Dear sir,

I am conducting a research on "What Makes a Branch Manager in Commercial Banks More Effective," for my Ph.D. dissertation under the supervision of Dr A.K. Srivastava, Reader in the Department of Commerce and Business Management. Your valuable experienced and well-thought opinion is required in this exercise.

Following are some of the qualities that make a Branch Manager more effective in his job. Kindly rank how far do you agree with each of the qualities.

For example if you strongly agree that "ability to co-operate with juniors" makes a Branch Manager more effective then tick (✓) against the quality in the first column, if you agree but not strongly agree then tick (✓) in the second column and if you are undecided then tick (✓) in the third column and so on. Please take your time and give your well-thought and practicable opinion.

Also if in your opinion some quality has been omitted, please state the quality with its rank.

All information will be kept strictly confidential and will be used for academic purposes only.
1. Ability to co-operate with juniors (that is, going beyond the line of duty to make the other fellow’s work easier)

2. Ability to co-operate with superiors (that is going beyond the line of duty to make the other fellow’s work easier)

3. Ability to create confidence in superiors (Ability to create a strong belief and trust about oneself and one’s circumstances in one’s superiors)

4. Ability to create confidence in subordinates (Ability to create a strong belief and trust about oneself and one’s circumstances in one’s subordinates)

5. Self-confidence (To have reliance on himself and his circumstances)

6. Consistency in methods and behaviour (In attacking problems, in fixing priorities, behaviour patterns, and other executive style)
7. **Self-control** (Ability to repress emotional expressions and to guide his own behaviour appropriately in social situations)

8. **Effective communications** (Effective intercourse by words, letters and messages)

9. **Flexibility** (Willingness to yield to the influence of other; not rigid)

10. **Developing subordinates** (Building subordinates who can fill in for him in his absence)

11. **Use of discretion** (Power of individual judgement and to exercise undirected choice)

12. **Initiative** (Energy or aptitude displayed in the initiation of action especially the action that tends to open out new fields)

13. **Firmness** (Not easily moved, shaken, excited or disturbed)

14. **Assertive** (One who enforces one's rights or position)

15. **Honest** (Trustworthy and truthful)
16. Energetic (Capacity for hardwork)

17. Intelligence (Quality of understanding and analysis)

18. Tactfulness (Peculiar ability to deal with others without giving offence (displeasure))

19. Receptive to ideas and suggestions from juniors (Ability to absorb ideas and suggestions from juniors)

20. Persuasive (Ability to persuade)

21. Capacity to take decisions (Capacity to determine in one's own mind a course of action)

22. Administrative qualities (Qualities pertaining to performance of executive duties of an institution)

23. Ability to lead people (Ability to guide actions or opinions of people working under him)

24. Job knowledge (Job familiarity gained by actual experience and technical acquaintance)
25. Knowledge of national plans and banking policies (Possessing information about national plans and banking policies)

26. Systematic and methodical (Habitually proceeding according to method)

27. Sociable (Having an inclination to cooperative relationship with one's fellows)

28. Dealing with customers (To handle or to treat customers so as to manage adequately)

29. Goal oriented (Acquainted with purpose of the organisation)

30. Achievement oriented (Acquainted with praiseworthy exertion)

31. Ability to motivate his men

32. Ability to take disciplinary action

33. Advances made

34. Clarity in thinking

35. Accuracy in working

36. Loyalty to institution
37. Handling of complaints
38. Health
39. Imagination
40. Impartiality
41. House keeping
42. Deposits collected
43. Grasping power
44. Promptness in disposal of work
45. Quality of advances made
46. Resourcefulness
47. Submitting of returns to Head Office
48. Understanding of role
49. Ability to act in crises
50. Industrial relations

Approximate time taken to record the answers:

If recruited as Probationary Officer: Yes/No

Age
Total experience
Experience under the present designation

Thanking you for your cooperation.