



THE OPEN UNIVERSITY OF SRI LANKA  
 BACHELOR OF MANAGEMENT STUDIES DEGREE PROGRAMME  
 LEVEL 06  
 FINAL EXAMINATION -2007  
**MCU 4211 - MOTIVATION AND PERFORMANCE APPRAISAL IN ORGANIZATIONS**  
 DURATION: THREE (03) HOURS

**DATE: 14.07.2007**

**TIME: 1.30 pm to 4.30 pm**

**ANSWER ANY FIVE (5) QUESTIONS**  
**ALL QUESTIONS CARRY EQUAL MARKS.**

- 1 a) "Maslow's Need Hierarchy Theory implies that basic human needs are arranged in a fixed order". Critically analyze this statement. Use examples.
- b) Do you think that this theory can be successfully applied to motivate the employees in Sri Lankan business organizations? What are the difficulties that management might face when applying this theory in their business decision making?
2. "Research studies have proved that performance has been decreased even under very high level of motivation". Express your ideas about this statement.
3. a) What do you mean by the term 'performance appraisal'?
- b) Discuss the importance of a performance appraisal programme for an organization.
4. "Design of work is very important for the motivational purposes."
  - a) Do you agree with this statement? Express your views using examples.
  - b) What are the task characteristics that create conditions for internal work motivation? Explain.
5. The Porter-Lawler model suggests that the relationship between performance and satisfaction is mediated by both intrinsic and extrinsic rewards and the perceived equity of those rewards.
  - a) Explain the above argument using an example.
  - b) Describe the administrative implications of the Porter-Lawler Model.
6. Explain using practical examples the main thoughts of Valence, Instrumentality and Expectancy (VIE) Theory of motivation.
7. a) What are the factors that have to be considered in using goal setting as a motivational technique? Explain with examples.
- b) Discuss the relationship between goal setting and the technique of Management by Objectives (MBO).

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