APPENDIX – I

Questionnaire for Empirical Study

Name of the organization:______________________________________________________

Organization structure / Basic organizational form

Q1) What is your organizational structure based on?
   □ Functional   □ Divisional
   □ Matrix       □ Any other.

Q2) In what way are individual positions, units and so on clustered within your organization?
   □ By function   □ By product
   □ By service    □ By target group

Q3) How many people are employed in your company? ________________

Q4) How many levels of hierarchy are there in your organization?
   □ Many (Hierarchical)   □ Few (Flat)

Q5) How does the communication work in this hierarchy? (Formal / Informal)

Interchangeability

Q6) Employees transferability to other works.
   □ No interchangeability   □ Low
   □ High                    □ Complete interchangeability

Q7) What is the mobility status among the employees?
   □ Never                  □ Very often
   □ Very easily

Decision- making / Empowerment

Q8) How does the decision-making within unit/department take place?
   □ Centralized           □ Empowerment
Q9) Decision making practice in your organization.

☐ Individual decision making (exclusive)

☐ Consensus decision making (participation)

Q10) Are there consultative bodies within the unit?

☐ Liaison positions    ☐ Task Forces

☐ Project teams    ☐ Integration manager.

**Participation**

Q11) Organizational activities such as goals, planning, control, time accounting is

☐ Exclusive    ☐ Participative

Q12) What is your opinion on about changeability of your unit?

☐ Very small    ☐ Moderate

☐ Great    ☐ Small

Q13) What is the mindset of employees to acquire additional skills/ Competence as a consequence of organizational change?

☐ Very Small    ☐ Moderate

☐ Don’t know

**Vision and mission and organizational contribution to it.**

Q14) Is the Vision shared by seniors with everyone within your unit?

☐ Always    ☐ On new basis

☐ Never

Q15) Is the Mission derived by everyone within your unit?

☐ Always    ☐ Sometime

☐ Never
Q16) Are there different images / ideas about the mission or the image of the organization within your unit?

☐ Heterogeneous ☐ Homogenous

☐ Leadership Profile

Q17) Do you supervise people in the organization? Unit?

☐ Yes ☐ No

**Leadership style**

Q18) How would you characterize style of leading in your organization?

☐ (task- oriented) mainly directing

☐ (Instructive) indicating step by step what employees should do, and keep close supervision of the performance.

☐ (sedation- oriented) mainly collaborating

☐ (Participative) making decisions together with the employee, and supporting him/her in the task performance.

☐ Consultative

☐ Declarative

☐ Combination of one of above.

Q19) How much freedom of action has, in your opinion, an executive within the organization to vary his leadership with regard to directing and collaboration?

☐ None ☐ Little

☐ Not much ☐ Much

☐ Complete

Q20) Which management techniques would best describe the approach wide within the organization?

☐ Management by objectives ☐ Management by walking around

☐ Management by strategic objectives ☐ Management of feedback/follow up
Q21) If so, is the willingness to enforce / apply / adapt new management techniques large or small?

☐ Low  ☐ Reasonable
☐ High  ☐ Career planning

Q22) Is there a philosophy regarding career planning within the organization?

☐ Yes  ☐ No

Q23) Is there any system for internal career planning for employees?

☐ No  ☐ Very little
☐ Systematic  ☐ Very systematic

**Performance review**

Q24) Is the performance of employees appraised?

☐ No assessment  ☐ sometimes
☐ Always

Q25) Is the assessment system directed towards?

☐ Short term  ☐ Medium-term
☐ Long-term

Q26) What method is used?

☐ Skills Improvement
☐ Behavioural
☐ Interpersonal relationship
☐ B to B / B to C
☐ Employees / Executive development
Training and development

Q27) Which subjects have there courses or training schemes dealt with?
   - Strategy, market and costumes conditions
   - New technology
   - Communication, Co-operation etc.
   - Quality management
   - Working environment
   - Environmental demands
   - Leadership development
   - Others

Q28) Is the training
   - Outsourced
   - In house training
   - Vestibuled

Q29) Do employees get
   - Education leave without pay
   - Education leave with pay
   - Both ways
   - Others

Q30) Do you have better chances of promotion after education?
   - Yes
   - No

Flexibility / Adaptability

Q31) Could you characterize the relationship between you and your colleagues in a few catchwords?
   - Formal
   - Informal
   - Everyman for himself
   - Collaborative
   - Predictable
   - Surprising

Q32) Do employees bring in new ideas / possible improvements.
   - Yes
   - No
Focus

Q33) What do you think your organization focuses at?

☐ Short term gains ☐ Medium term gains
☐ Long term gains

Closed / open organization

Q34) Is your organization sensitive to external developments?

☐ Yes ☐ No

Q35) The external climate under which your organization function can be characterized as

☐ Hardly changeable ☐ Rather changeable
☐ Changeably ☐ Very changeable

Q36) Your organization is

☐ Men oriented ☐ Product oriented
☐ Technology driven ☐ other (please specify)

Performance appraisal at individual level

Q37) What type of performance appraisal system your company follows for evaluating the performance of employees?

☐ 360 degree feedback ☐ Grading method
☐ Ranking method ☐ any other

Q38) Do you have self appraisal system for evaluating the performance of employers?

☐ Yes ☐ No

Q39) Who appraises the employees?

☐ Departmental head/manager ☐ the manager
☐ Any other

Q40) How frequently the employees are appraised?

☐ 3 months ☐ 6 months
☐ Yearly
Q41) The most significant reasons for using performance appraisal are
☐ Payroll & Compensation decision
☐ Training and Development Needs
☐ Identifying the Gaps in desired and actual performance
☐ Deciding future goals and courses in action
☐ Taking decisions regarding promotions demotions and transfers.

Q42) According to you performance appraisal system of your company is
☐ Effective
☐ Ineffective

Communication and co-ordination

Q43) Who communicates the employees the objectives and expectations?
☐ Immediate boss
☐ Manager
☐ HR Department

Q44) Do the employees communicate the standards of performance?
☐ Yes
☐ No

Rewards/ compensation / Incentives

Q45) How does your company reward any employees for the best performance?
☐ Incentives
☐ Increase in pay
☐ Promotion
☐ Awards
☐ Gifts
☐ Any Other

Q46) Do you think the recognition of ones performance in any ways, mentioned above motivates the work performance of the other employees?
☐ Yes
☐ No

Performance Appraisal system for group / Team

Q47) Do your company follows any group/ team appraisal system?
☐ Yes
☐ No

Q48) What are the factors considered while appraising the performance of a team?
☐ Project excellence
☐ Co-ordination among the team member
☐ Team work
☐ Duration of the project
☐ Any other
Q49) Who evaluates the performance of the members in a team?

☐ Project manages/team leader       ☐ Peers
☐ Project development managers       ☐ any other

Q50) Does the organization, apply various ‘Levers of Control’ for improving productivities?

☐ Monitoring –Periodic of Projects/ resources
☐ Resource continuity
☐ Organizational Development
☐ Span of control (i.e. No. of employees reporting directly to one supervisor)

Q51) How the project managers are communicated the goals or objectives of the project?

☐ Higher Management       ☐ Immediate Boss

Q52) If the appraise has any complaint regarding performance review, how it is resolved?

☐ Head of Department       ☐ Immediate Boss

Q53) What is the core competence of organization?

☐ Great value to customers
☐ Unique Business Mode
☐ Human Values

Q54) Do you find that your organization has excelled in its field?

☐ Excellent
☐ Good
☐ Neither Good nor Poor
☐ Poor
☐ Very Poor

Respondent’s Profile

Name__________________________________________________________

Designation___________________________________________________

Address_______________________________________________________

Phone________________________________________________________

E-mail________________________________________________________
APPENDIX - II

Performa used for Institute case study

Appraisal Parameters

Name of the Institute: ____________________________________________

1) What is the Institute's philosophy on growth development?
   □ Vertical growth
   □ Horizontal growth

2) Value based work culture.
   □ Collaborative
   □ Co-operative
   □ Supportive
   □ Flexible

3) Are faculties prompted for research?
   □ Yes        □ No

4) Status of Institute Involvement in conduct of National & International workshops & Seminars?
   □ Above average
   □ Average
   □ Below Average
5) Are you promoting / sending faculties to attend seminars at institutes cost?
   □ Yes  □ No

6) Do you have any policy for celebrities/ dignitaries forming part of institutional advisory committee?
   □ Yes  □ No

7) What is the student- Faculty ratio maintained and recommended?
   □ As per norms  □ Any other

8) Is the institute associated with foreign universities for certification?
   □ Yes  □ No

9) Are you accessible to different publications?
   □ Yes  □ No

10) Do you have any practice for promotion of any scholarships for higher studies of faculty members?
    □ Yes  □ No

11) Enhancement in infrastructure development/ Facilities creation (If Yes, explain).
    □ Yes ____________________________________________________________
    □ No
12) Status of prevailing communication network among all staff members.

☐ Transparent
☐ Non-transparent
☐ Amicable
☐ Cohesive

13) \( E = Q \times A \)

\( E = \) Performance
\( Q = \) Quality of work culture \( \text{(Ratio on the scale of 1 to 10)} \)
\( A = \) Acceptance action / change \( \text{(Ratio on the scale of 1 to 10)} \)

\( \text{For ex: } Q=7, A=8, E = Q \times A = 8 \times 7 = 56 \)

\( Q = \)
\( A = \)

14) How will you rate your performance in the organization?

☐ (Ratio on the scale of 1 to 10)

**Respondent’s Profile**

Name_________________________________________________________

Designation____________________________________________________

Experience in teaching__________________________________________

Address________________________________________________________

Phone_________________________________________________________

E-mail_________________________________________________________