



Institute of Human Resource Advancement (IHRA)

University of Colombo, Sri Lanka

Master in Human Resource Management

4th Semester Repeat Examination

(Held in March/April 2023)

MHRM14 –Performance Management and Career Development

Instructions to the Candidates

- (1) This paper consists of six (06) questions and three (03) pages.
- (2) Answer only five (05) questions.
- (3) Time allocated for the examination is three (03) hours.
- (4) Write your Index Number on all pages of answer scripts.
- (5) If a page or a part of this question paper is not printed, please inform the Supervisor immediately.

1.

- i. Briefly explain the key considerations in designing a performance management system in an organization.
(06 Marks)
- ii. Explain the concept of SMART goals.
(06 Marks)
- iii. Discuss four (04) benefits of an effective performance management system of an organization.
(08 Marks)

(Total: 20 marks)

2. New QT is a manufacturing plant with staff strength of 2000. In every year the company recruits about 100 staff members. The current performance appraisal system of the company uses a rating scale to evaluate the staff. The performance ratings of the overall staff are lower than the previous year. In last year the company had a drop in its revenue, because of less number of items produced in the production department. This is due to the low performance of some of the key positions in the production department. As the HR Manager at New QT, you are assigned to resolve the above problem.

- i. Discuss four (04) possible reasons for the underperformance in the production department of New QT.
(07 Marks)
- ii. Suggest any recommendation(s) to manage the underperformance situations at New QT with logical reasoning.
(07 Marks)
- iii. Explain the key considerations in designing a Performance Management System in an organization.
(06 Marks)

(Total: 20 marks)

3.

- i. It is important to say that the employees should take the responsibility of their careers. Discuss the role of the employee in his or her career management process.

(06 Marks)

- ii. Discuss the role of a line manager in employee performance management, highlighting at least three (03) factors.

(06 Marks)

- iii. Explain any two (02) of the following:

- (a) Ethical principles of performance
- (b) Coaching staff
- (c) Skills for performance managers
- (d) Key Performance Indicators (KPIs)

(08 Marks)

(Total: 20 marks)

4.

- i. Explain the importance of career management in an organization, highlighting the effect of poor career management on organizational development.

(06 Marks)

- ii. Career development is the process by which employees progress through a series of stages. Explain the four (04) stages of career management.

(08 Marks)

- iii. Discuss how the performance management process supports the talent management process in an organization.

(06 Marks)

(Total: 20 marks)

5.

i. Briefly explain three (03) career development activities used in an organization.
(06 Marks)

ii. Explain the self-assessment component in the career management process with relevant examples.
(08 Marks)

iii. Discuss how the career motivation helps individuals to succeed in their career management.
(06 Marks)

(Total: 20 marks)

6. 360-degree feedback allows organizations to use multiple raters to provide feedback on performance of an employee. The feedback is often used as a benchmark within the employee's development plan.

i. Explain four (04) benefits of using the 360-degree feedback model on employee performance evaluation by an organization.
(08 Marks)

ii. Briefly explain three (03) factors leading to a successful 360-degree feedback model.
(06 Marks)

iii. Briefly explain three (03) characteristics of a high-performance culture in an organization.
(06 Marks)

(Total: 20 marks)
