



UNIVERSITY OF RUHUNA
FACULTY OF MANAGEMENT AND FINANCE

No. of Pages : 02
No. of Questions: 05
Total Marks : 70

HRM31423 - Performance Management

Academic Year 2021/2022

BACHELOR OF BUSINESS ADMINISTRATION HONOURS DEGREE

3000 LEVEL FIRST SEMESTER END EXAMINATION - AUGUST/SEPTEMBER 2022

Three Hours

Instructions

- Answer all (05) questions.

Question 01

- a. Distinguish the term performance management from performance appraisal.
(Marks 04)
- b. Briefly explain the purposes of performance management.
(Marks 04)
- c. "A poorly implemented performance management system may negatively influence on both employees and the organization."
Elaborate the above statement with appropriate examples.
(Marks 06)
(Total Marks 14)

Question 02

- a. Assume that you are assigned a duty of developing a results-based performance evaluation system. Describe how you perform this duty.
(Marks 06)
- b. Define comparative and absolute performance measurement systems and compare advantages and disadvantages of those two performance measurement systems.
(Marks 08)
(Total Marks 14)

Question 03

- a. Briefly explain the purposes of providing feedback for employees in an organization.
(Marks 04)
- b. "Managers are not comfortable in providing negative feedback for employees."
Do you agree with the above statement? Give reasons for your answer.
(Marks 04)

- c. "360-degree feedback is known as an effective mechanism of managing employee performance. However, still there are significant critiques of this multi rater feedback system."

Discuss the above statement.

(Marks 06)

(Total Marks 14)

Question 04

- a. Communication plan is the important first step in implementing a performance management system in an organization. What are the cognitive biases that affect communication effectiveness?

(Marks 03)

- b. How does an organization minimize the effects of cognitive biases?

(Marks 05)

- c. Briefly explain the types of teams and their implications for performance management with relevant examples.

(Marks 06)

(Total Marks 14)

Question 05

Write short notes on any four (04) of the following

- a. Job description
- b. Unintentional rater errors
- c. Characteristics of a performance appraisal form
- d. Importance of documenting employee performance
- e. Defensive behavior of employees in performance review meetings
- f. Employee developmental activities

(3.5 Marks each)

(Total Marks 14)

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