



UNIVERSITY OF RUHUNA
FACULTY OF MANAGEMENT AND FINANCE

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

BACHELOR OF BUSINESS ADMINISTRATION HONOURS DEGREE

3000 LEVEL FIRST SEMESTER END EXAMINATION - AUG/SEP 2025

Three Hours

HRM 31423 - Performance Management

Academic Year 2024/2025

Instructions

- ➡ Answer all the questions.

Question One

- I. "Performance management in organizations is a continuous, systematic process designed to improve employee and organizational effectiveness". Explain the above statement.
(06 Marks)
- II. List and briefly discuss four main purposes of a performance management system.
(08 Marks)
(Total Marks 14)

Question Two

Asiri Electronics has employed 50 sales representatives across Sri Lanka. Management has noticed that although total sales revenue is high, customer complaints about late deliveries and poor after-sales service have increased. The HR department now wants to revise the performance measurement approach to address these issues.

- I. Identify at least three performance measures that could be used to evaluate sales representatives in this situation.
(03 Marks)
- II. Explain how relying only on sales revenue as a measure may create performance gaps.
(03 Marks)
- III. Suggest one non-financial KPI that could improve customer satisfaction.
(02 Marks)
- IV. List and describe three best practices of Continuous Performance Management (CPM).
(06 Marks)
(Total Marks 14)

Question Three

- I. Using Tuckman's Model, briefly describe the five stages of team development.
(06 Marks)
- II. Discuss four key factors that contribute to team effectiveness. For each factor, provide a brief example of how it is demonstrated in a high-performing team.

(08 Marks)
(Total Marks 14)

Question Four

- I. "Measuring expatriates' performance is one of the key challenges faced by HR managers in multinational enterprises (MNEs)."

List and explain the key factors that influence expatriates' performance.

(06 Marks)

- II. Apollo is a multinational enterprise (MNE) headquartered in the United Kingdom (UK), with a subsidiary operating in India. Three months ago, a UK national was assigned to work at the Indian subsidiary as the Production Manager. The HR Manager is now considering implementing a performance evaluation mechanism for this expatriate. You are requested advise him on the following aspects related to managing the expatriate's performance.
 - What performance criteria would you use?
 - Who should conduct the performance appraisal?
 - Should standardized or customized appraisal forms be used?
 - What should be the frequency of appraisal?

(08 Marks)
(Total Marks 14)

Question Five

"Effective performance management begins with an HR manager who possesses key skills—including coaching, accurate documentation, insightful feedback delivery, and the ability to lead purposeful performance review discussions."

- I. Discuss the essential factors to consider when providing effective performance feedback to employees?
(07 Marks)
- II. Elaborate on a coaching process that you would recommend for enhancing employee performance within an organizational context.

(07 Marks)
(Total Marks 14)

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