



BRAINWARE UNIVERSITY
Term End Examination 2020 - 21
Programme – Master of Business Administration
Course Name – Performance Management System
Course Code - HR304

Semester / Year - Semester III

Time allotted : 75 Minutes

Full Marks : 60

[The figure in the margin indicates full marks. Candidates are required to give their answers in their own words as far as practicable.]

Group-A

(Multiple Choice Type Question)

1 x 60=60

1. *(Answer any Sixty)*

(i) Which of these is the main purpose of employee assessment?

- | | |
|-------------------------------|----------------------------------|
| a) Making correct decisions | b) To effect promotions based on |
| c) Establish job expectations | d) Job Evaluation |

(ii) How performance appraisal can contribute to a firm's competitive advantage?

- | | |
|------------------------------|--|
| a) Ensures legal compliances | b) Minimizing job dissatisfaction and turnover |
| c) Improves performance | d) All of these |

(iii) Steps involves in employer's movement for performance management is

- | | |
|-----------------------|---------------------|
| a) total quality | b) appraisal issues |
| c) strategic planning | d) all of these |

(iv) What is linked with performance appraisal?

- | | |
|-----------------|------------------|
| a) Job Design | b) Development |
| c) Job analysis | d) None of these |

(v) Successful defenders use performance appraisal for identifying

- | | |
|-------------------|------------------|
| a) Staffing needs | b) Job behaviour |
|-------------------|------------------|

(xiii) Which of these is a consequence of pay dissatisfaction?

- a) Strikes
- b) Grievances
- c) Turnover
- d) Job dissatisfaction

(xiv) Income protection programmes include:

- a) Medical insurance
- b) Pension plan
- c) Social security
- d) All of these

(xv) _____ is given to employees in exchange for work performed, and it focuses on positions and duties, rather than on an individual's contribution.

- a) Contingent pay
- b) Base pay
- c) Cost of living adjustment
- d) Short term incentive

(xvi) 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

(xvii) The focuses of psychological appraisals are on _____.

- a) Future potential
- b) Actual performance
- c) Past performance
- d) None of these

(xviii) What does the Delphi technique use to do the forecasting?

- a) Personal needs
- b) Organizational needs
- c) Social needs
- d) All of these

(xix) 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

(xx) Online and face to face feedback about goal's progress is

a) direction sharing

b) goal alignment

c) ongoing performance monitoring

d) ongoing feedback

(xxi) An evaluation process of employee's performance, in comparison to set standards is called

a) performance appraisal

b) performance design

c) performance management

d) counselling

(xxii) PM system information is necessary for the implementation of which of the following HR function(s)?

a) Workforce planning

b) Training

c) Recruitment and selection

d) All these

(xxiii) Which company first developed the 360-degree system of appraisal?

a) Wipro in 1990

b) Godrej Soaps in 1991

c) General Electric, US in 1992

d) None of these

(xxiv) 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

(xxv) Planning of Performance requires:

a) Translating the job description into objectives and measures

b) Setting aligned KPA's and Objectives

c) Defining a development plan for employees

d) Both Setting aligned KPA's and Objectives and Defining a development

plan for employees

(xxvi) 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

(xxvii) 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

(xxviii) 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

(xxix) Performance information is used for

- a) decision-making
- b) setting organizational goals
- c) job evaluation
- d) none of these

(xxx) Employers generally use feedback to

- a) Employee development
- b) avoid central tendency and biases
- c) rank someone
- d) hire the employee

(xxxii) 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

(xxxii) SMART criteria of an objective indicate

- a) specific, measurable, achievable, rational and time bound
- b) specific, measurable, attainable, realistic and time bound
- c) specific, measurable, admissible, realistic and time bound
- d) systematic, measurable, attainable, realistic and time bound

(xxxiii) Performance Management aims

- a) The activity where a line manager sets objectives for his/her staff
- b) To develop punitive steps to address poor performance
- c) To ensure all stakeholder requirements will be met
- d) To comply with the requirements of HR

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

- a) An effective HR Department
- b) Reduced labour costs
- c) Improved pay
- d) Focused development

(xxxv) 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

(xxxvi) A Manager at the first level of management is known as a

- a) Top Executive
- b) Middle manager
- c) Assembly- line worker
- d) Supervisor

(xxxvii) '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

(xxxviii) Which of the following enables supervisors to oversee the amount of computerized data an employee is processing each day?

- a) computerized performance appraisal system
- b) online management assessment centre
- c) digitized high-performance work centre
- d) electronic performance monitoring system

(xxxix) Performance appraisal measurement method by which behavior of employees are assessed instead of all other characteristics is classified as

- a) behavioral rating approach
- b) management by objectives
- c) combination method
- d) critical incident method

(xl) Which performance appraisal tool is being used when a supervisor places predetermined percentage of ratees into various performance categories?

- a) behaviorally anchored rating scale
- b) graphic ranking scale
- c) alternation ranking
- d) forced distribution

(xli) 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

(xlii) The disadvantage of 'forced distribution method' is

- a) difficult to develop
- b) cause of disagreements
- c) time consuming
- d) ranking is based on employer's cutoff points

(xlili) 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

(xliv) 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

(xlv) 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

(xlvi) The disadvantage of graphic rating scale is

- a) the halo effect
- b) central tendency
- c) bias
- d) all of these

(xlvii) Shyam, the supervisor of the manufacturing department at a computer firm, is in the process of evaluating his staff's performance. He has determined that 15% of the group will be identified as high performers, 20% as above average performers, 30% as average performers, 20% as below average performers, and 15% as poor performers. Which performance appraisal tool has he chosen to use?

- a) behaviorally anchored rating scale
- b) management by objectives
- c) forced distribution
- d) alternation ranking

(xlviii) Forced distribution refers to an appraisal method, which ___

- a) is based on progress made toward the accomplishment of measurable goals
- b) combines the benefits of narratives, critical incidents, and quantified scales by assigning scale points with specific examples of good or poor performance
- c) requires that the supervisor keep a log of positive and negative examples of a subordinate's work-related behavior
- d) requires a supervisor to evaluate performance by assigning predetermined percentages of those being rated into performance categories

(xlix) With the _____ method, the supervisor keeps a log of positive

and negative examples of a subordinate's work-related behavior

- a) alternation ranking
- b) forced distribution
- c) narrative forms
- d) critical incident

(l) All of the following are advantages of using the critical incident method for appraising performance except that ___

- a) it provides examples of good performance
- b) it does not include a numerical rating
- c) provides examples of poor performance
- d) it reflects performance from throughout the appraisal period

(li) The first step in developing a behaviorally anchored rating scale is to

- a) develop performance dimensions
- b) generate critical incidents
- c) reallocate incidents
- d) scale incidents

(lii) The methodology of 360-degree takes on the order of

- a) Data processing - Rating-- Feedback - Action
- b) Rating - Data processing – Feedback - Action
- c) Feedback – Rating - Data processing –Action
- d) Rating- Feedback - Data processing – Action

(liii) Resolving conflict between reviewers and the people they review' is a problem of

- a) Performance management
- b) Performance system
- c) Performance review
- d) Performance standard

(liv) You are conducting an appraisal interview with an employee whose performance is satisfactory but for whom promotion is not possible. Which incentive listed below would most likely be the LEAST effective option for maintaining satisfactory performance in this situation?

- a) time off
- b) small bonus

c) compliments

d) professional development

(lv) Which of the following terms refers to the process of allowing subordinates to rate their supervisor's performance anonymously?

a) supplemental evaluation

b) upward feedback

c) downward feedback

d) peer evaluation

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

a) HR Planning

b) Information for goal identification

c) Performance Appraisal

d) None of these

(lvii) What is the alternate name for incentives?

a) Gratuity

b) Paid holidays

c) Payment by results

d) Bonus

(lviii) Jay is a conscientious employee, but he is viewed by most of his co-workers as unfriendly. Jason's supervisor rates him low on the traits "gets along well with others" and "quality of work." Which of the following problems has most likely affected Jason's performance appraisal?

a) central tendency

b) leniency

c) stereotyping

d) halo effect

(lix) The goal of pre-retirement educational programs is to

a) Improve job satisfaction

b) Increase employee commitment

c) Minimize medical claims from retirees

d) Ease the transition from working life to retirement

(lx) Organizations put maximum effort in measuring performance of organizational people because

a) It makes procedures cost effective

b) It helps in detecting the problems

c) It assists in implementing new

d) It leads to product innovation

technology