



THE OPEN UNIVERSITY OF SRI LANKA
BACHELOR OF MANAGEMENT STUDIES PROGRAMME
LEVEL 06-2005/2006
FINAL EXAMINATION 2006
MOTIVATION AND PERFORMANCE APPRAISAL IN ORGANIZATIONS-
MCU 4211/MCU 4222
DURATION: THREE (03) HOURS

DATE: 25.06.2006

TIME: 1.30 p.m. - 4.30 p.m.

Instructions: Answer any five (05) questions.

01. Douglas McGregor, explaining the reasons for managers' resistance to conventional appraisal systems in his land mark article "**An uneasy look at performance appraisal**" first published in 1957 says "*Managers are uncomfortable when they are put in the position of 'playing God'*"
Do you think this statement is applicable to understand Managers' resistance to conventional appraisal in the context of modern organizations? Explain your answer.
- (20 Marks)
02. "In order to operationalize the concepts of instrumentality and valence, supervisors must make sure that positively valent rewards are associated with good job performance, and that their employees perceive that connection."
Critically analyze this statement in the light of the Valence, Instrumentality, Expectancy (VIE) Theory of Motivation. Give a practical example to elaborate your answer.
- (20 Marks)
03. What are the important elements to be considered in formulating a performance appraisal method for a manufacturing organization? Explain with examples.
- (20 Marks)

04. "There is a critical need for remunerative justice in organizations. Performance appraisal-whatever its practical flaws-is the only process available to help achieve fair, decent and consistent reward outcomes."

Do you agree with the above statement? Why or Why not? Justify your answer using appropriate theoretical arguments as well as practical examples.

(20 Marks)

- 05 According to McClelland (1951) 'as motive increases in intensity it first leads to an increase in the efficiency of instrumental activity and then to a decrease. There is a certain optimum level of motive intensity, a level of 'creative anxiety', which leads to maximum problem-solving efficiency. The theoretical problems still unsolved are what this area of optimum intensity is and why higher intensities lead to inefficiency.

Explain the possible reasons as to why performance decreases under very high levels of motivation based on research evidence.

(20 Marks)

- 06 "The core job characteristic of '*autonomy*' causes the critical psychological state of "*experience responsibility for outcomes of the work*" thereby resulting in "*high internal work motivation*"

Critically analyze the above statement highlighting the role of individual differences in job designing.

(20 Marks)

- 07 Write short notes on;

- a) Mathew Effect
- b) MBO Method of Appraisal
- c) Perceptual Error

(20 Marks)

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