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**THE OPEN UNIVERSITY OF SRI LANKA  
FACULTY OF MANAGEMENT STUDIES  
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT  
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT  
FINAL EXAMINATION- SEPTEMBER,2020  
PERFORMANCE MANAGEMENT MCP2338/MSP9338**



**DATE : 13<sup>th</sup> September 2020**

**TIME : 9.30 am -12.30 pm**

**ANSWER ONLY FOR FIVE QUESTIONS. EACH QUESTION CARRY EQUAL MARKS.**

1. "Force distribution" is used in some of private sector organizations in Sri Lanka to manage performance ratings. However, there is a school of thought that force distribution (Bell Curve adjustments) tend to demotivate high performing employees in organizations.  
  
Citing appropriate practical examples discuss advantages and disadvantages above method.
2. In a perfect world, all employees use performance appraisal systems with clear goals, fair appraisals, and useful coaching. However, there is a greater possibility of rating errors to occur by appraisers. What actions could be taken to mitigate rating errors in organization? Explain.
3. "If you are the in charge of HR process in an organization, you have a greater responsibility of linking existing performance management system to potential ratings, reward, training, and succession planning". Do you agree? Explain with examples.
4. The issue of dealing with poor performers is one that we come across in both public and private sector. Explain how you formulate an effective strategy to manage poor performers in an organization?
5. "Coaching can be used to enhance the effectiveness of existing Performance management system". Explain how coaching can be introduced as a process in following situations?
  - (a) Year End Performance Review Interview
  - (b) Handling employees' performance grievances
6. "Effective setting of organizational objectives and cascading it up to individual level is paramount important in any organization". How would you use company "strategic initiatives" and "coming year growth forecast" to set departmental and individual objectives? Explain

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