

THE OPEN UNIVERSITY OF SRI LANKA
BACHELOR OF MANAGEMENT STUDIES DEGREE PROGRAMME - LEVEL 6
MCU 4211 – MOTIVATION AND PERFORMANCE APPRAISAL IN
ORGANIZATIONS
FINAL EXAMINATION – 2013



DURATION : THREE (03) HOURS

Date :21.07.2013

Time :.9.30am – 12.30pm

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

1. Discuss the practical validity of Maslow's Hierarchy of Needs Theory in motivating non-managerial level and managerial level employees in Sri Lankan business organizations. Elaborate your answer with suitable examples. (20 marks)
2. "When operationalizing the concepts of 'instrumentality' and 'valence', managers must make sure that positively valence rewards are associated with good job performance, and that their employees perceive that connection".
Critically analyze this statement in the light of Valence, Instrumentality, Expectancy (VIE) Theory of Motivation. Elaborate your answer with practical examples. (20 marks)
3. "Factors considered in job designing in an organization directly affects its employee motivation".
What are the factors to be considered in job designing in an organization? Explain using suitable examples. (20 marks)
4. As a middle level manager of a manufacturing organization, explain how you would conduct a performance appraisal in an effective manner. Elaborate your answer with practical examples. (20 marks)
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 equity of those rewards.
 - I. Explain the above argument using an example. (10 marks)
 - II. Describe the administrative implications of the Porter – Lawler Model (10 marks)
6. "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)

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