



UNIVERSITY OF RUHUNA
FACULTY OF MANAGEMENT AND FINANCE

No. of Pages : 03
No. of Questions: 06
Total Marks :70

BACHELOR OF BUSINESS ADMINISTRATION HONOURS DEGREE

Three Hours

3000 LEVEL FIRST SEMESTER END EXAMINATION - AUG/SEP 2023

HRM 31423 -Performance Management

Academic Year 2022/2023

Instructions

- The Question Paper contains (Six) 06 questions.
- Answer only five (5) Questions

Question 01

I. Define performance management.

(Marks 02)

II. Outline the benefits that managers and individuals can derive from the implementation of a performance management system within an organization.

(Marks 06)

III. 'Performance management practice is underpinned and explained by theories'.

Explain your opinion in relation to the applicability of the Expectancy theory for influencing job performance?

(Marks 06)

(Total marks 14)

Question 02

I. What is the performance management cycle, and what are its phases?

(Marks 02)

II. How does the process of performance planning contribute to aligning individual goals with organizational objectives?

(Marks 06)

III. Assume that you are the appointed officer for measuring employee performance in an organization. You are required to address the employees on the topic of 'Purposes of Performance Review'. Present your speech highlighting major points.

(Marks 06)

(Total marks 14)

Question 03

I. "Performance is a multidimensional construct, the measurement of which varied depending on a variety of factors". Explain the above statement with appropriate examples.

(Marks 05)

II. . Categorize the comparative and absolute performance measurement techniques and explain at least one method from each category.

(Marks 05)

III. What is performance feedback, and explain guidelines for providing performance feedback?

(Marks 04)

(Total marks 14)

Question 04

I. Explain how the learning and growth perspective of the Balanced Scorecard can be integrated into performance management for employee development

(Marks 07)

II. 'Measuring organizational performance refers to the process of evaluating and assessing how effectively an organization is achieving its goals and objectives'.

Discuss the strategic approach to managing organizational performance.

(Marks 07)

(Total marks 14)

Question 05

I. 'Key Performance Indicators (KPIs) provide a quantifiable way to evaluate whether an organization is achieving its strategic objectives and targets'. Explain the common Key Performance Indicators (KPIs) that can be used to measure organizational performance.

(Marks 07)

II. 'Performance Management Development Program serves as a strategic tool for enhancing organizational performance'.

Discuss the stages of a performance management development program.

(Marks 07)

(Total marks 14)

Question 06

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

- a. Difference between Training and Coaching
- b. Benefits of 360-degree feedback system
- c. Role of line managers in evaluating performance
- d. New trends in employee performance management
- e. Performance management learning programs
- f. Types of measures for team performance

(Each carries 3.5 marks)
