



031

**THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT PROGRAM
FINAL EXAMINATION-OCTOBER 2022
MCP2338/MSP9338/HRP9338- PERFORMANCE MANAGEMENT
DURATION: THREE (03) HOURS**

Date: 16.10.2022

Time:9.30am-12.30pm

Instructions:

Answer any five questions. All questions carry equal marks (20) marks.

1. Assume that you have been invited by a medium scale organization to review its Performance Management System which has been introduced by a HR consultant. Prepare a comprehensive action plan to identify all aspects of the said Performance Management System and its' gaps of delivering desired results.
2. Explain the role of Head/HR in identifying and taking most appropriate actions on weak performance of employees.
3. Preparation of both Superior and Subordinate in year-end performance review is highly important. If you are performing as a manager, you must prepare to manage your subordinates at the same time you need to give attention of preparing for your own review with your superior. Explain how you would plan and prepare for both occasions?
4. "Bell Curve-based performance rating adjustment in performance management was initiated by Jack Welsh in General Electric and it was a great success. However, most of the international companies have later realized that Bell curve adjustment process could not provide expected results".
Critically analyze the above statement highlighting the weaknesses of Bell Curve -based performance rating adjustment.
5. Most of well managed organizations tend to seek new interventions in existing performance management systems. How do you justify and recommend using the coaching process to optimize the organizational overall performances.
6. As you are aware, any organization could enhance performances by introducing KPI (Key Performance Indicators) based performance management system. Explain overall process of introducing KPIs from organizational level to individual level by citing appropriate examples?

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