

# Performance Appraisal Methods Interview Questions And Answers Guide.



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# Performance Appraisal Methods Job Interview Preparation Guide.

## Question # 1

What is performance appraisal process?

### Answer:-

The performance appraisal process is construed as a function of 3 interacting systems: organizational context, the appraiser's information processing system, and the behavioral system of the appraisee. It is argued that aspects of each system constrain the ability of the appraisal process to produce accurate, unbiased, and reliable assessment of individual behavior and performance.

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## Question # 2

What are the characteristics of performance appraisal process?

### Answer:-

The following characteristics of the appraisal process are discussed:

- 1) Observation, reward opportunities, and systemic issues such as function and expectations within the context of the organization.
- 2) The appraiser's automatic attention processes, categorization and memory, and information search and recall.
- 3) Appraisee's automatic and controlled modes of behavior.

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## Question # 3

What is a performance appraisal method?

### Answer:-

The intention to find an optimal way of employee performance appraisal led to the development of a number of methods. Methods differ in terms of their laboriousness, time demands, costs and usability, e.g. for the purposes of reward of employees subject to the appraisal. A significant criterion for the distinction of methods and their suitability for specific situations is time or whether the method is aimed at the evaluating of work already carried out or the identification of future results.

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## Question # 4

What is the classification of employee performance appraisal methods based on the time factor?

### Answer:-

Three groups of methods may be distinguished according to the time horizon:

- \* Methods focusing on the past that are targeted at past events.
- \* Methods focusing on the present state that evaluate the current situation.
- \* Methods focusing on the future that are oriented towards future forecasts.

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## Question # 5

What are the classifications of employee performance appraisal methods according to foreign authors?

### Answer:-

Foreign specialists offer more types of method classification. Their classification is as follows:

- \* Traditional and modern methods.
- \* Objective methods or performance-oriented methods and judgmental methods.
- \* Scaling methods, narrative methods.
- \* Comparative, rating, narrative and behavioral methods.

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## Question # 6



What are the purposes of performance appraisal process?

**Answer:-**

The main purposes of employee assessment are as follows:

- \* Identify employees who are eligible for salary increase.
- \* Generate data to take personnel decisions such as promotion, transfer and lay-off or termination decision.
- \* Determine the training and development needs of the employees.
- \* Validate the selection process.
- \* To measure whether standards laid down has been achieved by the employees or not.
- \* Estimate the future requirement of work force.
- \* Helps to recognize potential of promising employees.
- \* Performance appraisal also helps in motivating employees by providing feed back about their level of performance.

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**Question # 7**

What are the methods of performance appraisal?

**Answer:-**

Methods of performance appraisal:

- \* Narratives:  
Critical Incidents
- \* Ranking Comparisons:  
Ranking Method And Paired comparisons
- \* Checklists:  
Simple-Weighted
- \* Rating Scales:  
Graphic Rating Scales-behaviorally And Anchored Rating Scales(BARS)
- \* Objective Measures:  
Goal Setting Standards
- \* 360-degree feedback

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**Question # 8**

What does essay appraisal method provide?

**Answer:-**

They provide an opportunity for supervisors to describe aspects of performance not thoroughly covered by an appraisal questionnaire.

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**Question # 9**

What is the disadvantage of the methods focusing on the past?

**Answer:-**

The disadvantage of this method is the impossibility of result alteration. Employee performance appraisal oriented towards the future focuses on future performance.

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**Question # 10**

What is critical incident appraisal method?

**Answer:-**

A performance appraisal in which the supervisor keeps a record of incidents that show positive and negative ways the employee has acted; the supervisor uses this record to assess the employee's performance.

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**Question # 11**

What is essay appraisal method?

**Answer:-**

Sometimes the supervisor must write a description of the employee's performance. The essay appraisal is often used along with other types of appraisals, notably graphic rating scales.

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**Question # 12**

What does a supervisor do to conduct a critical incident appraisal?

**Answer:-**

To conduct a critical-incident appraisal, the supervisor keeps a written record of incidents that show positive and negative ways in which the employee has acted.

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**Question # 13**

Give an example of ranking appraisal method?

**Answer:-**



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Example:

If there are ten employees the Best employee is given the first rank and the worst employee in the group is given the tenth rank.

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### **Question # 14**

What is ranking appraisal method?

**Answer:-**

It is the oldest and simplest method of performance appraisal. In this method the employee is ranked from the highest to the lowest or from best to the worst.

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### **Question # 15**

What is a checklist appraisal method?

**Answer:-**

The main purpose of this method is to reduce the evaluator's burden of rating the employee. In this method a dichotomous questionnaire (A question with two answer choices namely 'Yes' or 'No') is used. A rater is required to put a tick mark against the respective column.

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### **Question # 16**

What is the advantage of the methods focusing on the past?

**Answer:-**

Methods focusing on the past have the advantage of dealing with work already done and are therefore relatively measurable.

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### **Question # 17**

What is the disadvantage of essay appraisal method?

**Answer:-**

The disadvantage of this method is that their quality depends on the supervisor's writing skills.

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### **Question # 18**

Why is ranking method difficult to adopt?

**Answer:-**

Ranking appraisal method is difficult to adopt, in case of evaluating large number of employees.

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### **Question # 19**

What is paired comparison approach?

**Answer:-**

A performance appraisal that measures the relative performance of employees in a group. This is a method of performance evaluation that results in a rank ordering of employees to come up with a best employee. This type of approach measures the relative performance of employees in a group.

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### **Question # 20**

What is the disadvantage of checklist appraisal method?

**Answer:-**

Checklist appraisal method's questionnaire is prepared and scored by the HR department. The main disadvantage of checklist appraisal method is the rater is not given the flexibility to add or delete the statements.

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### **Question # 21**

What is graphic rating scale appraisal method?

**Answer:-**

A performance appraisal that rates the degree to which the employee has achieved various characteristics. The graphic rating scale is the most common type of appraisal used.

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### **Question # 22**

What are the characteristics of graphic rating scale?

**Answer:-**

Various characteristics such as job knowledge or punctuality are rated by the degree of achievement. The rate usually receives a score of 1 to 5, with 5 representing excellent performance.



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### **Question # 23**

What is the behaviorally anchored rating scale (BARS) appraisal method?

**Answer:-**

In this method the employee's behavior and performance dimensions are analyzed and used for evaluating the performance of the employee. The HR department is involved in the process of preparing the BARS. Based on the Employee's performance and behavior, employees are anchored in different slots of good, average and poor. The rater is required to give corresponding ratings to the employee.

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### **Question # 24**

What is management by objective (MBO)?

**Answer:-**

Philosophy of management that rates performance on the basis of employee achievement of goals set by mutual agreement of employee and manager. The appraisal is based on whether or not the employee has met his or her objectives.

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### **Question # 25**

What is 360 degree feedback effective for?

**Answer:-**

360 degree feedback is effective for career coaching and identifying strengths and weaknesses.

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### **Question # 26**

What is 360 degree feedback?

**Answer:-**

This multi-source feedback method provides a comprehensive perspective of employee performance by utilizing feedback from the full circle of people with whom the employee interacts:

- \* Supervisors
- \* Subordinates
- \* Co-workers

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### **Question # 27**

List some limitations of performance appraisal methods?

**Answer:-**

Here are some limitations of performance appraisal methods:

- \* Personal Bias
- \* Halo Effect
- \* Horn Effect
- \* Lack of Uniform Standards
- \* Appropriate Appraisal Technique
- \* Wrong Appraisal by Superior
- \* Stress on Individual and not on Performance
- \* Central Tendency
- \* Lack of Importance to Self-Development
- \* Lack of Communication and Participation with Employees
- \* Time-Consuming and Huge Paperwork

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### **Question # 28**

What is personal bias limitation?

**Answer:-**

The biggest limitation of performance appraisal is subjectivity. Due to human element in appraisal, there is always a fear of one's own opinion coming in the way of appraisal.

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### **Question # 29**

What is a horn effect limitation?

**Answer:-**

The tendency of a superior to rate a subordinate lower than his performance justifies due to some recent/earlier failures.

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### **Question # 30**

What is halo effect limitation?

**Answer:-**

The tendency of an individual to rate an employee consistently high due to some earlier good performance rather than his existing performance is called as carrying a halo around oneself.

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**Question # 31**

What is lack of uniform standards limitation?

**Answer:-**

The standards used by different departments in the organization may not be the same, hence, rating becomes unscientific and employees suffer. Some rates are too liberal while others are too strict causing lack of uniformity.

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**Question # 32**

What is a appropriate appraisal technique limitation?

**Answer:-**

Selection of appropriate appraisal technique is important to give the correct result. Some of the techniques are time-consuming and costly and so avoided. If wrong techniques are applied performance appraisal results may prove defective.

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**Question # 33**

What is wrong appraisal by superior?

**Answer:-**

Superiors have continuous and daily relations with the subordinates, giving accurate ratings may lead to spoiling relations with them which the superiors may want to avoid, hence higher rating to the subordinates.

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**Question # 34**

What is central tendency limitation?

**Answer:-**

Many a times to be on the safer side the rater would put the ratee on average scores. This happens because of two reasons. First of all if the rater does not want low scores to the ratee. Secondly, if he himself is not competent and would not like to show his incompetency.

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**Question # 35**

Why is stress on individual and not on performance?

**Answer:-**

Performance Appraisal must lay stress on the performance of the individual and not on his personal characteristics. Many a times this is overlooked and the personnel characteristics comes in the way of his performance appraisal.

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**Question # 36**

Why is lack of communication and participation with employees?

**Answer:-**

Performance appraisal is not complete without communicating to the employee the results of the appraisal and also give him a chance to give his opinion, otherwise it is a one-sided affair without participation of employee and will not lead to their development.

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**Question # 37**

Why is there time consuming and huge paperwork?

**Answer:-**

Performance appraisal is a continuous job for the superiors. There is need to continuously observe the subordinates, keep records, fill documents, write reports, hence time consuming and costly.

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**Question # 38**

What is lack of importance to self development?

**Answer:-**

Performance Appraisal is not for witch hunting but for finding out strengths as well as weaknesses. The strengths can be consolidated upon and the weaknesses too be removed through appropriate training. However, this aspect is not given importance and so the main objective of performance appraisal is neglected.

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