College Admission
Human-Resource-Management

DSST Human Resource Management Exam (Dantes Subject Standardized Tests)

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Question: 1

Uses of performance appraisals include HR planning for promotions; predicting job performance of applicants for recruitment and selection; and identifying an employee's needs for training and development. Of the following, which is not an additional use or purpose of performance appraisal?

A. To aid career planning/development
B. To reward or to punish an employee
C. To facilitate compensation decisions
D. To aid decisions in internal relations
E. To assess potential for different jobs

Answer: B

Explanation:
A purpose for using performance appraisal is not (or should not be) to reward or to punish an employee (b). This is more commonly a reason for either inflating or deflating an employee's performance appraisal ratings. When a supervisor does this for any of a number of reasons (e.g., to get rid of a difficult employee or one the supervisor dislikes by artificially lowering the person's ratings, or to protect a good employee undergoing personal problems or to reward an employee for effort regardless of results by artificially inflating the ratings), the true goals of performance appraisal will not be reached and the appraisal process is compromised. In addition to HR planning recruitment and selection, and T&D choices, other legitimate reasons for using performance appraisal include as an aid to career planning or development (a); to help managers decide what kinds of pay adjustments to make (c); to help management make such internal relations decisions (d) as those regarding promotions, demotions, firing, layoffs, and transfers; and to evaluate employees' potential future performance in different jobs (e) than their current positions.

Question: 2

In performance appraisal, halo error is to horn error as:

A. Appraiser discomfort is to employee anxiety
B. Lack of objectivity is to recent behavior bias
C. Leniency in ratings is to strictness in ratings
D. Recent behavior bias is to stereotyping bias
E. Manipulating the system is to personal bias

Answer: C

Explanation:
Halo error is generalizing one positive aspect of an employee's performance to all other

aspects, while horn error is generalizing one negative aspect to all others. As such, the two are opposites. Therefore halo error is to horn error as (c) leniency in ratings is to strictness in ratings, because leniency results in falsely high ratings while strictness results in falsely low ratings. With halo error, one thing about the workers performance will be rated accurately, but others not as exemplary will be inaccurately rated just as highly. With horn error, one thing about the worker's performance will get a deserved negative rating but others less negative will receive an equally negative but undeserved rating. The only difference is that with leniency or strictness, all of the ratings may be inaccurate, while with halo or horn error, at least one of the ratings will be more accurate, but the appraiser will let this color other ratings to be inaccurate by making them match the accurate (positive or negative) one. Appraiser discomfort and employee anxiety (a) are more similar than opposite as they both make the appraisal process tortuous. Lack of objectivity and recent behavior bias (b) are also not opposites. Appraisals based mainly on the employee's personal traits tend to be subjective, and it is hard to prove these traits are job related. Recent behavior bias refers to considering the employee's more recent behavior rather than longer-term behavior or behavior during specified time periods. Any kind of bias automatically renders an appraisal less objective. So these two are related but are neither opposites nor the same. Recent behavior bias and stereotyping (d) are neither opposites nor the same. Stereotyping is letting one's ratings be influenced by individual differences such as age, race or ethnicity, gender, etc. Therefore, these are both types of bias and this is mainly what they have in common. Manipulating the system (e) means the appraiser bases the employee's ratings not on objective measures and/or the appraisers fairest possible opinions, but rather makes the ratings high or low for some ulterior motive (e.g., to keep or get rid of an employee), while personal bias (e) is another term for stereotyping [see (d) above]. Thus, these two have in common the fact that neither is an objective appraisal method, but being different instances of subjectivity, they are not the same any more than they are opposites.

Question: 3

Which of these performance appraisal methods uses the largest number of sources for feedback?

A. The critical incident method
B. The essay method
C. The forced distribution method
D. The 720-degree review method
E. The 360-degree feedback method

Answer: D

Explanation:
The method that uses the largest number of feedback sources is (d) the 720-degree review method. This method gets feedback from multiple levels within the company, from sources outside the company, and from customers and/or investors as well. It is an extension of and beyond the 360-degree feedback evaluation method (e), which uses feedback from multiple levels within the company and from outside the company. The 720-degree method was developed by Rick Gal breath to improve on the 360-degree method by including the customer's (or investor's) perspective. The critical incident method (a) uses written records and other data and can be performed by one rater, typically the employee's supervisor or manager. The essay method (b) uses a brief narrative written by the employee's supervisor or manager and also is typically done by one rater. The forced

distribution method (c) has the rater assigning members of a work group to a finite number of categories and can also be done by one rater, typically the manager in charge of that work group or team.

Question: 4

How does the behaviorally Anchored Rating Scales (BARS) method compare to rating scales methods of performance appraisal?

A. The BARS method uses specific examples of actions for each rating category.
B. The BARS method has more rating categories, and this is the only difference.
C. The BARS method is simply one specific kind of rating scale that has a name.
D. The BARS method employs fewer rating categories than rating scales employ.
E. The BARS method uses a bar graph to show how each ability has been rated.

Answer: A

Explanation:
The BARS, or Behaviorally Anchored Rating Scale, method (a) uses specific examples of what behaviors or things an employee would do in order to meet each rating category (from Very Poor Performance at the bottom to Clearly Outstanding Performance at the top) for each ability or competence measured. This decreases rater bias and makes the appraisal less subjective because the rater can refer to these examples of observable behaviors to see which one of the descriptions the employee's actions fit most closely. The BARS method has a total of seven rating categories for each factor evaluated. Therefore, it does not have more categories (b) than rating scales, and this is not a difference, let alone being the only difference. Likewise, it does not have fewer categories (d) than rating scales. The BARS method is not simply one specific kind of rating scale with a name it is rather a rating scale with behavioral anchors (the specific behavioral examples for each category or degree of below average, average, or above average performance). This makes it different from simple rating scales that have no such behavioral anchors. BARS is an acronym for Behaviorally Anchored Rating Scale and does not in any way refer to a bar graph (e), which is not used at all to depict the results of this appraisal method.

Question: 5

In equity theory, which of these is the correct definition of internal equity?

A. Employees are paid similarly to employees doing similar jobs in other companies.
B. Those doing similar jobs in the same firm are paid according to individual factors.
C. Employees in a work group or team are compensated based on the group's success.
D. This is a perception by firms and individuals of fairness in payment for employees.
E. Employees are paid based on the relative importance of their job in the same firm.

Answer: E

Explanation:

The correct definition of internal equity is (e) when employees are paid according to the relative importance or value of their jobs within the same company. When employees are paid like employees with like jobs in other firms (a), this is the definition of external equity. When those doing similar jobs in the same firm are paid differently according to individual variables (b) such as job performance, productivity rate, or seniority (length of time at the company), this is a definition of employee equity. When employees on a team or in a work group are all paid equally based on the group's achievement (c), this is a definition of team equity. A perception by firms and individuals of fairness in payment for employees (d) is a definition of financial equity.

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