

**THE OPEN UNIVERSITY OF SRI LANKA**  
**BACHELOR OF MANAGEMENT STUDIES DEGREE PROGRAMME**  
**LEVEL – 06**  
**FINAL EXAMINATION - 2009**  
**MOTIVATION AND PERFORMANCE APPRIASAL**  
**IN ORGANIZATIONS - MCU 4211**  
**DURATION: THREE (03) HOURS**



**DATE: 02.05.2010**

**TIME: 9.30am to 12.30pm**

*Answer any Five (05) questions.*  
*All questions carry equal marks.*

- (1) Analysis the implications of VIE theory in designing reward systems in organization from the point of practicing managers. (20 Marks)
- (2) “Goal-Setting may not be a motivational technique that works but may be the major mechanism by which other incentives affect motivation”  
Do you agree with this statement? Explain using examples. (20 Marks)
- (3) “Job design changes are more likely to affect the instrumentality of good performance than to affect the expectancy that effort will lead to performance”. Critically analyse the above statement. (20 Marks)
- (4) (a) “Responsibility of HRM rests with every manager in an organization”.  
Explain the role of line managers in planning and setting performance standards. (10 Marks)
- (b) Discuss the ways in which performance standards are expressed and the ways in which you could monitor and verify performance. (10 Marks)
- (5) “We may conclude that the core job characteristic of autonomy causes the critical psychological state of experienced responsibility for outcomes of the work to increase thereby resulting in high internal work motivation”.  
Explain the above statement using practical examples to illustrate your answer. (20 Marks)
- (6) Write short notes on any (03) three of the following. (20 Marks)
- (a) Rating scale
- (b) Managing Poor performance
- (c) Essay methods
- (d) Management by Objectives (MBO) (20 Marks)