

**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. Appraisal forms are an important tools in the performance management process. Without them, organizations would lack a formal and consistent method for evaluating employee performance. Examine **FIVE (5)** major components of an appraisal form.
(10 marks)
 2. Determine **FOUR (4)** strategies that organization can use to manage disagreement arising from different performance appraisal sources.
(10 marks)
 3. Evaluate **FIVE (5)** content areas that should be included in rater training programs.
(10 marks)
 4. Distinguish **FIVE (5)** types of unintentional rating errors that may occur during performance appraisal process.
(10 marks)
- (TOTAL: 40 MARKS)

PART B: ESSAY

Instruction: Answer ALL questions.

1. As organizations allocate substantial resources toward workforce development initiatives, it is essential to determine whether these activities effectively contribute to employee and organization success. Assess **FIVE (5)** developmental activities that can be implemented to improve employee performance.
(20 marks)
2. The effectiveness of coaching largely depends on the behaviors exhibited by managers when guiding and supporting their employees. Interpret **FIVE (5)** coaching behaviors that manager should demonstrate in enhancing employee performance, commitment and professional growth within the organization.
(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. Criticise **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

