QUESTIONNAIRE
TOP-SECRET
CONFIDENTIAL

PROFILES OF MANAGERIAL LEADERSHIP IN PUBLIC SECTOR
INDUSTRIAL UNITS IN J & K STATE

(No information supplied in this questionnaire shall be divulged to any person, institution and attributed by name).

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SECTION - I

1. Name.............................................
2. Sex (Male/Female) Age
3. Marital Status
   (Please tick any one of the following)
   (a) Married
   (b) Unmarried
   (c) Divorced
   (d) Widow
   (e) Widower
4. Educational Qualification: (Tick any one of the following):
(a) Matric
(b) Graduation
(c) Post Graduation
(d) Doctorate Degree

5. (i) Is any other specialised Degree/Diploma
(ii) Name of the Institution

6. Schooling
Name of the Institution Place
(a) Matric
(b) B.A/B.Sc.
(c) M.A/M.Sc.
(d) Ph.D.

7. Religion: (Tick any one of the following):
(a) Hindu
(b) Muslim
(c) Sikh
(d) Christian
(e) Boddh
(f) Jain
(h) Other
8. Nationality

9. To which Caste Do You Belong?

10. Do you belong to Scheduled Caste/Scheduled Tribe

   Yes/No

   (If Yes please mention the category)

11. State of Domicile

12. Area or Background Rural/Urban

13. Occupation of your Father

14. Educational Qualification of your parents:
   (Please put a tick mark on the appropriate choice)

   Father: (a) Illiterate, (b) Primary, (c) Middle
          (d) Matric, (e) Graduate, (f) Post Graduate

   Mother: (a) Illiterate, (b) Primary, (c) Middle
          (d) Matric, (e) Graduate, (f) Post Graduate.

15. Annual Income of your father from all sources:

   (a) Rs 2000-6000
   (b) Rs 6000-12000
   (c) Above Rs 12000
   (Please tick any one of the above).
16. Do you own a House? Yes/No

17. Do you own some Land? Yes/No

If yes please mention area:

18. Do you own a vehicle? Yes/No

If yes please tick any one of the following:

(a) Bicycle
(b) Scooter
(c) Motor Cycle
(d) Car
(e) Jeep
(f) Truck

19. In terms of Economic Class do you think that you have moved higher in relation to that of your father

Yes/No

20. Present Position/Rank in the Organization..................

21. Salary (including all emoluments) .................
SECTION - II
LEADERSHIP TRAITS

1. What do you think, your leadership qualities converge somewhere near any of the following:
   a. Task-Oriented (Tick any one of the percentages)
      100%
      75%
      50%
      25%
      Nil
   b. Performance Oriented (Tick any one of the percentages)
      100%
      75%
      50%
      25%
      Nil
   c. Employees-Oriented
      100%
      75%
      50%
      25%
      Nil
d. **Organisation-Oriented** i.e. **Management Oriented**

100%
75%
50%
25%
Nil

e. **Self-Interest Oriented**

100%
75%
50%
25%
Nil

f. **Community Interest Oriented**

100%
75%
50%
25%
Nil

g. **Organizational Interest Oriented.**
   *(All Groups, Sections of the Employees as well as Including the Management's Interests).*

100%
75%
50%
25%
Nil
SECTION - III
ROLE PERCEPTION BY THE MANAGERS

1. What do you think about your role as a top-decision making officer?
   i) Highly satisfied
   ii) Satisfied
   iii) Not-satisfied.

   (Answer any one of the above)

   Additional Reply

3. Are you aware about your role as a Chief-Policy Maker or Adviser? Are you satisfied with your role as Chief Policy Maker?
   i) Highly satisfied
   ii) Satisfied
   iii) Not-satisfied.

   (Tick any one of the above)

4. What is the extent of your participation in the decision-making process:
   (Tick any one of the following)
   10% to 20%
   20% to 30%
   30% to 40%
   40% to 50%
   50% to 60%
   Above 60%
5. What do you think of your role as a Chief-Co-ordinator of functions of officers below:

i) Highly satisfactory

ii) Satisfactory

iii) Not-satisfactory.

(Tick any one of the above).

6. Role as Chief Controller

Do you think that you enjoy authority to hold your subordinates accountable to you in cases of deliberate lapse or inactivity?

i) Sufficient authority

ii) Just sufficient authority

iii) Insufficient Authority.

(Tick any one of the above).

SECTION - IV

ASSUMED SIMILARITY BETWEEN OPPOSITES

(I) PERCEPTIONS ABOUT MOST PREFERRED CO-WORKERS

a.1 What do you think about the immediate colleagues? Is there some most preferred colleagues whom you can depend upon for co-ordination in managerial functions?

Yes/No

Extent to which can be depended upon:

- 75% to 100%
- 50% to 74%
- 25% to 49%
- 1% to 24%
2. What have you to say about immediate colleague who does not co-operate at all. Is there some such immediate colleague?
Yes/No

What is the extent of or degree of lack of co-operation?
- 75% to 100%
- 50% to 74%
- 25% to 49%
- 1% to 24%

3. Do you regard the most preferred colleague as an increment to the effective leadership performance?
Yes/No

4. Do you think an un-co-operative immediate colleague is in any way a hurdle in effective managerial leadership performance?
Yes/No

5. Do you think, there is any significant difference in having more co-operative colleague to one or two inconvenient colleagues?
Yes/No
6. Are your relations with immediate colleagues generally satisfactory?

Yes/No

If yes, are these

i) Highly satisfactory 75% to 100%

ii) Satisfactory 50% to 74%

iii) So - So 40% to 49%

iv) Un-satisfactory 25% to 39%

v) Poor 1% to 24%

7. Are the functions of Managers and Dy. Managers, Asstt. Managers properly written and structured or spelled out?

1. Managers Yes/No

2. Dy. Managers Yes/No

3. Asstt. Managers Yes/No.

8. Do you think that situations are favourable towards you as a manager now a days in the Corporation?

Yes/No

9. Which type of leadership mentioned below, in your opinion, is highly necessary for a on-going Corporation?

1. Directive Leadership (Tick if Yes)

2. Supportive Leadership (Tick if Yes)

3. Participative Leadership (Tick if Yes)

4. Achievement Oriented Leadership (Tick if Yes)

(Kindly rate the above mentioned leaderships)
Number one Leadership
Number two Leadership
Number three Leadership
Number four Leadership.

b. **Successful role as a Chief Policy-Maker**

Do you regard yourself as a successful policy-maker in your Industrial Unit:

a) Highly Successful
b) Successful
c) Not Successful

c. **Rode as a Chief Co-ordinator**

What do you think about your performance as a successful Coordinator of all the sub-unit officers under you?

1) Highly successful coordinator
b) Successful coordinator
c) Not successful coordinator
SECTION - V

ROLE PERFORMANCE BY THE MANAGERS

1. Success for Enlisting Cooperation

How best do you get cooperation of your subordinates?

a) Highly cooperative
b) Cooperative
c) Less cooperative

2. Success in Providing Effective Leadership

How do you regard your ability having reached its peak to be a success in providing effective leadership?

a) Highly satisfied
b) Satisfied
c) Not satisfied.