



**THE OPEN UNIVERSITY OF SRI LANKA**  
**BACHELOR OF MANAGEMENT STUDIES DEGREE PROGRAMME - LEVEL 6**  
**MCU 4211 – MOTIVATION AND PERFORMANCE APPRAISAL IN**  
**ORGANIZATIONS**  
**FINAL EXAMINATION – 2012**

DURATION: THREE (03) HOURS

Date: 11.03.2012

Time: 9.30am – 12.30pm

**Instructions:** Answer any **Five (05)** questions

1. Compare and contrast Maslow's Hierarchy of Needs Theory with Herzberg's Two Factor theory of motivation and briefly discuss the implementation issues of these theories in Sri Lankan organizations. (20 marks)
2. "It is possible to drive people towards higher effort through intrinsic rewards than extrinsic rewards". Do you agree with this statement? Justify your answer. (20 marks)
3. I. What is meant by the term 'performance appraisal'? (06 marks)  
 II. Explain the necessity of a performance appraisal programme for an organization in the present competitive business environment. (14 marks)
4. "Some research studies have shown that even under very high levels of employee motivation, performance may be decreased". Discuss the possible reasons as to why performance may decrease under very high levels of motivation. Elaborate your answer with practical examples. (20 marks)
5. Discuss with practical examples, why individual differences must be taken into consideration when designing jobs with a view to motivating employees (20 Marks)
6. I. What are the job characteristics that create conditions for high internal motivation? (08 marks)  
 II. Giving examples where necessary, discuss how these factors create high internal motivation. (12 marks)