The employee is in charge of this process and has main ownership over it. They get into action to work towards the pre-determined objectives and produce the pre-determined results and outcomes. This responsibility is then followed by the departmental heads like supervisors and managers by continuously monitoring the performance, updating the employees in case of any change in the plan, documenting it and provide regular feedback on the same. Then, the organization's share of accountability comes into view by maintaining the reserves of resources and providing necessary tools and equipment to the employees. This way a chain is created wherein the individual performance results in organizational goals.
- 4- Performance assessment- This stage includes assessing the degree to which the intended behaviors have been demonstrated and whether the expected results have been attained. It is the responsibility of both the employee and the manager to judge the performance. Employees involvement in the form of self-appraisal and self-rating promote employee satisfaction with the performance management system, in addition to their views of fairness and accuracy and, thus, system acceptance.

- 5- Performance review- In this stage, the employees and the supervisors come together to discuss on the evaluation of the performance by exchanging their feedbacks and comparing them with the pre-determined standards. It also includes discussions regarding the compensation that follows as well as the regarding development plans that is expected from employee's performance before the forthcoming review meeting.
- 6- Performance renewal and recontracting- Renewal and recontracting of performance is the final element. Although this component is identical to the performance planning stage, it uses information gathered during the review period to make adjustments as needed. For instance, certain fresh critical accountabilities and skills might be added. On the other hand, some objectives could need to be enhanced or downgraded.



*Process of Performance Management System*

## TEAM DYNAMICS

The expression "team dynamics" refers to how members of a team cooperate and communicate with one another. Team dynamics are the instinctual strengths and weaknesses that exist inside a team amongst various individuals or groups. They have an impact on how a team responds, acts, or performs, and their impacts are frequently highly complicated. (Scarnati, 2001). The term 'Dynamics' refers to the science that deals with the working forces or factors operative in any field. It is a branch of mechanics that studies movement, the behavior of the moving object and the underlying causes thereof. In this context, Team dynamics refers to the unconscious psychological factors or forces that guides the behavioral aspects of a team. It studies how team members interact with one another, how the attitudes and behavior of team members affects the performance of other team members and of the team as a whole, how they communicate with one another and the prevalent level of trust and confidence on each other.

A team is a small number of people having complementary skills who are dedicated to a common purpose, common performance goals and have a shared working approach for which they are mutually accountable. (Katzenbach and Smith, 1993). They form an autonomous association that set their own goals and plan, control and review their own performances. They create their own schedules and prepare their own budgets. Teams have the authority to share various management and leadership functions and they coordinate their work with other departments too. Teams naturally outperforms individual performances, since the concerted effort of individuals with different set of knowledge, skills and abilities is at play, while giving due recognition of each member's contribution in the successful accomplishment of team goals. Employees are only able to execute tasks individually in the absence of

teams, but with team building, workgroups become cohesive units that have shared expectations for completing tasks as a group, in addition to mutual trust, support, and respect for individual diversity.(Fapohunda, 2013) The idea that teams are essential for success and that their ability to work together effectively is essential for achieving a competitive edge is embodied in the idea that they can do more than individuals. (Clark, 2005)

### Team v/s group

The terms 'Team' and 'Group' might sound similar but they are not same. A Group is also a small number of people coming together with a common goal but their approach towards the goal differs from that of teams. Some points of differences are as follows:

1. Unlike teams, a Group has a leader and the leadership is established formally. Teams have shared roles and responsibilities.
2. In Groups, member invests their resources to achieve the targeted objective and are responsible for their individual performance only while team members are both individually and collectively accountable for the success of the team objectives.
3. Group members have diverse skills, each member specializing in one area. Team members have complimentary skills to support each other during performance.
4. Groups are not allowed to set their own goals or plan their course of actions. They are required to work according to the specifications given by the management from time to time. On the other hand, Teams work as an autonomous association with flexibility and freedom, without the interference from the management.
5. A Group has common goal orientation, i.e., each member contributing his share in the total result with his special skills. A Team has a common commitment towards the purpose, i.e., members are jointly held accountable for the contributions made. The commitment towards attainment of goal is what differentiates a Team from the Group. (K, Aswathappa. 2016)

With the presence of a positive team dynamic, teamwork is more successful. As a natural consequence, happier, more contented workers will foster a better work environment and increase productivity. High-performing teams create social bonds, plan their duties in advance, and have leaders who can give them guidance. The dynamics of a team that work well together and achieve achievement are called positive team dynamics. Teams can't function to their maximum capacity when there are obstacles in the way that result from negative team chemistry. (O'connor et al., n.d.)

### FACTORS AFFECTING THE TEAM DYNAMICS

- 1) Communication- In order to predict how well a team will perform, communication is crucial (Cartwright & Zander, 1968; McGrath, 1984). It is a vital element for a team to produce great performance across cultures and remote colleagues. It fosters an environment where each party's points or arguments can be presented. It is a pretty great approach for the team members to understand and trust one another. Conflict generally starts because of poor communication in the first place. It could occur as a consequence of misunderstanding if team members are unable to effectively explain their ideas.(Diakanastasi et al., 2018) However, when people endeavor to be as concise and precise as possible, communication improves.
- 2) Empowerment- Involving employees in decision-making at all levels of management and delegating some authority and responsibility to them, as opposed to just having them perform job-related tasks, is referred to as empowering them. (Howard & Foster, 1999) found that a sense of self-determination, personal significance, competence, and perceived influence are the components of empowerment. Employee autonomy can lead to better work since workers frequently understand their positions better than

management. It may even lead to strategies that change the game and give you an advantage over your rivals. Giving the team some autonomy will help to improve team dynamics because of this. This autonomy may inspire the staff to be innovative and show a vested interest in the success of the company. Additionally, thoughts and ideas will be freely exchanged.

- 3) Clear Roles and Responsibility- Roles and expectations must be very clear within a team. (Ayman, 2000). Role clarity measures how well individuals comprehend their jobs, responsibilities, and working procedures. This clarity extends beyond a team member's own job to encompass the duties of the other team members. It emphasizes establishing parameters, targets, and defined objectives for employees so that they can work independently to complete their tasks. More than just performance is impacted by having a clear grasp of roles. Additionally, it boosts employee commitment to the company for a longer period of time and fosters greater trust among coworkers. Clear responsibility establishment among team members lowers conflict throughout work processes. To encourage responsibility and focus team members' skills where they are most needed, the responsibilities should be clearly defined and stated prior to the commencement of a project.
- 4) Unambiguous target- By transforming dreams into precise and measurable targets, objectives transform visions into crucial factors. The goals and deadlines for each employee are pretty much apparent to them. Making sure that each manager and employee is aware of their current and future tasks needs to be given more priority. It is much simpler for workers to participate when they understand what needs to be done in order to succeed. This is helpful in instilling a sense of commitment. (Jurison, 1999) discovered that that team members exhibit commitment to the team by their sense of loyalty and dedication to the group, as committed team members are prepared to put in the necessary time, effort, and personal sacrifices for the project. Additionally, it's far simpler for managers to carry out their duties, boost productivity, and manage pro-actively than it is for them to waste time and resources.
- 5) Effective Leadership- The value of effective leadership is described as mostly an emotional process (Zaccaro et al., 2001). It being an emotional process, is not a role that everyone can play. The ability to maintain composure, make judgments, and prevent anyone from losing motivation is a quality that a leader must possess, particularly in times of crisis. The likelihood is that the rest of the team will get quickly demotivated and give up if the leader is unable to fulfil this duty (George, 2000). Leadership is one of the most effective drivers of positive team dynamics. A leader is one who leads from within the group and not from the front. A good leader is the one who is well acquainted with the strengths and weaknesses of each team member and harnesses their collective power to the advantage of both the organizations and the members individually.
- 6) Appraising and Reward system- Employee recognition and rewards can be extremely important to the growth and profitability of the company. Employee morale can be increased and motivated to work harder by giving them rewards and recognition. Recognizing employees' contributions to the success of their teams and the organization as a whole helps them understand how much their employers value them. Team members are encouraged to keep up the excellent work since it makes them feel secure in their contribution to the organization.

The above-mentioned factors were somewhat general in nature. However, there are some more intricate factors that also have a definite impact on improving the team dynamics. The following factors emerge from deep rooted psychological behavior that differs from team to team...

- 7) Team size- It refers to the number of members present in the team. It is suitable for the team to be as small as it is required to be. Unnecessary increase in the number of members may lead to difficulties in managing each member interest and consider each ones' opinion. Effective communication may take be delayed since members may need more time to connect and recognize each other as a team. A team with a greater number of members have more performance related problems. As observed by (Katzenbach & Smith, 1993) Small number serves more as a practical standard. Theoretically, a team may be made up of fifty or more members. However, large organizations are more likely to split off into smaller teams than to work as a

single unit. Large groups of individuals find it challenging to cooperate positively as a group, let alone come to an agreement on things that can be put into practice.

- 8) Emotional Intelligence- Emotional intelligence has a good impact on teamwork, and it also has a connection to the accomplishment of organizational goals. (Arfara & Samanta, 2016). It is an intellectual potential to recognize, use and manage emotions to guide the behavioral attitude positively. It encompasses not only managing one's own emotions but also having an influence on other's emotions. People with higher emotional intelligence are able to better deal with conflicting situations. This becomes increasingly important factor influencing team dynamics since in a team, each member is responsible for other team members. If the team members have relatively higher emotional intelligence, it would be far better for them to operate collectively and dynamically handle the arising conflicting issues. Furthermore, due to their awareness of the harmful effects that unfavorable emotions can have on a group's performance, emotionally intelligent groups are target-focused and rarely sidetracked by personal difficulties. (Jordan et al., 2002; Tarricone & Luca, 2002).
- 9) Personality- This refers to the relatively stable pattern of behavior in humans that constitutes an individual's identity (Kinicki, 2008). It is developed over a period of time and takes time to bend or change. There are other personality tests available, but the Big-Five, sometimes known as the Five-Factor Model, is a widely used empirical model in the social sciences. (Srivastava, 2011). In a study of human resources teams, agreeableness and emotional stability influenced peer appraisals in addition to skills and abilities. (Neuman & Wright, 1999). The level of conscientiousness can be applied to forecast performance in all professions. Working effectively in teams was strongly connected with being agreeable. Extraversion and emotional stability had a beneficial impact on how someone felt about a job. (Ozer & Benet-Martinez 2006).
- 10) Team's cohesiveness- Teams don't always work with the same enthusiasm or pace, and there are frequently times when the entire project is questioned. But if the team is able to stick together and work on their concept, even at a slower pace or frequently by making substantial pivots and revising their entrepreneurial concept, they eventually manage to move forward and frequently produce outstanding outcomes. It is thus believed that team cohesion can be a very good predictor of success, demonstrating that the team moves from one stage of the new venture formation process to the other. If team cohesion cannot be achieved, the team disbands and abandons the entrepreneurial project. (Diakanastasi et al., 2018)

### **Including team performance in Performance Management System**

Performance management is a systematic and continuous HRM approach that fosters team growth and enables sustainable corporate success. (Bauwens et al., 2019; Fletcher & Williams, 2016). It is an integrative approach to the management of Human Resource. Organizations that prioritize team working in the structure should try to first incorporate team performance element in their PMS, before its organization wide implementation. The system should specifically target three different aspects of team performance:

- (1) team performance as a whole,
- (2) an individual's contribution to the performance of team and
- (3) team performance as an individual.

The management of team and individual performance is therefore advantageous for every business that uses team component of any kind.

According to (Aguinis, 2013), construction and implementation of such a Performance Management System that incorporates team performance in itself is based on six fundamental principles. By embracing these principles, the organizations, having a team component in their structure, are in a better position to measure the individual's contribution and balancing the team and individual performances.

The following are the principles:

- 1- Team building- This includes making teams in the organization that has the characteristics of being called a Team. A formal team has a team goal and each member is jointly responsible for its fulfillment. Making sure that organization have an actual team and not just a random association of people is the first basic attempt to incorporate teams in the performance management system.
- 2- Willingness to Invest in measurement- It takes time and effort to evaluate the performance of a team, just like it does to evaluate an individual's performance. To produce usable data from the measurements, the company must be prepared to make this commitment.
- 3- Unambiguous goal setting- Prior to creating team performance metrics, it is vital to determine how the information will be used (e.g., for administrative vs developmental objectives, or both). There are other variables that must be considered in relation to the objective of the measures like what will be the sources of data, how data will be collected, and so forth.
- 4- Embracing a multi method approach- The evaluation of team performance is difficult. Multiple approaches and data sources are thus frequently required.
- 5- Put equal emphasis on the process and the outcomes- In terms of outcomes and behavioral/process-oriented indicators, team performance management systems are equally as beneficial to individuals as they are for teams. As a result, careful consideration must be given to how both types of measures will be used when monitoring team performance.
- 6- Emphasis on measuring long term changes- It's crucial to take into account long-term measurements of performance even though short-term processes and outcomes are simpler to gauge. It's important to sample team performance across time and in different circumstances.

## IMPROVING TEAM PERFORMANCE

Performance management is a system that looks at the team's work more thoroughly than the typical employee appraisal system. The continual nature of a successful performance management approach gives leaders several possibilities to rectify and acknowledge team members.

A performance management strategy can be used to improve team performance, as illustrated below.

1. Setting of Team Objectives- Goals for the team may be centered on how well the team performs or on meeting objectives and standards at work.
2. Setting of Work Objectives- Work objectives might be connected to the team's function, unit, or department as well as the organization's mission and overall objectives or they can be interested about a particular project or area of activity that is not specifically addressed in the goals of any one department but will help achieve a more general goal of the organization, the unit, or the function. The team should reach consensus on its broader goal or purpose before deciding on the precise goals that would help it achieve that goal.
3. Setting working objectives of the team- Teamwork, member contributions, decision-making, and action-taking are just a few examples of the areas on which teamwork objectives could be established.
4. Creation of work plans- Teams should collaborate in order to develop strategies for accomplishing their predetermined goals. Work plans will outline programmes (staged as appropriate), priorities, roles, deadlines, finances, and procedures for gathering feedback, keeping track of performance, and having progress meetings. Discussing the team's important success factors, or what has to be done and how, in order to accomplish its mission and set of objectives, can be helpful as well. Teams that actively participate in goal-setting, assess their own performance in relation to those goals, and resolve issues on their own without seeking help from a higher authority may be considered self-managed teams. Processes for performance management are best suited for this kind of team.
5. Reviewing team performance- Meetings for team performance review analyses, evaluates, and controls data on their collective accomplishments in relation to goals and work plans.

The following could be on the schedule for such a meeting:

- A general assessment of the team's progress as a whole.
- Work evaluation - the team's accomplishments and level of cooperation.



- Group problem-solving entails an analysis of the causes of any significant issues and agreement on the actions to be taken to address them or prevent their recurrence.
- Review of new requirements, updating of objectives and work plans, and amending of objectives and work plans.

## ROLE OF PERFORMANCE MANAGEMENT SYSTEM IN IMPROVING TEAM DYNAMICS

An employee's successes at work are monitored and guided through the process of performance management. Members of the team are given several opportunities to enhance their work as a result. A team can succeed both fairly quickly and over the long term with effective performance management, which affects every day work as well as overarching procedures. Following points validates the positive role of PMS in improving team dynamics.

- **PMS creates SMART objectives:** Goal-setting is the first step in a successful performance management approach. In order to accomplish this, a revised job description outlining the necessary tasks is created for the team members. Following that, SMART goals are created in agreement with the team that are in line with each member's present responsibilities and professional aspirations. The following prerequisites for these objectives should be met:

**Specific:** Objective should as precise as possible. This implies absence of any ambiguity that may lead to confusion and diversion from the main objective. Keeping objective specific is an easy method of keeping team focused on goals.

**Measurable:** This implies keeping the goal quantifiable so that its progress can be tracked from time to time. Team feels motivated when it is able to measure its progress.

**Achievable:** The goal should be practical and feasible. Unrealistic goals tend to misguide and result in wastage of time, efforts and resources.

**Relevant:** Relevancy with the organizational target is another major consideration while setting team goals. The team objectives should be in line with the main objectives of the organization.

**Time bound:** Every goal needs to be time specific. Time boundation is necessary to reach the set objectives on time.

Once the SMART objectives have been set, teams work on it to make it an actionable plan. Setting this type of objective brings clarity in the mind as to what are expected out of them and the time frame within which they have to operate.

- **PMS nurtures a dedicated team:** By encouraging open communication, an effective performance management system creates engaged teams. Establishing regular check-ins or weekly team meetings might help improve communication. There is a better probability of creating a method for gauging how motivated and engaged the team members are as the relationship with them deepens. This can be achieved by regularly completing surveys and offering post-project reviews. The team members' motivation is assured by scheduling these check-ins once a month or once every three months, and if they start to show signs of disengagement, remedial action can be performed within a reasonable time period.
- **PMS helps in improving productivity:** Effective performance management has several advantages that go far beyond the interests of individual team members. Better performance frequently results in increased production, which can have a significant effect on the entire organization. The team members are informed of the techniques and tools they can employ to monitor their output and evaluate their progress while developing SMART goals. In addition to routine progress meetings, data are also gathered to track and evaluate team productivity. By using this objective measurement, the team members are given unbiased feedback and assistance to support them in achieving their objectives.
- **PMS creates transparency:** Transparency means providing clarity and understanding regarding job related work so that each member knows what is expected out of them. It implies outlining the procedure as far in advance as possible, to build a performance management system that values transparency. Give the team a well-defined structure and show them how to succeed by demonstrating how to prepare and how to reach a successful conclusion. To get workers invested in the performance management process, be explicit about

the reasons behind it. Describe how team objectives and individual successes contribute to corporate excellence, and make every effort to be as open and honest as possible about any prospective incentives or advancements that might arise.

- PMS plans for improvement: Employees who use continuous performance management may easily comprehend how they are doing at all times. They can better set goals and make future plans as a result of having a better understanding of how to manage themselves at work. Managers that successfully implement a performance management programme are also better able to plan for future development. As a manager, in order to allocate resources in a way that maximizes productivity, performance management provides a much stronger vision of how the team is progressing.
- PMS helps in recognizing talent: Every phase of a successful performance management system includes recognition. PMS assists managers in recognizing team members based on monitoring at the conclusion of projects, or when they reach significant milestones. Managers may schedule bonus and incentives at the precise time they will have the greatest impact because this approach provides clear insight into the action plans and SMART goals of team members. Rewards and recognition are not limited to monetary rewards. Public praise and additional benefits can make team members feel valued, promote outstanding work, and increase employee retention.
- PMS strengthens leadership quality: Leadership development is a continuous activity in the best performance management programmes. As the team develops its SMART goals, team members can position themselves as possible leaders. During frequent conversations with team members, managers can spot leadership attributes. They can provide team members the freedom to take care of projects or enroll in training courses in order to grow as leaders. Team members are inspired to give their best effort when assistance and feedback are provided throughout the process, resulting in personal fulfilment and favorable outcomes for the business.

## CONCLUSION

This paper enriches the understanding on the how Performance Management System embraces team element in itself for the achievement of organizational objectives. It creates a common ground for understanding the complex function of the PMS and accomplishes the objective of enumerating the factors that influences the functioning of a team, i.e., team dynamics while functioning under the system of Performance Management. The paper also brings out the subtle differences between the concepts of being a team and being a group as is generally assumed to be one and the same. In the last, the paper lists a number of points which enumerates that by using PMS, a team can improve its productivity and thereby contribute better to the organizational goals.

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