



UNIVERSITY OF RUHUNA

FACULTY OF MANAGEMENT AND FINANCE

Bachelor of Business Administration Degree 3000 Level 1st Semester End Examination
(November/ December 2021)

Academic Year 2020/ 2021

HRM 31423: Performance Management

Duration: Three hours

Total Marks: 70

Instructions

The question paper contains six (06) questions.

Answer five (05) questions including question number one (01) .

1. Read the case titled “Performance appraisal system of Testa Private Limited ” and answer the questions given below .

Testa Private Limited manufactures a wide range of automotive components. It has a workforce of 2,000, including 300 supervisors and executives. Performance appraisal is conducted by their respective superiors annually. The parameters used for performance appraisal are sense of responsibility, superior’s dependability on subordinates, initiative, regularity and punctuality, community activity and potential for development to take higher positions. All these factors are given equal weightage. The performance appraisal system has three objectives: to grant annual increment, to determine promotability and to assess training needs.

Last year, some supervisors and executives were not given any increment because as per performance appraisal their total scores were below standard. The overall low scores were due to community activity and the potential for development given equal weightage along with other factors. On the stoppage of annual increment the aggrieved supervisors and executives represented their case to the Managing Director of the company and contended that the entire performance appraisal system was faulty. They were very much against the inclusion of community activity and potential for development in the performance appraisal meant for giving pay raise. They argued all aggrieved supervisors and executives should be given regular annual increments and time bound promotions. They argued that such a system would be more objective fair and free from an undue biases.

- I. Assuming you are Human resource manager of Testa Private Limited, how will you defend the existing performance appraisal system of the company? Will you like to incorporate changes, If any What would be the changes and why?

(06 Marks)

- II. Should there be separate appraisal criteria for appraising supervisors and executives? If yes where are such differences needed? Explain

(04 Marks)

- III. What action should be taken to the representation made by aggrieved supervisors and executives?

(04 Marks)

(Total Marks 14)

2).

- I. Describe the steps in performance management process

(06 Marks)

- II. Distinguish between performance appraisal and performance management

(04 Marks)

- III. Performance management is a key to organizational success. Do you agree? Explain briefly

(04 Marks)

(Total Marks 14)

3).

- I. "Poor performance is best seen as a problem in which the employer and management are both accountable". Discuss

(07 Marks)

- II. Explain the five basic steps followed by a manager to eliminate employees' poor performance.

(07 Marks)

(Total Marks 14)

4) .

I. "As some organizations have been restructured to compete more effectively and efficiently, they have turned to teams as a better way to use employee talents". Discuss this statement focusing on factors affecting for High-Performing Teams
(08 Marks)

II. Explain the difficulties in team performance management rather than individual employee performance management?
(06 Marks)
(Total Marks 14)

5) .

I. "Performance management systems have a critical role in translating strategy into action" Explain this statement.
(05 Marks)

II. Differentiate between the trait, behavioral, and results-based performance appraisal systems providing an example where each would be most applicable.
(05 Marks)

III. Describe the advantages and disadvantages of 360 degree performance appraisal system
(04 Marks)
(Total Marks 14)

6). Write short notes on the **four (04)** of the followings.

- I. Job Analysis
- II. Management by objectives
- III. Importance of Performance Coaching
- IV. Major components of a performance appraisal form
- V. Task Performance and Contextual performance

(3.5 *4= Total Marks 14)

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