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DECEMBER 2025/SET B/HRM3183/HRM3043



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

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PART A: STRUCTURED

Instruction: Answer ALL questions.

1. Self-appraisals are a structured evaluation process in which employees assess and reflect on their own job performance, achievements, strengths, weaknesses, and development needs within a specific appraisal period. Analyse **FOUR (4)** strategies that organizations can implement to improve the quality of employee self-appraisals.

(10 marks)

2. Determine **FOUR (4)** strategies to manage disagreement across different appraisal source.

(10 marks)

3. An organization plans to implement an online Performance Management system (PMS) to improve efficiency, transparency, and employee engagement. Classify **FIVE (5)** online implementation tools on how the organization can enhance the effectiveness of a Performance Management System (PMS).

(10 marks)

4. An organization intends to shift from a traditional paper-based Performance Management System (PMS) to a digital online platform. Differentiate **THREE (3)** advantages and **TWO (2)** potential disadvantages of online implementation in order maximize benefits while minimizing risks during PMS implementation.

(10 marks)

(TOTAL: 40 MARKS)

PART B: ESSAY

Instruction: Answer ALL questions.

1. Direct supervisors play a critical role in ensuring the effectiveness of performance management and employee development within an organization. Evaluate **FIVE (5)** roles of the direct supervisor in enhancing performance management and employee development.
(20 marks)
2. Employee termination is a sensitive and high-risk managerial decision that may expose an organization to legal, ethical, and reputational consequences if mishandled. Interpret **FIVE (5)** major pitfalls in the employee termination process.
(20 marks)
3. Contingent pay (CP), or pay-for-performance systems, are designed to link employee rewards directly to performance outcomes. However, poorly designed contingent rewards systems may create unintended organizational problems. Assess **FIVE (5)** major problems associated with contingent pay in pay-for-performance schemes.
(20 marks)

(TOTAL: 60 MARKS)

(TOTAL: 100 MARKS)

END OF QUESTION PAPER

