APPENDIX -2

THE MANAGERIAL EFFECTIVENESS TEST

QUESTIONNAIRE NO.1

This draft of questionnaire relates to various aspects of managerial activities, which when summed up appear to reflect the construct of managerial effectiveness. It comprises fifty four (54) statements, to be measured on five point scale i.e. 5,4,3,2,1. This job of the respondent is to encircle one of the above stated numbers, which best describe his behaviour. The statements are given below:

## MANAGERIAL EFFECTIVENESS TEST

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statements</th>
<th>Always</th>
<th>Usually</th>
<th>Not-sure</th>
<th>Some-</th>
<th>Never</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>I like to take challenge in assignment and ensure their successful completion.</td>
<td>5</td>
<td>4</td>
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<td>2.</td>
<td>I structure the work so that people can know &quot;what to expect&quot;?</td>
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<td>R3.</td>
<td>My subordinates can't work as team in my absence.</td>
<td>5</td>
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<tr>
<td>R4.</td>
<td>My subordinates are over dependent on me.</td>
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<tr>
<td>5.</td>
<td>I keep my colleagues satisfied.</td>
<td>5</td>
<td>4</td>
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<tr>
<td>No.</td>
<td>Statements</td>
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<td>6.</td>
<td>I am required to interact with outsiders (PR, customers suppliers vendors,</td>
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<td>external meetings and community services activities).</td>
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<td>7.</td>
<td>I am able to procure scarce financial, human technical resources for</td>
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<td>my area/organisation.</td>
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<td>R8.</td>
<td>While assigning tasks I do not care whether they match the competencies</td>
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<td></td>
<td>of my subordinates.</td>
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<td>R9.</td>
<td>Smooth running of work does not necessarily require co-ordinating the</td>
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<td></td>
<td>activities of each subordinates.</td>
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<td>10.</td>
<td>I delegate responsibilities and authority</td>
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<td>4</td>
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<td>11.</td>
<td>I successfully resolve interpersonal conflict between subordinates.</td>
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<tr>
<td>12.</td>
<td>It is necessary to consult subordinates on critical issues.</td>
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<td>4</td>
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<tr>
<td>13.</td>
<td>I try to motivate and inspire staff for any excellent performance</td>
<td>5</td>
<td>4</td>
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<tr>
<td>14.</td>
<td>I try to communicate with all those outsiders who matter to the</td>
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<td>organisation.</td>
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<td>15.</td>
<td>I involve other people in order to finish a job.</td>
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<tr>
<td>S. Statement</td>
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<td>16. I devise proper controls for monitoring the performance of staff.</td>
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<td>17. I help subordinates with their personal development plans.</td>
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<td>R18. I do not believe in resolving conflict between subordinates and self...</td>
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<td>19. I share my important development information to build up the subordinates confidence in future.</td>
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<td>20. I create conditions for the subjects so that they enjoy the work they do...</td>
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<td>R21. I do not believe in conveying appreciations, compliments etc....</td>
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<td>22. I am action oriented</td>
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<td>23. I interact with my colleagues and use tact to develop effective working relations with them.</td>
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<td>24. I like discussing remours, hearsay and grapevine.</td>
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<td>25. I communicate frankly with my immediate superiors.</td>
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<td>26. I understand the nature of the organisation's input and product markets, competition and technological environment.</td>
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<td>R27.</td>
<td>Suggestions from &quot;Clients&quot; are not welcomes by me.</td>
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<tr>
<td>28.</td>
<td>I contribute to building up the image of my area/whole organisation.</td>
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<tr>
<td>29.</td>
<td>I am concerned about the welfare of my people.</td>
<td>5</td>
<td>4</td>
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<tr>
<td>30.</td>
<td>I believe in providing support to subordinates.</td>
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<tr>
<td>31.</td>
<td>I believe in fair allocation of work to my subordinates.</td>
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<td>32.</td>
<td>I encourage subordinates to decide on their own.</td>
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<td>4</td>
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<tr>
<td>33.</td>
<td>My subordinates trust me and depend on me for support.</td>
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<td>4</td>
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<tr>
<td>34.</td>
<td>I tolerate mistakes and use them as learning opportunities.</td>
<td>5</td>
<td>4</td>
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<tr>
<td>R35.</td>
<td>It is not important to be easily accessible.</td>
<td>5</td>
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<tr>
<td>R36.</td>
<td>I feel it is not very rewarding to foster a spirit to collaboration and team work in subordinates.</td>
<td>5</td>
<td>4</td>
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<tr>
<td>37.</td>
<td>Persistent sloppy incompetent or unethical behaviour of subordinates needs to be disciplined.</td>
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<td>4</td>
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<tr>
<td>R38.</td>
<td>I hesitate to boost morale and satisfaction of workers.</td>
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<tr>
<td>S. no.</td>
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<td>Usually</td>
<td>Not-sure</td>
<td>Some-times</td>
<td>Never</td>
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<tr>
<td>39.</td>
<td>I try to get cooperation and consensus between conflicting parties.</td>
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<td>4</td>
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<tr>
<td>R40.</td>
<td>Setting a personal example for integrity and conscientiousness is not needed.</td>
<td>5</td>
<td>4</td>
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</tr>
<tr>
<td>41.</td>
<td>I understand the needs and goals of colleagues and encourage them to achieve them.</td>
<td>5</td>
<td>4</td>
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<tr>
<td>42.</td>
<td>I meet the expectations of my boss.</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>R43.</td>
<td>I am not very keen about face-to-face communications.</td>
<td>5</td>
<td>4</td>
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</tr>
<tr>
<td>44.</td>
<td>I try to communicate with all those who are outside my organisation but are important for the organisation.</td>
<td>5</td>
<td>4</td>
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<tr>
<td>45.</td>
<td>I develop good relations with relevant governmental and other regulatory agencies.</td>
<td>5</td>
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<tr>
<td>46.</td>
<td>I try to lay down certain ways and means whereby problems are solved with minimum emotional involvement on the part of members concerned.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
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<tr>
<td>47.</td>
<td>I attempt to solve problems in such a manner that the same problem doesn't recur again in a near future.</td>
<td>5</td>
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<tr>
<td>S. no.</td>
<td>Statements</td>
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<tr>
<td>48.</td>
<td>I ensure smooth continuous adaptation to the changing environment because of the efforts made by the members of organisation.</td>
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<tr>
<td>49.</td>
<td>I set certain provisions and procedures for quick identification, processings and an effective follow up on problems faced by the organisation.</td>
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<tr>
<td>50.</td>
<td>I am proud of working in this organisation.</td>
<td>5</td>
<td>4</td>
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</tr>
<tr>
<td>51.</td>
<td>My subordinates don't trust me and depend on me for support.</td>
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<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>52.</td>
<td>I have a lot of initiation and is always willing for any collaborative effort.</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>53.</td>
<td>I believe that what I have achieved is generally attributed to the organisation in which I work.</td>
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<td>4</td>
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<tr>
<td>54.</td>
<td>I believe that I fit in the total pattern of the organisation.</td>
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</table>
The Managerial Styles Test

Questionnaire No. 2

This set of questionnaire has been prepared by Prof. Bill Reddin. It has been drafted to measure different styles which are generally adopted by individuals at their work place. There are in all 56 statements, each with two options: 'A' or 'B'. Respondent is asked to tick (✓) either 'A' or 'B', for all the statements.

Managerial Styles Test

Read Across

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
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<tbody>
<tr>
<td>1</td>
<td>I do not show much interest in maintaining good relationships with those above me.</td>
<td>I overlook violations of any kind if it helps to make things run more smoothly.</td>
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<tr>
<td>2</td>
<td>I do not always show a lot of interest in my subordinates.</td>
<td>I evaluate individuals personally. I frequently point out their good and bad points and criticise where necessary.</td>
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<tr>
<td>3</td>
<td>I believe the value of creativity, change and innovation is often over emphasised.</td>
<td>I have some interest in high productivity but it is not always apparent and thus productivity sometimes suffer.</td>
</tr>
<tr>
<td>4</td>
<td>I think that the idea of setting overall objectives can be over done.</td>
<td>I prefer to write out communications with others.</td>
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<tr>
<td>5</td>
<td>I think that planning can be over emphasised.</td>
<td>When conflict arises I always help those involved to find a basis for agreement.</td>
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<td>A</td>
<td>B</td>
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<tr>
<td>6. I think that the actual introduction of a change imposed from outside should require, only moderate effort on my part.</td>
<td>I am certain that the best way to eliminate errors is for those making them to have their errors explained to them in detail.</td>
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<tr>
<td>7. I do not seem as interested as I might be in the actual implementation of decisions.</td>
<td>I actively support and promote the team approach to management.</td>
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<tr>
<td>8. I try to avoid disagreement with higher management even though this may lower my own or my subordinates productivity.</td>
<td>I believe that evaluation and review are often overstressed.</td>
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<tr>
<td>9. I treat subordinates with great kindness and considerations.</td>
<td>I seem more interested in day-to-day productivity than in long-run productivity.</td>
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<tr>
<td>10. I think that some new ideas lead to disagreements and friction.</td>
<td>While I try to keep an open channel of communication with others, I am sometimes unsuccessful in doing so.</td>
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<tr>
<td>11. I allow subordinates to set their own objectives according to their needs and accept them even if somewhat unsatisfactory.</td>
<td>I respond to disagreement and conflict by referring to rules and procedures.</td>
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<tr>
<td>12. I prefer to let each individual make their own plans as long as they are clear.</td>
<td>I think that most errors arise for a good reason and it is always better to look for the reason than at the error itself.</td>
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<tr>
<td>13. I prefer to introduce change slowly rather than rapidly.</td>
<td>I believe a strong team needs a strong leader who knows what to do.</td>
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<tr>
<td>14. I tolerate deviations in implementing plans if this will avert unpleasantness.</td>
<td>If a procedure or control is violated, I make sure I concentrate on finding out why.</td>
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<td>15. I prefer to do my job with no interference from those above me.</td>
<td>I am not too interested in improving productivity and just for its own sake.</td>
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</tbody>
</table>
16. I direct the work of my subordinates and discourage deviations from my plans.

17. I think new ideas from below are sometimes less useful than those from above.

18. Deviations from the specific objectives I set for others are disagreed/discouraged.

19. I see planning as the one-person's job.

20. I think a good way to introduce change is to make an announcement and let people get on with it.

21. I watch implementation of plans closely, point out errors and criticise where necessary.

22. I want to improve my relationships with supervisors but do not always take the action necessary.

23. When dealing with subordinates, I attempt to combine both the task and relationships considerations but one or the other often suffers.

24. I sometimes encourage new ideas but do not always follow-up too many of them.

25. While my objectives are usually fairly clear, I allow them to be quite loose, so that they are not always a good guide.

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I communicate with others so as to maintain a good relationship above all else.

When conflict arises, I am always fair and firm.

I believe that errors would be minimal if people simply followed, established rules and procedures.

I believe in the team approach to the extent that I think all problems are best solved that way.

I show that I think tough control techniques are among the most important aids to high productivity.

I have both methods and output under constant review and changes in them are regularly implemented as needed.

I could supply more useful information to others than I do.

At the first sign of conflicts, I attempt to smooth things over.

I believe that when an error occurs, the person responsible should be reprimanded.

I think that the team approach is of use at times but that formal meetings accomplish as much or even more.
<table>
<thead>
<tr>
<th>A</th>
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<tbody>
<tr>
<td>26. I make an effort at planning but the plans do not always work out.</td>
<td>I believe that performance data is best fed back to the individual concerned rather than to a superior or a staff unit.</td>
</tr>
<tr>
<td>27. I sometimes talk about the problems of introducing change but do not always attempt to deal with these problems.</td>
<td>I keep methods and output under constant review and make changes to ensure high output.</td>
</tr>
<tr>
<td>28. I keep an eye on the implementation of plans but do not always take action when it is most needed.</td>
<td>I set high standards for myself and encourage others to ensure high output.</td>
</tr>
<tr>
<td>29. I believe that there will be few problems between myself and higher management if proper procedures and channels are followed.</td>
<td>I see avoid conflict even when facing it could be useful.</td>
</tr>
<tr>
<td>30. I think that things go best when subordinates understand and follow the duties in their job descriptions.</td>
<td>I believe that if an error occurs, it should be corrected in such a way that no one will be upset.</td>
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<tr>
<td>31. I believe that formal meetings are a perfectly sound way to produce new ways.</td>
<td>I believe in &quot;one person, one job, well done&quot;.</td>
</tr>
<tr>
<td>32. The objectives I set are usually fairly clear though somewhat inflexible.</td>
<td>I say that I believe control techniques are useful but I establish few and violate some.</td>
</tr>
<tr>
<td>33. I plan with a fine attention to detail.</td>
<td>I encourage others to evaluate their own and my own performance.</td>
</tr>
<tr>
<td>34. I introduce changes formally and follow closely any established procedures.</td>
<td>I personally set high output standards for myself and others and work hard to see that they are met.</td>
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</tbody>
</table>
35. Once plans are made, I try to ensure their implementation follows the original plan.

36. I understand and cooperate well with higher level management.

37. My relationship with subordinates is excellent and is characterised by mutual trust and respect.

38. I always seek out new and good ideas and motivate others to be as creative as possible.

39. I successfully motivate others to set their own clear objectives.

40. When I am responsible for planning, I involves many others.

41. I prepare those affected by change by talking with them in advance.

42. I am responsive to sound proposals for modifying plans, am open to suggestions and am always willing to help.

43. I work well with higher level management and ensure that they know exactly how I see my job.

I have an open communication channel with everyone on any matter and others have it with me.

I show little concern about errors and usually do little to correct or reduce them.

I believe that team meetings are good primarily because they get people to talk together more.

I sometimes object to what I believe are unnecessary procedures.

I talk about importance of evaluation and review but do not always get involved with it myself as much as I might.

I believe that the best means of output is a comparison based on norms previously established.

I keep everyone fully informed of what I think they need to know in order to do their job better.

I try to resolve conflict quickly as possible by unconcerning its underlying causes.

I think control procedure can be overdone.
<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
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<tbody>
<tr>
<td>44. I make it quite clear to subordinates what I expect of them.</td>
<td>I believe that the power treatment of people is the best way to get productivity.</td>
</tr>
<tr>
<td>I show that I value efficiency and productivity.</td>
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<tr>
<td>45. I both develop and propose many new ideas.</td>
<td>When disagreement arises, I usually take firm but understanding stand.</td>
</tr>
<tr>
<td>46. I personally set clear objectives that are understood by all</td>
<td>I like the idea of team work but often am not able to find ways to apply it.</td>
</tr>
<tr>
<td>those involved.</td>
<td></td>
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<tr>
<td>47. I plan well and concentrate primarily on my own good ideas</td>
<td>I emphasis regular evaluation, measurement and review of performance.</td>
</tr>
<tr>
<td>and assign individuals responsibilities.</td>
<td></td>
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<tr>
<td>48. I inform all concerned of the reason for a change.</td>
<td>I maintain open trusting communication channels with everyone.</td>
</tr>
<tr>
<td>49. I watch the implementation of plans by individuals and give</td>
<td>I treat errors primarily as opportunities for everyone to learn and am prepared to look openly at my own errors.</td>
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<td>direct assistance and guidance where necessary.</td>
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<tr>
<td>50. I believe higher management is simply another team that</td>
<td>I have few doubts about the team approach to management but would give it a trial of the situation was appropriate.</td>
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<tr>
<td>should cooperate effectively with teams lower down.</td>
<td></td>
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<tr>
<td>51. I consistently obtain high output from my subordinates.</td>
<td>I believe it is sometimes necessary to say that a satisfactory job has been done when it was not really all that was expected.</td>
</tr>
<tr>
<td>52. I am constantly on the watch for new useful and productive</td>
<td>I sometimes &quot;Shoot down&quot; the ideas of others.</td>
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<tr>
<td>ideas from any source and develop many new ideas myself.</td>
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<td>A</td>
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<tr>
<td>53. I set objectives with others which are clear and fully agreed to by all those directly involved.</td>
<td>I believe that one can learn from errors and that I should show it more in my behaviour.</td>
</tr>
<tr>
<td>54. When I am involved the plans made represent the best thinking of all concerned.</td>
<td>I believe that controls play an important element in obtaining productivity.</td>
</tr>
<tr>
<td>55. I inform all concerned well in advance of any possible changes and give them an opportunity to influence the proposed change.</td>
<td>I motivate others to set high output standards and encouraging and support them so that these high standards are met.</td>
</tr>
<tr>
<td>56. I keep an eye on the implementation of plans and solve any blockages.</td>
<td>When facing disagreements, I try to be as persuasive as possible.</td>
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</tbody>
</table>
THE PERSONALITY TEST

QUESTIONNAIRE NO. 3

This is the third and the last questionnaire in the same line of research work on "Managerial Effectiveness". It provides measures of personality which are sixteen in number. This test is developed by Prof. R.B. Cattel. There are 187 statements and each statement has three possible answers. The respondent is asked to encircle any one of the options provided.

1. I have the instructions for this test clearly in mind. a. yes, b. uncertain, c. no.

2. I am ready to answer each question as truthfully as possible. a. yes, b. uncertain, c. no.

3. I would rather have a house. a. in a sociable suburb, b. in between, c. alone in the deep woods.

4. I can find enough energy to face my difficulties. a. always, b. generally, c. seldom.

5. I feel a bit nervous of wild animals even when they are in strong cages. a. yes, b. sometimes, c. no.
6. I hold back from criticizing people and their ideas.
   a. yes,
   b. uncertain,
   c. no.

7. I make smart, sarcastic remarks to people if I think they deserve it.
   a. generally,
   b. sometimes,
   c. never.

8. I prefer semiclassical music to popular tunes.
   a. true,
   b. uncertain,
   c. false.

9. If I saw two neighbours' children fighting I would:
   a. leave them to settle it,
   b. uncertain,
   c. reason with them.

10. On social occasions I
    a. readily come forward,
    b. in between,
    c. prefer to stay quietly in the background.

11. It would be more interesting to be:
    a. a construction engineer,
    b. uncertain,
    c. a writer of plays.

12. I would rather stop in the street to watch an artist painting than listen to some people having a quarrel.
    a. true,
    b. uncertain,
    c. false.

13. I can generally put up with conceited people, even though they brag or show they think too well of themselves.
    a. yes,
    b. in between,
    c. no.

14. You can almost always notice on a man's face when he is dishonest.
    a. yes,
    b. in between,
    c. no.

15. It would be good for everyone if vacations (holidays) were longer and everyone had to take them.
    a. agree,
    b. uncertain,
    c. disagree.
16. I would rather take the gamble of a job with possibly large but uneven earnings, than one with a steady, small salary.
   a. yes,  
   b. uncertain,  
   c. no.

17. I talk about my feelings;
   a. only if necessary,  
   b. in between,  
   c. readily, whenever I have a chance.

18. Once in a while I have a sense of vague danger or sudden dread for reasons that I do not understand.
   a. yes,  
   b. in between,  
   c. no.

19. When criticized wrongly for something I did not do, I:
   a. have no feeling of guilt.  
   b. in between,  
   c. still feel a bit guilty.

20. Money can buy almost everything.
   a. yes,  
   b. uncertain,  
   c. no.

21. My decisions are governed more by my:
   a. heart,  
   b. feelings and reason equally,  
   c. head.

22. Most people would be happier if they lived more with their fellows and did the same things as others.
   a. yes,  
   b. in between,  
   c. no.

23. I occasionally get puzzled, when looking in a mirror, as to which is my right and left.
   a. true  
   b. uncertain,  
   c. false.

24. When talking, I like:
   a. to say things, just as they occur to me,  
   b. in between,  
   c. to get my thoughts well organized first.
25. When something makes me furious, I find I calm down again quite quickly.

a. yes,
b. in between,
c. no.

26. With the same hour's and pay, it would be more interesting to be:

a. a carpenter or cook,
b. uncertain,
c. a waiter in a good restaurant.

27. I have been elected to:

a. only a few offices,
b. several,
c. many offices.

28. "Spade" is to "dig" as "knife" is to:

a. sharp,
b. cut,
c. point.

29. I sometimes can't get to sleep because an idea keeps running through my mind.

a. true,
b. uncertain,
c. false.

30. In my personal life, I reach the goals, I set almost all the time.

a. true,
b. uncertain,
c. false.

31. An out-dated law should be changed:

a. only after considerable discussion,
b. in between,
c. promptly.

32. I am uncomfortable when I work on a project requiring quick action affecting others.

a. true,
b. in between,
c. false.

33. Most of the people I know would rate me as an amusing talker.

a. yes,
b. uncertain,
c. no.

34. When I see "sloppy" untidy people, I

a. just accept it,
b. in between,
c. get disgusted and annoyed.
35. I get slightly embarrassed if I suddenly become the focus of attention in a social group.

36. I am always glad to join a large gathering, for example, a party, dance or public meeting.

37. I school, I preferred (or prefer):

38. When I have been put in charge of something, I insist that my instructions are followed or else I resign.

39. For parents, it is more important to:

40. In a group task, I would rather:

41. I feel a need every now and then to engage in a tough physical activity.

42. I would rather mix with polite people than rough, rebellious individuals.

43. I feel terribly dejected when people criticize me in a group.

44. If I am called in by my boss, I

a. yes,
b. uncertain,c. no.

a. yes,
b. uncertain,c. no.

a. music,
b. uncertain,c. handwork and crafts.

a. yes,
b. sometimes,c. no.

a. help their children, develop their affections,
b. in between,
c. teach their children how to control emotions.

a. try to improve arrangements,
b. in between,
c. keep the records and see that rules are followed.

a. yes,
b. in between,c. no.

a. true,b. in between,c. false.

a. make it a chance to ask for something I want,b. in between,c. fear I have done something done wrong.
45. What this world needs is:
   a. more steady and "solid" citizen,
   b. uncertain,
   c. more "idealists" with plans for a better world.

46. I am always keenly aware of attempts at propaganda in things I read.
   a. yes,
   b. uncertain,
   c. no.

47. As a teenager, I joined in school sports:
   a. occasionally,
   b. fairly often,
   c. a great deal.

48. I keep my room well organised, with things in known places almost all the time.
   a. yes,
   b. in between,
   c. no.

49. I sometimes get in a state of tension and turmoil as I think of the day's happenings.
   a. yes,
   b. in between,
   c. no.

50. I sometimes doubt whether people I am talking to are really interested in what I am saying.
   a. yes,
   b. in between,
   c. no.

51. If I had to choose, I would rather be:
   a. a forester,
   b. uncertain,
   c. a high school teacher.

52. For special holidays and birthdays, I
   a. like to give personal presents,
   b. uncertain,
   c. feel that buying presents is a bit of a nuisance.

53. "Tired" is to "work" as "proud" is to:
   a. a smile,
   b. success,
   c. happy.

54. Which of the following items is different in kind from the others?
   a. candle,
   b. moon,
   c. electric light.
55. I have been let down by my friends:
   a. hardly ever,
   b. occasionally,
   c. quite a lot.

56. I have some characteristics in which I feel definitely superior to most people.
   a. yes,
   b. uncertain,
   c. no.

57. When I get upset, I try hard to hide my feelings from others.
   a. true,
   b. in between,
   c. false.

58. I like to go out to a show or entertainment:
   a. more than once a week (more than average)
   b. about once a week (average)
   c. less than once a week (less than average)

59. I think that plenty of freedom is more important than good manners and respect for the law.
   a. true,
   b. uncertain,
   c. false.

60. I tend to keep quiet in the presence of senior persons (people of greater experience age, or work or rank).
   a. yes,
   b. in between,
   c. no.

61. I find it hard to address or recite to a large group.
   a. yes,
   b. in between,
   c. no.

62. I have a good sense of direction (find it easy to tell which is North, South, East, or West).
   a. yes,
   b. in between,
   c. no.

63. If someone got mad at me, I would:
   a. try to calm him down,
   b. uncertain,
   c. get irritated.

64. When I read an unfair magazine article, I am more inclined to forget it than to feel like "hitting back".
   a. true,
   b. uncertain,
   c. false.
65. My memory tends to drop a lot of unimportant, trivial things, for example names of streets or stores in town.
   a. yes,  
   b. in between,  
   c. no.

66. I could enjoy the life of an animal doctor, handling disease and surgery of animals.
   a. yes  
   b. in between,  
   c. no.

67. I eat my food with gusto, not always so carefully and properly as some people.
   a. true,  
   b. uncertain,  
   c. false.

68. There are times when I don't feel in the right mood to see anyone.
   a. very rarely,  
   b. in between,  
   c. quite often.

69. People sometimes warn me that I show my excitement in voice and manner too obviously.
   a. yes,  
   b. in between,  
   c. no.

70. As a teenager, if I differed in opinion from my parents, I usually.
   a. kept my own opinion,  
   b. in between,  
   c. accepted their authority.

71. I would prefer to have an office of my own, not sharing it with another person.
   a. yes,  
   b. uncertain,  
   c. no.

72. I would rather enjoy life quietly in my own way than be admitted for my achievements.
   a. true,  
   b. uncertain,  
   c. false.

73. I feel mature in most things.
   a. true,  
   b. uncertain,  
   c. false.

74. I find myself upset rather than helped by the kind of criticism that many people offer one.
   a. often,  
   b. occasionally,  
   c. never.
75. I am always able to keep the expression of my feelings under exact control.
   a. yes
   b. in between,
   c. no.

76. In starting a useful invention, I would prefer.
   a. working on it in the laboratory,
   b. uncertain,
   c. selling it to people.

77. "Surprise" is to "strange" as "fear" is to.
   a. brave,
   b. anxious,
   c. terrible.

78. Which of the following fractions is not in the same class as the others?
   a. 3/7,
   b. 3/9,
   c. 3/11.

79. Some people seem to ignore or avoid me, although I don't know why?
   a. true,
   b. uncertain,
   c. false.

80. People treat me less reasonably than my good intentions deserve.
   a. often,
   b. occasionally,
   c. never.

81. The use of foul language, even when it is not in a mixed group of men and women still disgusts me.
   a. yes,
   b. in between,
   c. no.

82. I have decidedly fewer friends than most people.
   a. yes,
   b. in between,
   c. no.

83. I would hate to be where there would not be a lot of people to talk to.
   a. true,
   b. uncertain,
   c. false.

84. People sometimes call me careless, even though they think I'm a likable person.
   a. yes,
   b. in between,
   c. no.

85. "Stage-fright" in various social situations is something I have experienced.
   a. quite often,
   b. occasionally,
   c. hardly ever.
86. When I am in a small group, I am content to sit back and let others do most of the talking.

87. I prefer reading:

88. When bossy people try to "push me around", I do just the opposite of what they wish.

89. Business superiors or members of my family, as a rule, find fault with me when there is real cause.

90. In streets or stores, I dislike the way some persons stare at people.

91. On a long journey, I would prefer to.

92. In a situation which may become dangerous, I believe in making a fuss and speaking up even if calmness and politeness are lost.

93. If acquaintances treat me badly and show they dislike me.

94. I find it embarrassing to have praise or compliments bestowed on me.
95. I would rather have a job with:

a. a fixed, certain salary,
b. in between,
c. a large salary, which depended on my constantly persuading people I am worth it.

96. To keep informed, I like.

a. to discuss issues with people,
b. in between,
c. to rely on the actual news reports.

97. I like to take an active part in social affairs, committee work, etc.

a. yes,
b. in between,
c. no.

98. In carrying out a task, I am not satisfied unless the minor details are given close attention.

a. true,
b. in between,
c. false.

99. Quite small setbacks occasionally irritate me too much.

a. yes,
b. in between,
c. no.

100. I am always a sound sleeper, never walking or talking in my sleep.

a. yes,
b. in between,
c. no.

101. It would be more interesting to work in a business.

a. talking to customers,
b. in between,
c. keeping office accounts and records.

102. "Size" is to "length" as "dishonest" is to:

a. prison,
b. sin,
c. sealing.

103. AB is to dc as SR is to:

a. qp,
b. pq,
c. tu.

104. When people are unreasonable, I just:

a. keep quiet,
b. uncertain,
c. despise them.
105. If people talk loudly while I am listening to music, I:
   a. can keep my mind on the music and not be bothered,
   b. in between,
   c. find it spoils my enjoyment and annoys me.

106. I think I am better described as:
   a. polite and quiet,
   b. in between,
   c. forceful.

107. I attend social functions only when I have to, and stay away any other time.
   a. yes,
   b. uncertain,
   c. no.

108. To be cautious and expect little is better than to be happy at heart, always expecting success.
   a. true,
   b. uncertain,
   c. false.

109. In thinking of difficulties in my work, I
   a. try to plan ahead, before I meet them,
   b. in between,
   c. assume I can handle them when they come.

110. I find it easy to mingle among people at a social gathering.
   a. true,
   b. uncertain,
   c. false.

111. When a bit of diplomacy and persuasion are needed to get people moving, I am generally the one asked to do it.
   a. yes,
   b. in between,
   c. no.

112. It would be more interesting to be:
   a. a guidance worker helping young people find job,
   b. uncertain,
   c. a manager in efficiency engineering.

113. If I am quite sure that a person is unjust or behaving selfishly, I show him up, even if it takes some trouble.
   a. yes,
   b. in between,
   c. no.
114. I sometimes make foolish remarks in fun, just to surprise people and see what they will say,
   a. yes,
   b. in between,
   c. no.

115. I would enjoy being a newspaper writer or drama, concerts, opera, etc.
   a. yes,
   b. uncertain,
   c. no.

116. I never feel the urge to doodle and fidget when kept sitting still at a meeting.
   a. true,
   b. uncertain,
   c. false.

117. If someone tells me something which I know is wrong, I am more likely to say to myself:
   a. "He is a liar",
   b. in between,
   c. "Apparently he is misled".

118. I feel some punishment is coming to me even when I have done nothing wrong.
   a. often,
   b. occasionally,
   c. never.

119. The ideas that sickness comes as much mental as physical causes is much exaggerated.
   a. yes,
   b. in between,
   c. no.

120. The pomp and splendor of any big state ceremony are things which should be preserved.
   a. yes,
   b. in between,
   c. no.

121. It bothers me if people think I am being too unconventional or odd.
   a. a lot,
   b. somewhat,
   c. not at all.

122. In constructing something, I would rather work:
   a. with a committee,
   b. uncertain,
   c. on my own.

123. I have periods when it's hard to stop a mood of self-pity.
   a. often,
   b. occasionally
   c. never.

124. Often I get angry with people too quickly.
   a. yes,
   b. in between,
   c. no.
125. I can always change old habits without difficulty slipping back.

a. yes,
b. in between,
c. no.

126. If the earnings were the same I would rather be:

a. a lawyer,
b. uncertain,
c. a navigator or pilot.

127. "Better" is to "Worst" as "Slower" is to:

a. fast,
b. best,
c. quickest.

128. Which of the following should come next at the end of this row of letters: xooooxxoooxxx?

a. oxxx,
b. ooxx,
c. xooo.

129. When the time comes for something, I have planned and looked forward to, I occasionally do not feel up to going.

a. true,
b. uncertain,
c. false.

130. I can work carefully on most things without being bothered by people making a lot of noise around me.

a. yes,
b. in between,
c. no.

131. I occasionally tell strangers things that seem to me important regardless of whether they ask about them.

a. yes,
b. in between,
c. no.

132. I spend much of my spare time talking with friends about social events enjoyed in the past.

a. yes,
b. in between,
c. no.

133. I enjoy doing 'daring' foolhardy things "just for fun".

a. yes,
b. in between,
c. no.

134. I find the sight of an untidy room very annoying.

a. yes,
b. in between,
c. no.
135. I consider myself a very sociable, outgoing person.  
   a. yes,  
   b. in between,  
   c. no.

136. In social contacts, I  
   a. show my emotions as I wish.  
   b. in between,  
   c. emotional and sentimental.  
   keep my emotions to myself.

137. I enjoy music that is:  
   a. light, dry, and brisk.  
   b. in between,  
   c. emotional and sentimental.

138. I admire the beauty of a poem more than that of a well-made gun.  
   a. yes,  
   b. uncertain,  
   c. no.

139. If a good remark of mine is passed by, I:  
   a. let it go,  
   b. in between,  
   c. give people a chance to hear it again.

140. I would like to work as a probation officer with criminals on parole.  
   a. yes,  
   b. in between,  
   c. no.

141. One should be careful about mixing with all kinds of strangers, since there are dangers of infection and so on.  
   a. yes,  
   b. uncertain,  
   c. no.

142. In travelling abroad, I would rather go on an expertly conducted tour than plan by myself the places I wish to visit.  
   a. yes,  
   b. uncertain,  
   c. no.

143. I am properly regarded as only a plodding, half-successful person.  
   a. true,  
   b. uncertain,  
   c. false.

144. If people take advantage of my friendliness, I do not resent it and I soon forget.  
   a. true,  
   b. uncertain,  
   c. false.
145. If a heated argument developed between other members taking part in a group discussion, I would:
   a. like to see a "winner",
   b. in between,
   c. wish that it would be smoothed over.

146. I like to do my planning alone, without interruptions and suggestions from others.
   a. yes,
   b. in between,
   c. no.

147. I sometimes let my actions get swayed by feelings of jealousy.
   a. yes,
   b. in between,
   c. no.

148. I believe firmly "the boss may not always be right, but he always has the right to be boss".
   a. yes,
   b. uncertain,
   c. no.

149. I get tense as I think of all the things lying ahead of me.
   a. yes,
   b. sometimes,
   c. no.

150. If people shout suggestions when I'm playing a game, it doesn't upset me.
   a. true,
   b. uncertain,
   c. false.

151. It would be more interesting to be:
   a. an artist,
   b. uncertain,
   c. a secretary running a club.

152. Which of the following words does not properly belong with the others.
   a. any,
   b. some,
   c. most.

153. "Flame" is to "heat" as "rose" is to:
   a. thorn,
   b. red petals,
   c. scent.

154. I have vivid dreams, disturbing my sleep.
   a. often,
   b. occasionally,
   c. practically never.

155. If the odds are really against something's being a success, I still believe in taking the risk.
   a. yes,
   b. in between,
   c. no.
156. I like it when I know so well what the group has to do that I naturally become the one it command.

157. I would rather dress with quiet correctness than with eye-catching personal style.

158. An evening with a quiet hobby appeals to me more than a lively party.

159. I close my mind to well-meant suggestions of others, even though I know I shouldn't.

160. I always make it a point in deciding anything, to refer to basic rules of right and wrong.

161. I somewhat dislike having a group watch me at work.

162. Because it is not always possible to get things done by gradual reasonable methods, it is sometimes necessary to use force.

163. In school, I preferred (or prefer):

164. I have sometimes been troubled by people's saying bad things about me behind my back, with no grounds at all.

165. Talk with ordinary, habit-bound, conventional people:
<table>
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<tr>
<th>Question</th>
<th>Option A</th>
<th>Option B</th>
<th>Option C</th>
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<tr>
<td>166. Somethings make me so angry that I find it best not to speak.</td>
<td>a. yes,</td>
<td>b. in between,</td>
<td>c. no.</td>
</tr>
<tr>
<td>167. In education, it is more important to:</td>
<td>a. give the child enough affection,</td>
<td>b. in between,</td>
<td>c. have the child learn desirable habits and attitudes.</td>
</tr>
<tr>
<td>168. People regard me as a solid undisturbed person, unmoved by ups and downs in circumstances.</td>
<td>a. yes,</td>
<td>b. in between,</td>
<td>c. no.</td>
</tr>
<tr>
<td>169. I think society should let reason lead it to new customs and throw aside old habits or more traditions.</td>
<td>a. yes,</td>
<td>b. in between,</td>
<td>c. no.</td>
</tr>
<tr>
<td>170. I think it is more important in the modern world to solve:</td>
<td>a. the question of moral purpose,</td>
<td>b. uncertain,</td>
<td>c. the political difficulties.</td>
</tr>
<tr>
<td>171. I learn better by:</td>
<td>a. reading a well written book,</td>
<td>b. in between,</td>
<td>c. joining a group discussion.</td>
</tr>
<tr>
<td>172. I like to go my own way instead of acting on approved rules.</td>
<td>a. true,</td>
<td>b. uncertain,</td>
<td>c. false.</td>
</tr>
<tr>
<td>173. I like to wait till I am sure that what I am saying is correct, before I put forth an argument.</td>
<td>a. always,</td>
<td>b. generally,</td>
<td>c. only if it's practicable.</td>
</tr>
<tr>
<td>174. Small things sometimes &quot;get on my nerves&quot; unbearably, though I realize they are trivals.</td>
<td>a. yes,</td>
<td>b. in between,</td>
<td>c. no.</td>
</tr>
</tbody>
</table>
175. I don't often say things on the spur of the moment that I greatly regret.
   a. true, b. uncertain, c. false.

176. If asked to work with a charity drive, I would:
   a. accept, b. uncertain, c. politely say I'm too busy.

177. Which of the following words does not belong with the others?
   a. wide, b. zigzag, c. straight.

178. "Soon" is to "never" as "near" is to:
   a. nowhere, b. far, c. away.

179. If I make an awkward social mistake, I can soon forget it.
   a. yes, b. in between, c. no.

180. I am known as an "idealman" who almost always puts forward some ideas on a problem.
   a. yes, b. in between, c. no.

181. I think I am better at showing:
   a. nerve in meeting challenges, b. uncertain, c. tolerance of other people's wishes.

182. I am considered a very enthusiastic person.
   a. yes, b. in between, c. no.

183. I like a job that offers change, variety, and travel, even if it involves some danger.
   a. yes, b. in between, c. no.

184. I am a fairly strict person, insisting on always doing things as correctly as possible.
   a. true, b. in between, c. false.
185. I enjoy work that requires conscientious, exacting skills.

186. I'm the energetic type who keeps busy.

187. I am sure there are no questions that I have skipped or failed to answer properly.