# *Performance Management - Concepts Skills and Exercises 2nd edition Cardy Test Bank*

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# Test Bank
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for
*Performance Management:*
*Concepts, Skills, and Exercises*
Second Edition
By Robert L. Cardy and Brian Leonard

Note: The test items presented here are not meant to be an exhaustive set of possible items. They are questions that address major topics. The items presented here provide a base and each instructor can supplement with his or her own questions.

Different types of test items (True or False, Multiple Choice, Fill-in-the-Blank, and Essay) may address similar issues. Thus, different types of items cannot be randomly selected and combined since multiple items may be asking the same question. In addition, different types of items can be selected, depending on the level of learning that is expected or required. For example, fill-in-the-blank and essay items require a deeper level of understanding and learning than do True or False and Multiple Choice items.

Lastly, some of the items offered here include the content covered in the skill builders. As indicated in the preface of *Performance Management: Concepts, Skills, and Exercises,* Second Edition, the skill builders are integral to the concepts offered in the overview sections. This philosophy is reflected in these test items, which may be drawn from content in either an overview section or an applied section.

## Chapter 1. An Overview

Chapter 1 is a brief introduction to the overall structure of the book. Thus, there are relatively few test items provided for this chapter.

### True or False

____ 1. As pointed out in the text, the organizational reality of blurred and multiple performance management cycles invalidates the performance management model.
____ 2. According to the performance management model and discussion in the text, diagnosis leads directly to performance improvement.

### Matching

The Performance Management Model

| | | |
|---|---|---|
| _____ | 1. Performance | a. Managing affect |
| _____ | 2. Diagnosis | b. Causal Attribution |
| _____ | 3. Evaluation | c. Subjective is important |
| _____ | 4. Feedback | d. Outcomes |
| _____ | 5. Dealing with Feedback | e. Goal Setting |
| _____ | 6. Performance Improvement | f. Observation Cube |

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g. Behaviors

**Essay**

1. Describe the major categories, or steps, of the performance management model.

## Chapter 1 Answer Key

**True or False**

1. F
2. F

**Matching**

1. d, g
2. f
3. b
4. c
5. a
6. e

**Essay**

1. This question asks the student to generate the major components of the performance management model. The question can reinforce for the student the importance of the broad picture and overall model, since the following chapters each focus on one aspect of the process.

## Chapter 2. Organizational Context

**True or False**

____ 1. Since machinery can be easily duplicated, employee characteristics, such as competence and knowledge can be important strategic assets.
____ 2. Business strategies are susceptible to changes in market forces while core values can provide a stable constant despite uncertainty and change.
____ 3. The administrative context underscores the importance of documentation in the performance management process.

**Multiple Choice**

1. A company is determined to succeed based on outstanding customer service. This company is pursuing a _____ strategy.
   a. Low cost
   b. Differentiation

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c. Integrated

2. Considering the horizontal context of performance management, a focus in the input stage is:
   a. Strategy selection
   b. Getting the right people in the jobs
   c. Diagnosis
   d. Feedback

**Matching 1**

| | | |
|---|---|---|
| _____ | 1. Strategic context | a. Work process |
| _____ | 2. Horizontal context | b. How organization competes |
| _____ | 3. Administrative context | c. Defensibility |

**Matching 2**

| | | |
|---|---|---|
| _____ | 1. Horizontal context | a. speed or luxury? |
| _____ | 2. Administrative context | b. job-relatedness documentation |
| _____ | 3. Differentiation | c. job-fit |
| | | d. performance improvement |

**Fill-in-the-Blank**

1. Your text emphasized three contexts in which performance management takes place. List these three contexts.

a. _____

b. _____

c. _____

2. Business strategies can be altered by market forces. Your text identifies an approach to defining performance that can be stable, despite market influences. This approach is _____.

3. Your boss wants to know if doing performance management is worth the cost. This concern reflects the _____ context of performance management.

4. "Let's get the right people in the jobs" is a focus of the _____ stage of the horizontal context.

**Essay**

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