BRAINWARE UNIVERSITY

Term End Examination 2021 - 22
Programme – Master of Business Administration
Course Name – Performance Management System
Course Code - HR304
(Semester III)

Time : 1 Hr.15 Min.

Full Marks : 60

[The figure in the margin indicates full marks.]

Group-A

(Multiple Choice Type Question)   1 x 60=60

Choose the correct alternative from the following :

(1) All of the following are reasons for appraising an employee's performance EXCEPT _
a) assisting with career planning
b) correcting any work-related deficiencies
c) creating an organizational strategy map
d) determining appropriate salary and bonuses

(2) Performance management is viewed as a process carried out as a(n)
a) once a week
b) once a month
c) twice a Year
d) on-going process

(3) Aligning and evaluating employee's performance with company's set goals is called
a) performance alignment
b) performance management
c) performance control
d) performance design

(4) Steps involves in employer's movement for performance management is
a) total quality
b) appraisal issues
c) strategic planning
d) all of these

(5) Which of the following is an alternate term used for performance appraisal?
a) Quality and quantity of output
b) Job knowledge
c) Employee assessment
d) None of these

(6) What is linked with performance appraisal?
a) Job Design
b) Development
c) Job analysis
d) None of these

(7) Which of the following option is a component of remuneration?
a) Fringe Benefits
b) Commitment
c) External equity
d) Motivation

(8) Performance management combines performance appraisal with _____ to ensure that employee performance is supportive of corporate goals.

a) Goal setting

b) Incentive system

c) Training

d) All of these

(9) Which of these options are the activities that constitute the core of performance management?

a) Performance interview

b) Archiving performance data

c) Use of appraisal data

d) All of these

(10) 'what people believe that they can or cannot do powerfully impacts on their performance' – this is underlying in

a) Goal Setting theory

b) Social cognitive theory

c) Control theory

d) Social Learning theory

(11) Performance management values are based on

a) Theoretical principles

b) Ethical principles

c) Social theory principles

d) None of these

(12) While managing the performance of teams and individuals, we consider

a) Behaviour only

b) Results only

c) Either behaviour or results

d) Both behaviour or results

(13) Cultural considerations when developing and implementing performance management aims

a) high degree of fit between the performance management processes and the corporate culture

b) low degree of fit between the performance management processes and the corporate culture

c) high degree of fit between the organizational processes and the corporate culture

d) Low degree of fit between the organization processes and the corporate culture

(14) _____ is a continuous process of identifying, measuring and developing performance in organisations by linking each individual's performance and objectives to the organisation's overall mission and goals.

a) Strategic planning

b) Reward system

c) Organizational planning

d) Performance management

(15) The _____ purpose of PM systems is to furnish valid and useful information for making employment decisions, including salary adjustments, promotions and terminations.

a) Strategic

b) Information

c) Administrative

d) developmental

(16) Rearrange the steps involved in the management by objective process. A. Setting the performance standard for the subordinates B. Establishing new goals and new strategies C. The actual level of goal attainment D. Establish the goals

a) ABCD

b) DCBA

c) BCDA

d) DACB

(17) Match the following objectives and functions: I. Functional A. Union - Management Relations II. Organisational B. Compensation III. Societal C. Employee Relations IV. Personal D. Assessment

a) I-D, II-C, III-A, IV-B

b) I-C, II-D, III-A, IV-B

c) I-B, II-C, III-D, IV-A

d) I-B, II-C, III-A, IV-D

(18) Information gained from the Organisational maintenance purpose of a PM system is us

ed for all of the following EXCEPT

a) Workforce planning

b) evaluating the effectiveness of job descriptions.

c) evaluating the effectiveness of HR programmes.

d) creating talent inventories.

(19) _____ is the personnel activity by means of which the enterprise determines the extent to which the employee is performing the job effectively.

a) Job evaluation

b) Work evaluation

c) Performance evaluation

d) None of these

(20) Performance management systems should be thorough, meaning that:

a) All employees should be evaluated

b) An employee's flaws should be discussed at length

c) The review should cover the entire review period.

d) Both All employees should be evaluated.and An employee's flaws should be discussed at length.

(21) Which of these is a major weakness of the forced distribution method?

a) Assumes that employee performance levels always conform to a normal distribution

b) Work is reliable

c) The error of central tendency

d) all of these

(22) _____ involves the perceived fairness of pay differentials

a) External equity

b) Individual equity

c) Internal equity

d) All of these

(23) Which of these is an advantage of the critical incidents methods while performing performance appraisal?

a) Minimize inventory costs

b) Negative incidents are generally more noticeable than positive ones

c) Evaluation is based on actual job behaviour

d) None of these

(24) Higher-level managers usually spend most of their time on these two management functions:

a) Planning and organizing

b) Leading and controlling

c) Leading and organizing

d) None of these

(25) Benefits of a good PM system can include

a) An effective HR Department

b) Focused development

c) Improved communication

d) Both Focused development and Improved communication

(26) Which method is used for evaluating the performance of executives or supervisory positions?

a) Psychological Appraisals

b) Assessment Centres

c) Behaviorally Anchored Rating Scales

d) 360-degree feedback

(27) Which theory concerns the use of objectives to manage performance?

a) Probability theory

b) Goal theory

c) Results theory

d) Outcomes theory

(28) Analyzers tend to emphasize both _____ and _____ employee extensive training programmes.

a) Skill building and skill acquisition

b) Current performance and past performance

c) Strategy and behaviour

d) None of these

(29) Performance Standards aims for

a) Communicate key performance factors and e xpectations.

b) Show distinctions in effectiveness levels

c) Provide a job-relevant basis for evaluating e mployees

d) All of these

(30) Which of the following is requisite for a typical succession planning?

a) Career counselling

b) Mentoring

c) Compensation plan

d) Promotion

(31) _____ refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants.

a) Selection

b) Training

c) Recruitments

d) Orientation

(32) Difficult performance management conversations focus on three main objectives. Choo se the item that does NOT belong

a) To correct performance, not to punish the per former

b) To protect the employee's rights

c) To protect you and the organization

d) To project manpower needs for the coming y ear

(33) Performance planning takes into account the activities EXCEPT

a) Clear objectives and performance standards are agreed

b) Methods of measuring performance

c) assessing levels of competence are agreed

d) none of these

(34) The performance planning discussion is focused primarily on

a) whether past objectives have been achieved and what future targets should be

b) consider the individual's development needs and ties in with training and other requireme nts necessary to help them achieve future obj ectives

c) both whether past objectives have been achie ved and what future targets should be and co nsider the individual's development needs an d ties in with training and other requirements necessary to help them achieve future objecti ves

d) none of these

(35) Performance management focuses on

a) future performance planning and improveme nt and personal development

b) retrospective performance appraisal

c) Both future performance planning and impro vement and personal development and retros pective performance appraisal

d) none of these

(36) The expected results of an employee will be defined within the framework of

a) organizational function

b) role profile

c) organizational goal

d) all of these

(37) Performance Management aims

a) The activity where a line manager sets object ives for his/her staff

b) To develop punitive steps to address poor pe rformance

c) To ensure all stakeholder requirements will be met

d) To comply with the requirements of HR

(38) Benefits of a good PM system can include:

a) An effective HR Department

b) Reduced labour costs

c) Improved pay

d) Focused development

(39) Planning of Performance requires

a) Translating the job description into objectives and measures

b) Assessing your culture

c) Setting aligned KPA's and Objectives

d) None of these

(40) Maintaining performance includes

a) Checking up staff to ensure they perform optimally

b) Provide coaching and training where gaps exist

c) Disciplining poor performance

d) Both Provide coaching and training where gaps exist and Disciplining poor performance

(41) The HR department conducts performance appraisals, develops the appraisal tools, and monitors the appraisal system.

a) Completely true

b) Partially true

c) None of these

(42) Mentoring can be seen as

a) A trusting relationship and focus on the holistic development and growth of a person

b) Questions about life, work and beliefs

c) A very formal relationship

d) Job observation

(43) Performance-based rewards should

a) be based on what the company has budgeted for

b) be based on stretch targets

c) be kept confidential

d) both be based on stretch targets and be kept confidential

(44) When supervisors and managers challenge people to question their assumptions about the work and consider better ways of doing it, they rely on which set of managerial skills?

a) Encouraging innovative thinking

b) External monitoring

c) Empowering

d) Developing

(45) 'Performance appraisals assume that the employee understood what his or her performance standards were' - the statement is

a) correct

b) incorrect

c) neither correct nor incorrect

d) all of these

(46) It is most important that supervisors who choose management by objectives as a performance appraisal tool use _____

a) computerized notes

b) SMART goals

c) graphic rating scales

d) none of these

(47) _____ is an objective assessment of an individual's performance against well-defined benchmarks.

a) Performance Appraisal

b) HR Planning

c) Information for goal identification

d) None of these

(48) Which of the following best describes a behaviorally anchored rating scale?

a) chart of paired subordinates ranked in order of performance

b) combination of narrative critical incidents and quantified performance scales

c) diary of positive and negative examples of a subordinate's work performance

d) predetermined percentages of subordinates in various performance categories

(49) Advantage of 'BARS' system is

a) simple to use

b) avoids central tendency and biases

c) ends up with predetermined rating figures

d) providing behavioral anchors

(50) An advantage of 'critical incident method' is

a) simple to use

b) avoids central tendency and biases

c) The respondents are not forced into any framework

d) providing behavioral anchors

(51) A problem occurs when supervisor might rate all employees 'high' or 'low' is called

a) lenient/strict tendency

b) biasing tendency

c) central tendency

d) different tendencies

(52) When the focus of the evaluation is on facts and not on traits, it is known as _____ evaluation.

a) objective

b) subjective

c) performance

d) career

(53) The purpose of the Behaviourally Anchored Rating Scale (BARS) is to

a) evaluate a good or bad performance

b) define job

c) improve inter-personal relationship skills

d) None of these

(54) Which of the following is an essential prerequisite of MBO?

a) Joint goal-setting

b) Mid-term review

c) Developing reviews

d) all of these

(55) When each job is individually compared with every other in the organization, it is called

a) Ranking method

b) Factor comparison method

c) Paired comparison method

d) Point ranking method

(56) Type of central tendency error occurs while appraising performance, when employee's rating falls at higher side of scale is classified as

a) strictness error

b) Leniency Error

c) Halo Effect

d) Contrast Error

(57) Graphic rating scale and checklist are classified as method of

a) behavioral methods

b) category rating methods

c) comparative methods

d) Narrative methods

(58) Which importance is emphasized by the reinforcement and expectancy theory?

a) Person actually experiencing award

b) Seeking to restore equalit

c) Holding identical jobs in the organisation

d) None of these

(59) Which of the following is the most essential requirement for an effective points-based rating system?

a) Close coordination between the management and the HR department

b) Comprehensive, dependable and consistent information

c) Impartiality in evaluation

d) None of these

(60) Performance appraisal measurement error, in which prejudices of rater distort results of

rating is classified as

a) rater bias

b) halo effect

c) contrast error

d) sampling error