BIOGRAPHICAL INVENTORY

1. Name   :

2. Date of birth   :

3. Place of birth   :

4. Religion   :

5. Caste   :   SC / ST / BC / FC

6. Mother tongue   :

7. District   :

8. State   :

9. Nationality   :   By birth/ by domicile

10. Marital status   :   Single/Married/Widower

11. Complete postal
    Address   :

12. Farther'sl name   :

    Occupation   :

    Address, if alive   :

13. Name of the
    organization   :

14. Designation   :

15. Present monthly salary :

16. Educational qualification :

17. Membership in
    professional societies :

18. Years of experience   :

APPENDIX 1. THE PROFILE OF ORGANIZATIONAL CHARACTERISTICS

Leadership Processes

1.	Extent to which superiors have confi- dence and trust in subordiantes	Have no con- fidence and trust in subordinates	Have condes- cending con- fidence and trust, such as master has in servant	Substantial but not complete confidence and trust; still wishes to keep control of decisions	Complete confidence and trust in all matters
2.	Extent to which sub- ordinates, in turn, have con- fidence and trust in supriors	Have no confidence and trust in superiors	Have subser- vient confi- dence and trust, such as servant has to master	Substantial but not com- plete confi- dence and trust	Complete confidence and trust
3.	Extent to which superiors display sup- portive be- havior toward others	Display no supportive behaviour or virtually none	Display sup- portive be- havior in con descending manner and situations only	Display sup- portive be- havior quite generally	Display supportive behavior fully and in all situations
4.	Extent to which superiors behave so that subordinates feel free to discuss import- ant things about their jobs with their immediate superior	Subordinates feel comple- tely free to discuss things about the job with their superior	Subordinates feel rather free to dis- cuss things about the job with their superior	Subordinates do not feel free to dis- cuss things about the job with their superior	Subordinates do not feel free at all to discuss things about the job with their superior
5.	Extent to which imme diate superior in solving job problems gene- rally tries to get subordinates leads and op- nions and make constructive of them	Always gets ideas and opinions and always tries to make con- structive use of them	Usually gets ideas and opinions and usually tries to make cons- tructive use of them	Sometimes gets ideas and opinions of sub- ordinates in solving job problems	Seldom gets ideas and opinions of subordinates in solving job problems

6.	Character of motivational forces				
	Underlying motives tapped	Physical security, economic needs, and some uses of the desire for status	Economic needs and moderate use of ego motives, e.g., desire for status affiliation, and achievement	Economic needs and considerable use of ego and other major motives, e.g.,desire for new experiences	Full use of economic, ego, and other major motives, as, for example, motivational forces arising from group goals.
7.	Manner in which motives are used	Fear, threats, punishment, and occasional reward	Rewards and some actual or potential punishment	Rewards occasional punishment and some involvement	Economic rewards based on compensation system developed through participation; group participation and involvement in setting goals, improving methods, appraising progress towards goals, etc.
8.	Kinds of attitudes developed toward organization and its goals	Attitudes are strongly favorable and provide powerful stimulation to behavior implementing organization's goals.	Attitudes usually are favorable and support behavior implementing organization's goals	Attitudes are sometimes hostile and counter to organization's goals and are sometimes favourable to the organization's goals and support the behavior necessary to achieve them.	Attitudes usually are hostile and counter to organization's goals.
9.	Extent to which motivational forces conflict with or reinforce one another	Marked conflict of forces substantially reducing those motivational forces leading to behavior in support of the organizational goals	Conflict often exists; occasionally forces will reinforce each other, at least partially	Some conflict, but often motivational forces will reinforce each other	Motivational forces generally reinforce each other in a substantial and cumulative manner.

10. Amount of responsibility felt by each member of organization for achieving organization's goals	Personnel at all levels feel real responsibility for organization's goal and behave in ways to implement them	Substantial proportion of personnel, especially at higher levels, feel responsibility and generally behave in way to achieve the organization's goals	Managerial personnel usually feel responsibility; rank and file usually feel relatively little responsibility for achieveing organization's goals	High levels of management feel responsibility; lower levels feel less; rank and file feel little and often welcome opportunity to behave in ways to defeat organization's goals
11. Attitudes toward other members of the organization	Favourable, cooperative attitudes throughout the organization with mutual trust and confidence	Cooperative, reasonable favorable attitudes toward others in organizations; may be some competition between peers with resulting hostility and some condescension toward subordinates	Subservient attitudes toward superiors; competition for status resulting in hostility toward peers; condescension toward subordinates	Subservient attitudes toward superiors coupled with hostility; hostility toward peers and contempt for subordinates; distrust is widespread
12. Satisfaction derived	Relatively high satisfaction throughout the organization with regard to membership in the organization, supervision and one's own achievements	Some dissatisfaction to moderately high satisfaction with regard to membership in the organisation, supervision, and one's own achievements	Dissatisfaction to moderate satisfaction with regard to membership in the organization, supervision, and one's own achievements	Usually dissatisfaction with membership in the organization, with supervision, and with one's own achievements

Character of Communication Process

13.	Amount of interaction and communication aimed at achieving organizations objectives	Very little	Little	Quite a bit	Much with both individuals and groups

14.	Direction of information flow	Downward	Mostly downward	Down and up	Down, up and with peers

Downward Communication Process

15.	Where initiated	Initiated at all levels	Patterned on communication from top but with some initiative at lower levels	Primarily at top or patterned on communication from top	At top of organization to implement top directive

16.	Extent to which superiors willingly share information with subordinates	Provide minimum of information	Gives subordinates only information superior feels they need	Gives information needed and answers most questions	Seeks to give subordinates all relevant information and all information they want
17.	Extent to which communications are accepted by subordinates	Generally accepted, but if not, openly and candidly questioned	Often accepted but, if not, may or may not be openly questioned	Some accepted and some viewed with suspicion	Viewed with great suspicion

Upward Communication

18.	Adequacy of upward communication via line organization	Very little	Limited	Some	A great deal

19.	Subordinates' feeling of responsibility for initiating accurate upward communication	None at all	Relatively little, usually communicates "filtered" information and only when requested, may "yes" the boss	Some of moderate degree of responsibility to initiate accurate upward communication	Considerable responsibility felt and much initiative; group communicates all relevant information

20.	Forces leading to accurate or distorated upward information	Virtually to forces to distort and powerful forces to communicate accurately	Occasional forces to distort along with many forces to communicate accurately	Many forces to distort; also forces for honest communication	Powerful forces to distort information and deceive superiors
21.	Accuracy of upward communication via line	Accurate	Information that boss wants to hear flows ; other information may be limited or cautiously given	Information that boss wants to hear flows ; other information is restricted and filtered	Tends to be inaccurate
22.	Need for supplementary upward communication system	No need for any supplementary system	Slight need for supplementary system; suggestion systems may be used	Upward communication often supplemented by suggestion system and similar devices	Great need to supplement upward communication by spy system, suggestion system, and similar devices
23.	Sideward communication, its adequacy and accuracy	Usually poor because of competition between peers, corresponding hostility	Fairly poor because of competition between peers	Fair to good good	Good to excellent
24.	Psychological close ness of superiors to subordinates (i.e., friendliness between superiors and subordinates)	Usually very close	Fairly close	Can be moderately close if proper roles are kept	Far apart
25.	How well dose superior know and understand problems faced by subordinates?	Knows and understand problems of subordinates very well	Knows and understands problems of subordinates quite well	Has some knowledge and understanding of problems of subordinates	Has no knowledge or understanding of problems of subordinates

26.	How accurate are the perceptions by superiors and subordinates of each other ?	Often in error	Often in error on some points	Moderately accurate	Usually quite accurate

Character of Interaction-influence Process

27.	Amount and character of interaction	Extensive, friendly interaction with high degree of confidence and trust	Moderate, interaction, often with fair amount of confidence and trust	Little interaction and usually with some condescension by superiors; fear and caution by subordinates	Little interaction and always with fear and distrust
28.	Amount of cooperative teamwork present	Very substantial amount throughout the organization	A moderate amount	Relatively little	None

Extent to which subordinates can influence the goals, methods, and activity of their units and departments.

29.	As seen by superiors	None	Virtually none	Moderate amount	A great deal
30.	As seen by subordinates	None except through "informal organization" or via unionization	Little except through "Informal organization" or via unionization	Moderate amount both directly and via unionization (where it exists)	Substantial amount both directly and via unionization (where it exists)

#					
31.	Amount of actual influence which superiors can exercise over the goals, activity, and methods of their units and departments	Believed to be substantial but actually moderate unless capacity to exercise severe punishment is present	Moderate to somwwhat more than moderate, especially for higher levels in organization	Moderate to substantial especially for higher levels in organization	Substantial but often done indirectly as for example, by superior building effective interaction-influence system
32.	Extent to which an effective structure exists enabling one part of organization to exert influence upon other parts	Highly effective structure exists enabling exercise of influence in all directions	Moderately effective structure exists; influence exerted largely through vertical lines	Limited capacity exists; influence exerted largely via vertical lines and primarily downward	Effective structure virtually not present

Character of decision making process

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33.	At what level in organization are decisions formally made ?	Bulk of decisions at top of organization	Policy at top, many decisions within prescribed framework made at lower levels but usually checked with top ber fore action	Broad policy decisions at top, more specific decisions at lower levels	Decision making widely done throughout organization, although well integrated through linking process provided by overlapping groups
34.	How adequate and accurate is the information available for decision making at the place where the decisions are made ?	Information is generally inadequate and inaccurate	Information is often somewhat inadequate and inaccurate	Reasonably adequate and accurate information available	Relatively complete and accurate information available based both on measurments and efficient flow of information in organization
35.	To what extent are decision makers aware of problems, particularly	Generally quite well aware of problems	Moderately aware of problems	Aware of some, unaware of others	Often are unaware or only partially aware

36.	Extent to which technical and pre fessional knowledge is used in decision making	Use only if possessed at higher levels	Much of what is available in higher and middle level is used	Much of what is available in higher, middle, and lower levels is used.	Most of what is available anywhere within the organization is used

Are decision made at the best level in the   organization as far as

37.	Availability of the most adequate and accurate information bearing on the decision	Overlapping groups and group decision processes tend to push decisions to point where information is most adequate or to pass the relevant information to the decision making point	Some tendency for decisions to be made at higher levels than where most adequate and accurate information exists	Decisions often made at levels appreciably higher than levels where most adequate and accurate information exists	Decisions usually made at levels appreciably higher than levels where most adequate and accurate information exists

38.	The motivational consequences (i.e. does the decision making process help to create the necessary motivations in those persons who have to carry out the decision?)	Substantial contribution by decision making processes to motivation to implement	Some contribution by decision making to motivation to implement	Decision making contributes relatively little motivation	Decision making contributes little or nothing to motivation to implement the decision, usually yields adverse motivation

39.	To what extent are subordinates involved in decisions related to their work ?	Not at all	Never invovled in deci-sions; occasion-ally con-sulted	Usually are consulted but ordinarily not involved in the decision making	Are involved fully in all decisions related to their work

40	Is decision making based on man-to-man or group pattern of operation ? Does it encourage or discourage team work?	Man-to-man only, discourages team work	Man-to-man almost entirely, discourages team work	Both man-to man and group, partially encourages team work	Largely based on group pattern, encourages, team work

Character of goal setting or ordering

41.	Manner in which usually done	Except in emgencies, goals are usually established by means of group participation	Goals are set or orders issued after discussion with subordinates of problems and planned action	Orders issued, opportunity to comment may or may not exist	Orders issued
42.	To what extent do the different hierarchical levels tend to strive for high performance goals ?	High goals sought by all levels, with lower levels sometimes pressing for higher goals than top levels	High goals sought by higher levels but with occasional resistance by lower levels	High goals sought by top and often resisted moderately by subordinates	High goals pressed by top, generally resisted by subordinates
43.	Are there forces to accept, resist, or reject goals ?	Goals are overtly accepted but are covertly resisted strongly	Goals are overtly accepted but often covertly resisted to at least a moderate degree	Goals are overtly accepted but at times with some covert resistance	Goals are fully accepted both overtly and covertly

Character of control processes

44.	At what hierarchical levels in organizations dose major or primary concern exist with regard to the performance of the control function ?	At the very top only	Primarily or largely at the top	Primarily at the top but some shared feeling of responsibility felt at middle and to a lesser extent at lowert levels	Concern for performance of control functions likely to be felt throughout organization

45.	How accurate are the measurements and information used to guide and performance the control function, and to what extent do forces exist in the organization to distort and falsify this information ?	Strong pressures to obtain complete and accurate information to guide own behavior and behavior of own and related work groups; hence information and measurements tend to be complete and accurate	Some pressure to protect self and colleagues and hence some pressure to distort; information is only moderately complete and contains some in accuracies	Fairly strong forces exist to distort and falsify; hence measurements and information are often in complete and in accurate	Very strog forces exist to distort and falsify; as a consequenece measurements and information are usually incomplete and often in accurate
46.	Extent to which the review and control functions are concentrated	Highly concentrated in top manage ment	Relatively high concentrated, with some delegated control to middle and lower levels	Moderate down ward delegation of review and control processes; lower as well as higher levels perform these tasks	Review and control done at all levels with lower units at times imposing more vigorous reviews and tighter controls than top management
47.	Extent to which there is an information organization present and supporting or opposing goals of formal organization	Informal organization present and opposing goals of formal organization	Informal organization usually present and partially resisting goals	Informal organization may be present and may either support or partially resist goals of formal organization	Informal and formal organization are one and the same; hence all social forces support efforts to achieve organization's goals
48.	Extent to which control data (e.g., accounting, productivity, cost, etc.) are used for self-guidance or group problem solving by managers and non-supervisory employees, or used by superiors in a punitive, policing manner	Used for policing and in punitive manner	Used for policing coupled with reward and punishment, sometimes punitively; used some-what for guidance but in acco rd with orders	Used for policing with emphasis usually on rewardbut with some punishment; used for guidance in accord with orders; some use also for self-guidance	Used for self guidance and for coordinate problem solving and guidance not used punitively

Performance goals and training

		Seek to achieve	Seek very high goals	Seek high goals	Seek average goals
49.	Level of performance goals which superiors seek to have organization achieve				

		Have received no management training of kind I desire	Have received some management training of kind I desire	Have received quite a bit of management training of kind I desire	Have received a great deal of training of kind I desire
50.	Extent to which you have been given the kind of management training you desire				

		Training resources provided are excellent	Training resources provided are very good	Training resources provided are good	Training resources provided are only fairly good
51.	Adequacy of training resources provided to assist you in training your subordinates				

SECTION 1

THE PROBABILISTIC ORIENTATION QUESTIONNAIRE

1. It is probable that in course of time the solutions for the current puzzles may become self evident

2. Nobody can certainly predict anything.

3. Any person may change in course of time.

4. It is probable that predictions made by any person may go wrong.

5. The accidental happenings in life should be accepted without any prejudice.

6. Status of a person will not always be the same.

7. Chance is the pure determinent of success in horse race.

8. Good luck is just accidental

9. It is possible that there is more than one correct solution for any problem.

10. Since all plans of the past met with failure, it is not necessary that the future plan should also end up with failure.

11. Since all plans of the past met with success, it is not necessary that the future plan should also meet with success.

12. Even the best effort may fail in practice.

13. All thoughts good or bad may not materialise.

14. Natural events are unbiased.

15. Some disease may get cured spontaneously.

16. Chance should favour any effort to make a success.

17. It is good to expect any unforeseen thing to happen at any time.

18. Whether we understand it or not, nature operates on the basis of definite principles.

19. Even the best judge may error in his judgement.

20. Solutions to problems may become clear incidently on their own.

21. Chance has a crucial role to play in the game of cards.

22. Things heard and seen many even become false.

23. It is possible that any activity may meet with success or failure.

24. Weather forecasts are made on best guess work.

25. Any scientific invention may go wrong.

26. Anything may happen to anyone in the course of time.

27. Today's success may be a failure tomorrow and tomorrows failure may be a success some other day.

28. Natural events by themselves are neither good nor bad.

29. Events by themselves or just natural ones; we only label them 'Good luck' or 'ill luck'.

30. Any piece of research work can predict only the probabilities of occurrence of an event and not certainity.

SECTION 3

THE WORK COMMITMENT QUESTIONNAIRE

1. I am a conscientious worker.

2. I am committed to work.

3. I do not dodge on my work.

4. I feel highly satisfied on completing an assignement.

5. I am not carried away by praises of reproofs when I am on work.

6. My work gives me enough satisfaction.

7. I often forget time when I am engaged in my work.

8. I do not hesitate to work long hours to complete an assignment.

9. I feel realising my potentialities in carrying on my work.

10. I consider my work as my asset.

11. I feel proud of my work.

12. I value my work almost as a religion.

13. My pay alone does not determine the satisfaction in my work.

14. I keep punctuality in my work.

15. I try to do my work as perfect as possible.

16. I consider my boss as partner to my work.

17. I do not waste time when I am doing my work.

18. I do not take leave just to exhaust the leave I am officialy eligible for.

19. While doing my work I believe in self control.

20. Sometimes I imagine of the achievements that my work may lead to.

21. I don't get easily distracted in my work.

22. My work is interesting to me.

23. I care to improve methods and strategies in my work.

24. I take responsbility to deviate from rules to achieve the actual goal in the assignment entrusted to me.

25. I do not waste materials while doing my work.

26. My work is a source of pleasure to me.

27. I am more responsible in my work.

28. I do not gossip while I am working.

29. I do not compare myself with others while doing my work.

30. I always mind only my business while on work.

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SECTION 4

THE ALIENATION QUESTIONNAIRE

1. Sometimes I feel that difficulties pile up so high that I could not over come them.

2. Sometimes I feel that I am about to go to pieces.

3. I like to read newspapers articles on crime.

4. Most people will use somewhat unfair means to gain profit or an advantage rather than loose it.

5. I often feel as if things were not real.

6. I would certainly enjoy beating a crook at his own game.

7. I commonly wonder what hidden reason another person may have for doing something nice for me.

8. I cannot understand what I read as I used to.

9. Once in a while I feel hatred toward members of my family whom I usually love.

10. I feel unable to fell anyone all about myself.

11. The future is too uncertain for a person to make serious plans.

12. It makes me uncomfortable to put on a stunt at a party even when others are doing the same sort of things.

13. I like to flirt.

14. I do not blame a person for taking advantage of some one who lays himself open to it.

15. Even when I am with people I feel lonely much of the time.

16. At times I have very much wanted to leave home.

17. I work under a great deal of tension.

18. I have had periods of days, weeks, or months when I couldn't take care of things because I couldn't get going.

19. I certainly feel useless at times.

20. I often think 'I wish I were a child again'.

SECTION 5

THE ROLE CONFLICT DIFFERENTIAL

1. Taking charge from the previous shift supervisor.

2. Work allocation

3. Maintaining production records

4. Checking the number of people working

5. Taking disciplinery actions

6. Granting leave to the workers.

7. Counseling the workers.

8. Getting involved in housekeeping and cleanliness

9. Reporting the breakages of machinery

10. Informing the higher authorities about the inefficiency of the workers.

11. Maintaining a rapport

12. Taking responsibility for the drop in the production.

13. Maintaining a production target.

14. Permitting the workers to leave the department with specific reasons

15. Enforcing the rules on the workers

16. Going round the department

17. Guiding the workers to do the work in the right way.

18. Enforcing safety measures.

19. Taking part in programmes for prevention of accidents

20. Communicating the management policy

21. Enforcing punctuality

22. Attending to grievances of the workers

23. Controlling the wastage.

24. Count changing if necessary

25. Scheduling and following up of regular work

26. Controlling the dodging workers

27. Taking part in decision making regarding the condition of the machine.

28. Placing indents to the stores for the immediate need of the materials.

29. Participating in technical and professional operations.

30. Coordinating with the colleagues

31. Monitoring attendance

32. Maintaining cordial relationship with the workers

33. Taking responsibility for clearance of arrears.

34. Enforcing effective work during office hours.

35. Taking responsibility for allotment of work load to the workers.

36. Any other.