



FINAL EXAMINATION

**BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)
BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)
HUMAN RESOURCE MANAGEMENT**

COURSE : PERFORMANCE MANAGEMENT

COURSE CODE : HRM3183/HRM3043

DURATION : 3 HOURS

INSTRUCTIONS TO CANDIDATES:

1. This question paper consists of **TWO (2)** parts : PART A (4 questions)
: PART B (3 questions)
2. Answer ALL questions from Part A and Part B.
3. Please check to make sure that this examination pack consists of:
 - i. The Question Paper
 - ii. An Answer Booklet
4. Do not bring any material into the examination hall.
5. Please write your answer using permanent ink.

MYKAD/ PASSPORT NO. : _____
ID. NO. : _____
LECTURER : _____
SECTION : _____

DO NOT OPEN THIS QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO

This question paper consists of 3 printed pages including the front page

PART A: STRUCTURED

Instruction: Answer ALL questions.

1. There are two main approaches used to determine an employee's overall performance score which are the **judgmental strategy** and the **mechanical strategy**. Differentiate between these two strategies. (10 marks)
2. Analyse **FIVE (5)** types of formal meetings conducted between supervisors and subordinates as part of the performance management system. (10 marks)
3. In implementing the performance management system, pilot testing is conducted to test a version of the entire system. Determine **FIVE (5)** benefits of pilot testing. (10 marks)
4. Cognitive biases are pervasive and can easily affect the communication plan. Identify **FIVE (5)** ways to minimize their negative impact, and gain support for the system. (10 marks)

(TOTAL: 40 MARKS)

PART B: ESSAY

Instruction: Answer ALL questions.

1. A 360-degree feedback system gathers performance information from individuals around the employee. Assess **FIVE (5)** benefits of this system.
(20 marks)
2. Coaching is a continuous process in which managers actively engage with employees to support and improve their performance. Explain the **FIVE (5)** steps involved in conducting effective coaching by using a diagram to illustrate the process.
(20 marks)
3. Contingent pay links employee rewards directly to performance outcomes. Evaluate **FIVE (5)** reasons why organizations implement contingent pay as part of their reward management strategy.
(20 marks)

(TOTAL: 60 MARKS)

(TOTAL: 100 MARKS)

END OF QUESTION PAPER

