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IBPS SO HUMAN RESOURCE QUIZ – 9

Directions: Study the following questions carefully and answers the questions given below:

1. Which of the following is/are drawback/s of performance appraisal using a Confidential Report?

I. It is descriptive in nature.

II. It follows a subjective appraisal system.

III. There is no feedback offered to the employee.

IV. It is based on old data pertaining to past performance.

A. Only II and IV

B. Only II and III

C. Only II, III and IV

D. Only I, III and IV

E. All of the above

2. Which of the following /are advantage/s of performance appraisal using the essay method?

I. It can be used as only a standalone technique.

II. It provides a lot of information about the employee.

III. It gives a list of traits the employee is supposed to have.

A. Only I

B. Only II

C. Only II and III

D. Only I and III

E. None of the above

3. Which of the following is/are true of performance appraisal using the critical incident technique?

I. It is objective and avoids recency bias.

II. It is mostly used for evaluation of superiors more than peers or subordinates.

III. The recorded events comprise of major incidents during the period being considered.

A. Only I

B. Only III

C. Only I and II

D. Only II and III

E. All of the above

4. Which of the following is a limitation of the checklist method of performance appraisal?

I. It is a time consuming method.

II. It suffers from the halo effect (bias).

III. It is an expensive method.

IV. The weights assigned may be biased in favor of negative questions or vice versa.

A. Only II and III

B. Only I, III and IV

C. Only II, III and IV

D. Only I, II and III

E. All of the above

5. The full form of BARS (used in performance appraisal) is –

A. Behaviorally Anchored Ratings Scales

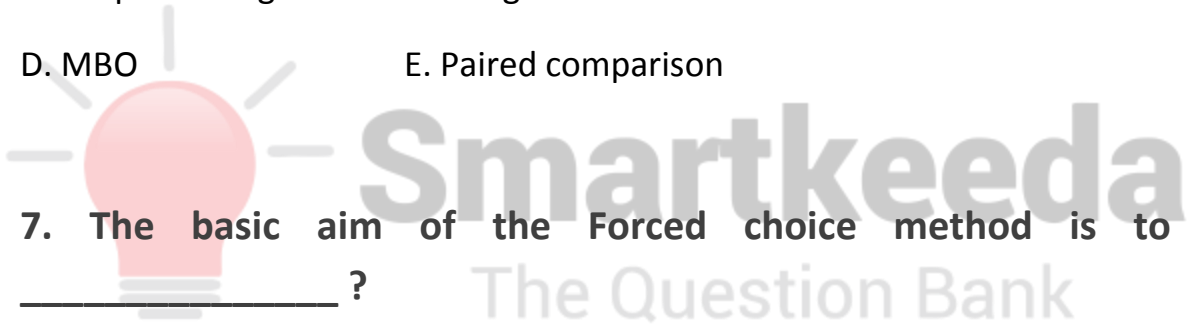
- B. Behavioral Arbitrary Ratings Subject
- C. Behavior Anomaly Records Standards
- D. Behavioral Anchor Rates Statistics
- E. Behaviorally Anchored Rated Score

6. The performance appraisal method which is a combination of the ratings scale and critical incident technique method is known as –

- A. Graphic rating scale B. Weighted checklist C. BARS
- D. MBO E. Paired comparison

7. The basic aim of the Forced choice method is to _____ ?

- A. It pools the thinking of people who use the scale as both evaluators and ones being evaluated.
- B. Ensure a lack of arbitrariness and following of procedure while evaluating.
- C. To eliminate bias and any preponderance of high ratings that might occur.
- D. Involve the employee being evaluated to set self defined targets.
- E. None of the above



8. Which of the following is the most important limitation of the forced choice method?

- A. The evaluator himself does not know how he has evaluated the worker.
- B. There is a lack of objectivity in the entire exercise.
- C. There is a lack of data in the process which makes it prone to opinions.
- D. It is highly complex and technical.
- E. None of the above

9. The process whereby the superior and subordinate managers of an organisation “jointly identify its common goals, define each individuals’ major areas of responsibility in terms of results expected of him and use these measures as guides for operating the unit and assessing the contributions of each of its members” is known as _____ ?

- A. Management by Outcomes
- B. Management by Goals
- C. Management by Objective
- D. Management by process
- E. None of the above

10. Which of the following is true about Management by Objective (MBO)?

- I. The goals are set in a top down manner.

II. It focuses mostly on goals that are achievable and the finite resources are utilized for the specified purposes.

III. The attention is more on how something is to be accomplished rather than what is to be accomplished.

A. Only I

B. Only II

C. Only I and III

D. Only II and III

E. All of the above



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Correct answers:

1	2	3	4	5	6	7	8	9	10
B	B	E	B	A	C	C	A	C	B

Explanations:

1.

Being descriptive is not a drawback. Also, there is no data used in a CR.

Thus, only II and III are correct.

Hence, option B is correct.

2.

The essay technique is a non quantitative technique used to express the positives and negatives of an employee. It is better when combined with the graphic rating scale. A lot of factors are considered while writing the essay and thus provides a lot of information on the employee.

I and III are incorrect while II is correct.

Hence, option B is correct.

3.

Critical incident technique is where the supervisor prepares a list of 'critical' incidents during a time period where the employee behaved either badly or was extremely good. Thus, a log is maintained which is then used to evaluate the employee at the end of the period. This method is objective

and takes into consideration all events, thus avoiding the recency bias. It is mostly used to evaluate superiors rather than peers or subordinates.

Hence, option E is correct.

4.

Checklist Method: A checklist represents, in its simplest form, a set of objectives or descriptive statements about the employee and his behaviour. If the rater believes strongly that the employee possesses a particular listed trait, he checks the item; otherwise, he leaves the item blank. A more recent variation of the checklist method is the weighted list. Under this, the value of each question may be weighted equally or certain questions may be weighted more heavily than others.

Limitations:

- The rater may be biased in distinguishing the positive and negative questions.
- He may assign biased weights to the questions.
- Another limitation could be that this method is expensive and time consuming.
- It becomes difficult for the manager to assemble, analyze and weigh a number of statements about the employee's characteristics, contributions and behaviours.

Hence, option B is correct.

5.

BARS stands for Behaviorally Anchored Ratings Scales and is one of the most widely used methods for appraising performance.

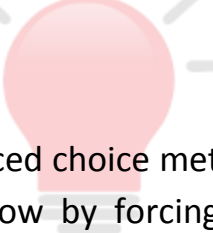
Hence, option A is correct.

6.

BARS or Behaviorally Anchored Ratings Scales is a combination of the ratings scale and critical incident technique.

Hence, option C is correct.

7.



Forced choice method is a method to avoid rating employees very high or low by forcing the supervisor to make a choice while evaluating an employee. This method makes use of several sets of pair phrases, two of which may be positive and two negative and the rater is asked to indicate which of the four phrases is the most and least descriptive of a worker.

Hence, option C is correct.

8.

The biggest flaw with the forced choice method is that employers are supposed to rank employees 'in the dark' and do not know how they have evaluated the workers. In this case, results may not be useful for training.

Hence, option A is correct.

9.

The concept of management by objectives is actually the outcome of the pioneering works of Drucker, McGregor and Odiorne in management science. Management by objectives can be described as “a process whereby the superior and subordinate managers of an organisation jointly identify its common goals, define each individuals’ major areas of responsibility in terms of results expected of him and use these measures as guides for operating the unit and assessing the contributions of each of its members”. MBO thus represents more than an evaluation programme and process.

Hence, option C is correct.

10.

Some features of MBO:

- I. MBO focuses on goals that are set together and not top down.
- II. The attention is on what must be accomplished (goals) rather than how it is to be accomplished (methods).
- III. The technique can be put to general use (non-specialist technique).
- IV. It is a systematic and rational technique that allows management to attain maximum results from available resources by focusing on achievable goals.
- V. It allows the subordinate plenty of room to make creative decisions on his own.



Hence, only II is correct.

Hence, option B is correct.





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