

<b>Assessment</b>
<b><i>Performance Management</i></b> <b><i>Fourth Edition</i></b>

The objectives of this book are:

- To discuss principles of performance appraisals
- To give tips for conducting an appraisal
- To discuss management leadership skills



## **Assessment Questions for Performance Management, Fourth Edition**

*Select the best response.*

1. During a performance appraisal, employees should be given the opportunity to give feedback on their relationship to their manager and to the organization.
  - A. True
  - B. False
2. Both participants should see a performance appraisal as a way to:
  - A. Discuss whether an employee is ready for more responsibility
  - B. Explore personal career goals
  - C. Agree upon training goals for the upcoming time period
  - D. All of the above
  - E. A and C
3. A manager should develop a sense of urgency in getting performance appraisals done.
  - A. True
  - B. False
4. It is appropriate for employees to request a performance appraisal when they want to:
  - A. Determine how well the manager thinks they are doing
  - B. Suggest changes in goals or standards
  - C. Explore their needs for personal development
  - D. All of the above
  - E. A and B
5. Performance appraisals create opportunities for improving procedures and productivity.
  - A. True
  - B. False

6. The best managers set specific standards without employee participation.
  - A. True
  - B. False
7. A complete goal statement includes:
  - A. Description of the conditions that will exist when the goal is accomplished
  - B. Deadline for accomplishing the goal
  - C. Resources the company will commit to achieve the goal
  - D. All of the above
  - E. A and B
8. Before a performance appraisal, workers should:
  - A. Have time to prepare
  - B. Understand the purpose of the appraisal
  - C. Know how the results will be used
  - D. All of the above
  - E. A and B
9. The manager should do most of the talking during a performance appraisal.
  - A. True
  - B. False
10. A good way to begin a performance appraisal is to:
  - A. Review problem areas
  - B. Highlight a specific positive achievement
  - C. Ask for employee questions
11. Managers must be committed to the goals of their organization in order to be helpful to employees or effective appraisers of performance.
  - A. True
  - B. False

12. Which of the following would probably discourage employees from discussing problem areas?
- A. “Your sales reports are excellent but never on time. Can you explain why?”
  - B. “Are you aware of the standards for quantity and quality we expect on this item?”
  - C. “You’ve let this project slide way behind schedule. How could you be so irresponsible?”
  - D. A and B
  - E. B and C
13. Managers should wait to comment on an employee’s performance until the regularly scheduled appraisal.
- A. True
  - B. False
14. Experts believe that at least 50% of employee performance problems occur because of:
- A. Poor organizational skills
  - B. Lack of employee training
  - C. Lack of feedback
15. Only the manager should have access to the written records of a performance appraisal.
- A. True
  - B. False
16. Reasons why an employee has been silent during an appraisal discussion might include:
- A. The employee feels the process is meaningless.
  - B. The employee is afraid to voice an opinion.
  - C. The employee is angry.
  - D. All of the above

17. Managers should structure the appraisal discussion based on their conclusions about the employee's performance.
- A. True
  - B. False
18. When closing the appraisal discussion, a manager should:
- A. Summarize what has been discussed and what agreements have been made
  - B. Reinforce commitments to future plans
  - C. Let disagreements slide; they will resolve themselves eventually
  - D. All of the above
  - E. A and B
19. In a performance appraisal, a manager should never let an employee forget that the manager is the one with the power.
- A. True
  - B. False
20. Which items should a manager consider when preparing for an appraisal discussion?
- A. The goals and standards for which the employee is accountable
  - B. The general tone of office politics surrounding the employee
  - C. New career opportunities for the employee
  - D. A and B
  - E. A and C
21. Management should always recognize genuine attempts to achieve.
- A. True
  - B. False
22. "If you are convinced the result can be improved, what steps would you take and when would you take them?" is an example of:
- A. A reflective question
  - B. A directive question

23. A standard describes a level of minimum acceptable performance that must be met consistently over time.
- A. True
  - B. False
24. The performance appraisal should include:
- A. Measurement of employee's performance against goals and standards
  - B. Establishment of goals for the next appraisal period
  - C. Reasonable plans to diminish the employee's personality flaws
  - D. All of the above
  - E. A and B
25. A directive question is sometimes used to:
- A. Challenge the other person to explore ideas
  - B. Start an appraisal discussion on a friendly note
  - C. Confirm understanding of what was said

## **Answer Key for Performance Management, Fourth Edition**

### ***Recommended response (Corresponding workbook page)***

1. A (3)	6. B (26)	11. A (14)	16. D (54)	21. A (20)
2. D (61)	7. D (25)	12. C (55)	17. A (43)	22. B (60)
3. A (6)	8. D (34)	13. B (9)	18. E (66)	23. A (26)
4. D (9)	9. B (51)	14. C (52)	19. B (56)	24. E (41)
5. A (7)	10. B (51)	15. B (71)	20. E (38-39)	25. A (60)