



UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Postgraduate & Mid-Career Development Unit

Master of Business Administration in HRM (Semester III-Second half) Examination

July, 2017

MBAHR 618 – Performance Management

Three (03) Hours

Instructions

- The examination is made up of seven (07) questions.
 - Question No. 01 is compulsory.
 - You are supposed to answer only five (05) questions including Question No. 1. Each question is worth twenty (20) marks.
 - Total marks for this paper is 100.
 - You are responsible for clear and legible writing.
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1. **Read the following case and answer the questions that are given at the end of the case.**

“Everyday Performance Management” at Green Food

Agricultural producer and distributor, Green Food, which has one of the world’s most respected management teams, took an approach it called “Everyday Performance Management” as its response to the problems with their annual performance management approach.

Green Food’s senior HR and management team wanted to improve the performance management processes as part of the work on its corporate initiatives: the firm wanted to reinforce what was already a strong culture of valuing employees, it wanted to help employees respond better to rapid changes in the operating environment, increasing ability to learn on the job, and to reduce organizational complexity.

The HR team used employee engagement surveys, historical performance management surveys, and interviews with employees, managers, and leaders globally to understand the current state of performance management.

When surveyed about the Everyday Performance Management approach:

- 69% of Green Food employees reported receiving useful development feedback, and
- 70% indicated feeling valued due to on-going performance discussions with their manager.

The team in charge of the initiative also received a lot of positive qualitative feedback from managers themselves, including:

- “The simplified process made things much easier so we could spend more time on the things that mattered.”
- “I am having more candid discussions during the year, focusing on accomplishments and future plans.”
- “This process has given me more time to spend talking with my people rather than do paperwork.”

i. Critically discuss the effectiveness of “Everyday Performance Management” approach introduced by the company.

(10 Marks)

ii. Assume that you a management consultant in Sri Lanka. Would you propose this approach to the organizations in the same industry in Sri Lanka? Elaborate your answer.

(10 Marks)

(Total 20 marks)

2. “Performance management (PM) as practiced today incorporates processes such as management by objectives (MBO) and performance appraisal (PA) that were first developed some time ago. However, its overall approach is significantly different.” Do you agree with this statement? Elaborate your answer with appropriate examples.

(20 Marks)

3. Assume that you are a human resource executive in a reputed service organization in Sri Lanka. The top management is concerned about the poorly designed performance management system of the organization. You have been asked to prepare a proposal to assist the top management in developing an effective performance management system for the organization. What should this proposal contain? Elaborate your answer with appropriate examples.

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4. "High performance work systems (HPWS) are concerned with how human resource management (HRM) can be used to improve performance in manufacturing or service organizations with various kinds of employees. However, managers in Sri Lankan organizations need to customize HPWS to their specific industry and occupational conditions." Discuss with appropriate examples.

(20 Marks)

5. "Many of the academics and writers have expressed a negative view on performance management based on the argument that it fails to achieve its purpose largely because it fails to recognize the complexity of the process." What can managers in the Sri Lankan organizations do to address the issues in performance management? Discuss with appropriate examples where necessary.

(20 Marks)

6. "Modern teams are not hierarchical; they do not rely solely on job titles or even skill sets to define roles and responsibilities but demand high levels of responsibility and emotional intelligence to work well. In a complex world in which alliances, collaboration, mergers and multidisciplinary, new methods are needed to develop, manage and measure the performance of the whole team, not just that of the individual members." Discuss the challenges of measuring team performance in the organizations in Sri Lanka. Provide examples where necessary.

(20 Marks)

7. "Performance management is concerned with under-performers, but it does this positively by providing the means for people to improve their performance or make better use of their abilities." Discuss what needs to be done by the manager or the individual in a business organization to deal with situations in which performance is not at the expected level. Provide appropriate examples where necessary.

(20 Marks)