THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
MASTER OF BUSINESS ADMINISTARTION IN HUMAN RESOURCE MANAGEMENT
FINAL EXMAINATION (ONLINE) – OCTOBER 2021
MCP2338/MSP9338/HRP9338-PERFORMANCE MANAGEMENT

DATE: 23rd October 2021   **TIME: 9.30a.m-12. 30p.m**

Instructions.
Time given for answering and uploading the answer scripts is three (03) hours.
Answer only three (03) questions including question number 01.

Q1: Mr. Amarapala is successfully operating two manufacturing plants for producing Garments for local retail market. His company has a workforce of 1,200 employees including executives, workers, and sales staff. At the last Board meeting, top management has decided to absorb two new leaders for both plants and Mr. Amarapala will operate as the Group chairman.

They were able to appoint two new industry experienced professionals as their new CEOs with the support of external recruitment Agency. However, the top management has lucidly noticed that two CEOs' management styles are completely different from one to another.

One CEO operated with a set of leadership styles that led to long term sustained performance and objective oriented management. After 6 months period he was able to create a high-performance culture for 600 employees in his plant.

The other CEO has operated from a set of short-term leadership styles which includes commanding and creating a demotivating climate.

The first CEO was able to deliver strong performance culture while achieving greater customer service, minimum employee turnover, profits, and greater productivity levels. But other plant could not achieve any of top management desires.

Q1.   (a) Assume that the Group chairman has decided to invite you to become Director HR for both plants. How would you use your knowledge and skills in Performance Management and Coaching to make a profound and satisfactory overall change by giving especial attention to the 2nd plant?   (30marks)

      (b) What are the challenges you may have to face when you attempt to hire right people for the key positions in an organization?   (10 marks)

Q2.   Mr. Mahinda Perera has his own sub-contracting plant. His plant is giving a service of assembling machines for large scale machinery manufacturer in Sri Lanka. His plant operates with 80 staff members including two managers,8 executives and 70 workers. He has started his company 3 years ago, and all management and HR practices were introduced as per his own accord. He strongly believes that good HR practices could make a profound change of overall productivity of the company.

As an initial step he is keen to introduce formal appraisal system to capture vital attributes such as quality, quantity, attendance, and punctuality of the workers. Meanwhile he prefers to introduce an objective oriented appraisal system for all executive staff.

1. Propose a suitable performance appraisal system for executives?   (18 marks)
2. Discuss most appropriate appraisal criteria for workers and design a formal appraisal format for them?   (12 marks)

Q3.   Research shows that previous systems, such as yearly appraisals, are outdated and can even serve to decrease employee engagement and motivation. In light of this, more companies are turning to performance management than ever before.

(a) Outline and explain the steps you would follow to establish a systematic performance management system in an organization.   (20 marks)

(b) "During the Covid-19 Pandemic situation most of the organizations irrespective of having or not having performance management systems are facing difficulties to meet expected performance standards" As a HR professional critically comment on the above statement.

(10 marks)

Q4.

(a) Discuss the role of mentoring in career development.   (10 marks)

(b) "Career Management is a responsibility of both individual employee and the organization".
Critically comment on this statement.   (10 marks)

(c) Describe the process involved in nurturing a culture-based performance management.
(10 marks)

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