

MOCK MCQ TEST

**SUBJECT: PERFORMANCE
MANAGEMENT (PM)
PAPER CODE: MS 237**

DELHI INSTITUTE OF ADVANCED STUDIES

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1. Which of these is an issue while designing an appraisal programme?

- a) Quality
- b) What methods of appraisal are to be used
- c) Quantity
- d) Cost of effectiveness

2. Rearrange the steps in appraisal process.

- A. Objectives of performance appraisal
- B. Establish job expectations
- C. Design in appraisal programme
- D. Performance Management
- E. Appraise performance
- F. Performance interview
- G. Archive appraisal data
- H. Use appraisal data for appropriate purposes

- a) DCHGFABE
- b) HGFEDBCA
- c) ABCFGHDE
- d) ABCDEFGH

3. Match the following components of remuneration with their inclusions –

- I. Fringe Benefits ----- A. Stock option
- II. Job Context ----- B. Challenging job responsibilities
- III. Perquisites ----- C. Group Plans
- IV. Incentives ----- D. Medical Care

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

4. 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 the above

5. Which factors lower the accuracy rate of the rater?
- The rater is aware of personal biases and is willing to take action to minimise their effect
 - Performance factors are properly defined
 - The rater has documented behaviours to improve the recall
 - The rater is unable to express himself or herself honestly and unambiguously
6. Which of the following is the easiest and most popular technique for appraising employee performance?
- Alternation ranking
 - Graphic rating scale
 - Likert
 - MBO
7. Which of the following, if true, best supports the argument that a graphic rating scale is the most appropriate performance appraisal tool for Suzanne to use?
- The firm wants Suzanne to evaluate her subordinates on an ongoing basis and to keep a log of critical incidents.
 - Employees in Suzanne's department who are categorized in the bottom 10% of the firm's employees will be immediately dismissed.
 - Suzanne wants to ensure that the firm is protected from employee discrimination lawsuits, so she has conducted a job analysis of each position.
 - Suzanne wants a quantitative rating of each employee based on competencies important to the firm, such as problem-solving skills.
8. Which of the following is NOT a characteristic of the critical incident method for performance appraisal?
- providing examples of excellent work performance
 - comparing and ranking employees within a group
 - connecting specific incidents with performance goals
 - reflecting performance throughout the appraisal period
9. Which of the following would most likely result in a legally questionable appraisal process?
- conducting a job analysis to establish performance standards
 - basing appraisals on subjective supervisory observations
 - administering and scoring appraisals in a standardized fashion
 - using job performance dimensions that are too clearly defined
10. Who is in the best position to observe and evaluate an employee's performance for the purposes of a performance appraisal?
- peers
 - customers
 - top management
 - immediate supervisor

11. Which component of performance management refers to communicating a firm's higher-level goals throughout the organization and then translating them into departmental and individual goals?
- a) role clarification
 - b) goal alignment
 - c) performance monitoring
 - d) direction sharing
12. Willingness, capacity & opportunity to perform are said to be:
- a) Performance outcomes
 - b) Determinants of performance
 - c) Performance appraisals
 - d) Types of performance standards
13. One of the major barriers to career advancement experiencing by working ladies is;
- a) Difficulty in balancing work and family life
 - b) Top management is usually male oriented
 - c) Lack of educational opportunities
 - d) Common perception that woman cannot be better boss
14. Mr. Ahmed is a cashier and he feels dissatisfied at work. What best justifies this situation?
- a) His job may not be structured to suit his preferences
 - b) It involves physical toughness
 - c) It requires mental toughness
 - d) It involves too much customer interaction
15. Standards are established to:
- a) Achieve desired outcomes
 - b) Meet legal compliance
 - c) Achieve competitive advantage
 - d) Promote goodwill in MARKET
16. Designing a job according to the worker's physical strength and ability is known as
- (a) Ergonomics
 - (b) Task assortment
 - (c) Job autonomy
 - (d) None of the above
17. Which of the following is not a component of job design?
- (a) Job enrichment
 - (b) Job rotation
 - (c) Job reengineering
 - (d) Job outsourcing
18. Moving employees from one job to another in a predetermined way is call

- (a) Job rotation
- (b) Job reengineering
- (c) Work mapping
- (d) Job enrichment

19. Stress that result in negative energy and decreases performance and health.

- (a) Distress
- (b) Worries
- (c) Burnout
- (d) Eustress

20. A non-stress prone person who is relaxed, agreeable and easy going.

- a) Type A
- (b) Type B personality
- (c) Pessimist
- (d) Stressors

21. The problem with self-ratings is that:

- (a) Supervisors rate employees too highly.
- (b) Supervisors accentuate differences and rigidify positions.
- (c) Employees rate themselves higher than do supervisors.
- (d) All the above.

22. A person who looks at the positive aspects of every situation.

- (a) Optimist
- (b) Pessimist
- (c) Type A personality
- (d) Type B personality

23. A mentally or emotionally disquieting response to a difficult condition or situation.

- (a) Stress
- (b) Worries
- (c) Burnout
- (d) Eustress

24. To be effective a point based rating systems require:

- (a) Close management control
- (b) Comprehensive, reliable and consistent information
- (c) Objectivity in assessments
- (d) 360% assessments

25. Which of the following are guidelines for drafting and maintaining a good job description?

- (a) Indicating the scope and nature of the work and all important relationships
- (b) Indicating the work and duties of the position
- (c) Explaining the supervisory responsibility to the individuals
- (d) All the above

26. One of the main reasons for the negative attitude of employees towards performance appraisal is:

- (a) It is associated with pay
- (b) It gives away how bad they are
- (c) It tends to become subjective because of poor implementation
- (d) It is not useful for any other organizational activity

27. The 'coaching of employees' does not include:

- (a) planning
- (b) preparation
- (c) follow-up
- (d) compensating employees

28. Supratim has been promoted to the post of an Area Sales Manager just last week but finds himself lacking in some areas. His performance can be improved by

- (a) Reprimanding him
- (b) Training him
- (c) Linking his pay to performance
- (d) Providing him with an assistant

29. Counseling the employees for second careers inside the firm is an example of

- (a) phased retirement
- (b) preretirement counseling
- (c) honoring experience
- (d) modifying selection procedure

30. What do performance appraisals measure?

- (a) generic dimensions of performance
- (b) performance of actual duties
- (c) employee competency
- (d) All the above

31. Mentoring is very useful when the mentors work for

- (a) same department
- (b) different department
- (c) informal training
- (d) formal training

32. Competency Mapping includes mapping the employee with respect to his/her:

- (a) Traits
- (b) Self-Concept
- (c) Skills and Knowledge.
- (d) All the above

33. _____ is a process with the help of which the employer, or the human resource team decides, that where would a person work best, as per his aptitude and temperament.

- (a) Training
- (b) Performance Appraisal
- (c) Competency Mapping
- (d) Performance Monitoring

34. In traditional focus, providing opportunities for learning is part of

- (a) training and development
- (b) performance appraisal
- (c) recruiting and placement
- (d) human resource planning

35. In career development focus, information about individual interests and preferences is part of

- (a) training and development
- (b) performance appraisal
- (c) recruiting and placement
- (d) human resource planning

36. Reasons for appraising a subordinate's performance includes

- a) Appraisals play an integral role in performance management.
- b) Appraisals play a part in the employer's salary raise decisions.
- c) The supervisor and the employee together develop a plan for correcting the employee's deficiencies.
- d) All of the above.

37. When employee's high expectations confront reality of boring job, it is called

- (a) promotions
- (b) transfers
- (c) reality shock
- (d) formal training

38. Strategy employees seek to interesting jobs and greater advancement opportunities is included in

- (a) promotions
- (b) transfers
- (c) reality shock
- (d) formal training

39. Participative set goals result in higher performance than assigned goals when

- a) participative set goals are more difficult
- b) assigned goals are more difficult
- c) the rewards are also higher
- d) participative set goals are used consistently

40 Direct non financial and financial payments received by employees for continuous work with company are classified as

- (a) benefits
- (b) stock ownership
- (c) loyalty scholarships
- (d) all of above

41. The mentoring by employees dealt with

- (a) longer span of time
- (b) shorter span of time
- (c) resetting salary schedules
- (d) self-managing teams

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42. In career development, providing individual development plans for employees is part of

- (a) individual role
- (b) manager role
- (c) employer role
- (d) line manager

43. Factors influencing bonuses

- (a) eligibility
- (b) fund size
- (c) individual performance
- (d) All of above

44. Which of the following terms refers to an appraisal that is too open to interpretation?

- (a) unclear standards
- (b) halo effects
- (c) strictness
- (d) biased

45. All of the following are considered best practices for administering fair performance appraisals EXCEPT

- (a) explaining how subordinates can improve their performance
- (b) clarifying in advance what the performance expectations are
- (c) basing the appraisal on observable job behaviors
- (d) using subjective performance data for appraisals

46. What usually occurs when employees rate themselves for performance appraisals?

- (a) Ratings are reliable but invalid.
- (b) Ratings are subject to halo effects.
- (c) Logrolling leads to unrealistic ratings.
- (d) Ratings are higher than when provided by supervisors.

47. Which of the following terms refers to the process of allowing subordinates to rate their supervisor's performance anonymously?

- (a) supplemental evaluation
- (b) downward feedback

- (c) upward feedback
- (d) peer evaluation

48. Which of the following terms refers to a performance appraisal based on surveys from peers, supervisors, subordinates, and customers?

- (a) 360-degree feedback
- (b) team appraisals
- (c) upward feedback
- (d) rating committee

49. When an employee's performance is so poor that a written warning is required, the warning should

- (a) identify the standards by which the employee is judged
- (b) provide examples of employees who met the standards
- (c) be mailed to the employee and to an EEOC representative
- (d) provide examples of times when the employee met the standards

50. When an employee's performance is so poor that a written warning is required, the warning should ___

- a) identify the standards by which the employee is judged
- b) provide examples of employees who met the standards
- c) provide examples of times when the employee did meet the standards
- d) be sent to the employee in question, to the manager's superior, and to the EEO office

51. Which component of performance management refers to communicating a firm's higher-level goals throughout the organization and then translating them into departmental and individual goals?

- (a) role clarification
- (b) goal alignment
- (c) performance monitoring
- (d) direction sharing

52. Rewards offered to labours involved in production, are categorized as:

- (a) Salary
- (b) Fringe benefits
- (c) Wage
- (d) Commission

53. One of the following is future oriented appraisal technique.

- (a) MBO
- (b) Rating scale
- (c) Checklist
- (d) BARS

54. Which of the following is not a major personnel selection method?

- (a) Focus groups

- (b) Biodata
- (c) Graphology
- (d) References

55. Supervisors' responsibilities toward employees EXCLUDE

- a) Giving employees clear instructions.
- b) Looking for problems and trying to correct them before employees' performances deteriorate further.
- c) Speaking up for employees' interests to top management.
- d) Being inaccessible to subordinates.

56. Which performance appraisal tool requires supervisors to categorize employees from best to worst on various traits?

- (a) digital dashboard
- (b) critical incident method
- (c) graphic rating scale
- (d) alternation ranking method

57. Which performance appraisal tool is being used when a supervisor places predetermined percentage of rates into various performance categories?

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

58. Supervisors should provide employees with feedback, development, and incentives necessary to help employees eliminate performance deficiencies or to continue to perform well.

- a) True
- b) False

59. Which of the following, if true, best supports the argument that a graphic rating scale is the most appropriate performance appraisal tool for Suzanne to use?

- (a) The firm wants Suzanne to evaluate her subordinates on an ongoing basis and to keep a log of critical incidents.
- (b) Employees in Suzanne's department who are categorized in the bottom 10% of the firm's employees will be immediately dismissed.
- (c) Suzanne wants to ensure that the firm is protected from employee discrimination lawsuits, so she has conducted a job analysis of each position.
- (d) Suzanne wants a quantitative rating of each employee based on competencies important to the firm, such as problem-solving skills.

60. All of the following are usually measured by a graphic rating scale EXCEPT

- (a) generic dimensions of performance
- (b) performance of 'actual duties
- (c) performance of co-workers

(d) achievement of Objectives

Answer Key

1	b	11	d	21	d	31	a	41	a	51	d
2	d	12	b	22	a	32	d	42	c	52	c
3	a	13	a	23	a	33	c	43	d	53	a
4	c	14	a	24	c	34	a	44	a	54	a
5	c	15	a	25	d	35	d	45	d	55	d
6	b	16	d	26	c	36	d	46	d	56	d
7	d	17	a	27	d	37	c	47	c	57	d
8	b	18	a	28	b	38	b	48	a	58	a
9	b	19	b	29	b	39	a	49	a	59	d
10	d	20	a	30	d	40	a	50	d	60	c

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