



Date: 30th January 2011

Time: 9.30am-12.30pm

Answer any five (05) questions. Each answer carries 20 marks. Illegible handwriting will cause loss of marks.

1. Given the expectation that performance management should contribute towards achieving strategic goals of an organization, outline the main thrusts of performance management and explain how the thrust areas should be approached by HR professionals.
2. What are the benefits of performance management? Explain how job design and performance measurement could benefit both the employee as well as the employer.
3. Describe the current performance management system in your organisation in relation to aspects of employee sourcing and placement, performance appraisal, employee competency building and development and motivating and rewarding. If you were to improve the existing performance management system, what areas you will emphasise and why?
4. Evaluate the applicability and validity of Trait approach, Behavioural approach and Results approach in measuring performance in contemporary organizations. Use relevant examples from industry to support your answer.
5. Explain the nexus between performance management and HRD and discuss the implications of lack of fit between the performance management system and the HRD system using examples from Sri Lankan organizations.
6. Outline the process of preparing an effective communication plan to implement a Performance Management System across a group of companies. What role do HR professionals play in this regard?
7. What relationship exists between business strategy and performance management system of an organization? Discuss the implications of a lack of fit between business strategy and the performance management system.
8. How important are intrinsic and extrinsic rewards in motivating employees? In a high performance work culture what values influences employee rewarding and how do those values determine the nature of rewards?
9. Distinct HR competencies as well as HR management systems influence the competitive advantage of a firm. Discuss using relevant examples from the west (US and Europe) as well as east (Japan, China, Korea, India etc.) how globally competitive firms achieve and sustain HR competency based competitive advantage.