CHAPTER - III

RESEARCH METHODOLOGY

In this chapter need for the study, objectives, research hypotheses, instruments of data collection, sampling, data presentation, techniques of analysis etc. have been presented.

3.1 Need of Study

A comprehensive review of previous studies reveals that effectiveness of organisations depends upon decision styles of the managers (Mullen, 1975; Singh, 1977; Pathak, 1981; Lovirch, 1985; Asha Hingra, 1986; McCay, 1987; Hamm, 1992).

However, not many attempts have been made in India for examining the relationship between organisational effectiveness and decision style. Since organisations in India have been able to achieve profit and growth largely due to favourable market and business environment, they have tended to neglect important internal efforts such as building effective system of management and policies for development and utilisation of human resources (Mott, 1971; Mohr, 1971; Mott, 1972; Negandhi, 1972; Zahir, 1984; Deans David Lawrance, 1993; Richard, 1995). Similarly issues of internal dynamics of decision making have remained dormant and choice of appropriate decision making styles have been
considered irrelevant (Mintzberg, 1979, Kim and David, 1981). Many of them not seriously considered that reliance on external environment for performance can be risky and the systems and organisational variables are critical for long term and continued effectiveness (Osborn & Hunt, 1974).

3.2 Objectives of the study

The main purpose of present study is to identify the relationship between decision-styles and organisational effectiveness of managers in public and private sector organisations. Also to identify certain demographic and organisational variables which are related to decision styles and organisational effectiveness, and to find out their effect on organisational effectiveness and decision making styles of managers.

The study attempts to achieve the following objectives:

1. To identify commonly held decision making styles of managers in public and private sector organisations in Himachal Pradesh.

2. To study the nature and significance of relationship between decision making styles and organisational effectiveness.

3. To evaluate the effect of style components on organisational effectiveness.
4. To find out the effect of demographic and organisational variables namely, age, hierarchical level etc. on decision making styles.

5. To identify areas for future research and advance appropriate suggestions for improving organisational effectiveness in public as well as private sector.

3.3 Hypotheses

For realising the objectives of this study, the following hypotheses have been formulated:

1) There exists a significant relationship between decision making style and organisational effectiveness in public as well as private sector.

2) There exists no difference between decision making styles of private and public sector executives.

3) There is no significant relationship between demographic and organisational variables and decision making styles.

4) There is no difference in the effectiveness of public and private sector organisations.

5) Different styles of decision making have different effect on different dimensions of organisational effectiveness.
3.4 Variables

In order to accomplish research objectives and test the above cited hypotheses, information pertaining to certain aspects was required. For this purpose, three groups of variables were identified. These are organisational effectiveness, Decision making styles and Demographic and organisational variables. A brief discription of all these variables is depicted through diagram:
<table>
<thead>
<tr>
<th>Decision Making Styles</th>
<th>Organisational effectiveness</th>
</tr>
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<tbody>
<tr>
<td>1) Participative style:-</td>
<td>I. Perceived organisational effectiveness:-</td>
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<tr>
<td>i) Consultation on job related decision.</td>
<td>i) Quality of product.</td>
</tr>
<tr>
<td>ii) Involvement of subordinates.</td>
<td>ii) Efficiency of people.</td>
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<td>iii) Involvement in policy decisions</td>
<td>iii) Morale of workers.</td>
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<td>v) Autonomy.</td>
<td>v) Rate of growth.</td>
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<td>vi) Joint decision making.</td>
<td>vi) Efficiency in resource utilisation.</td>
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<td>vii) Decision making in group.</td>
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<td>viii) Participation in goal setting</td>
<td></td>
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<tr>
<td>II) Entrepreneurial style:-</td>
<td></td>
</tr>
<tr>
<td>i) Anticipation of problems</td>
<td>II. Growth effectiveness:-</td>
</tr>
<tr>
<td>ii) Problem solving.</td>
<td>i) Sales volume.</td>
</tr>
<tr>
<td>iii) Reliance on precedents and rules.</td>
<td>ii) Capital employed.</td>
</tr>
<tr>
<td>iv) Goals setting and control.</td>
<td>iii) Net Worth.</td>
</tr>
<tr>
<td>v) Consistency of top management.</td>
<td>iv) Net Block.</td>
</tr>
<tr>
<td>vi) Quality/acceptance of decision.</td>
<td></td>
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<tr>
<td>vii) Source of influence.</td>
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<td>viii) Communication process.</td>
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<td>ix) Role of staff group.</td>
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<table>
<thead>
<tr>
<th>Demographic &amp; Organisational Variables:-</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Age of respondents</td>
<td>I. Profit effectiveness:-</td>
</tr>
<tr>
<td>ii) Hierarchial level.</td>
<td>i) Profit before tax, interest and Depreciation.</td>
</tr>
<tr>
<td>iii) Experience of respondents.</td>
<td>II) Profit before tax.</td>
</tr>
<tr>
<td></td>
<td>iii) Net profit after tax.</td>
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</tbody>
</table>
3.5 Instruments of data collection:

The information has been collected from both the sources i.e. secondary as well as primary sources. The organisational office records were the main sources of secondary data. Secondary information was gathered with regard to i) Nature of the organisation ii) Profits and losses of the organisations. iii) Sales volume iv) Capital employed v) Net worth vi) Net block.

The primary data was obtained by using questionnaire on decision making style and organisational effectiveness developed by B.L. Maheshwari (1980). This questionnaire is divided into six sections. First section is devoted to collect personal data such as age, function, level of hierarchy, number of years of service in the organisation and present position in the organisations. Sections two to five included questions relating to decision making style and organisational effectiveness. The last section of the questionnaire was devoted to suggestions advanced by the respondents. Four scales were evolved from the questionnaire:

First scale was about the preference for participation. Here question No.2.1, 2.3, 2.6, 2.7, 2.8, 2.9 and 2.10 from the questionnaire depicted preference of the managers for participation. The scoring for this scale ranges from 0 to 7 point.
Second scale was about participative style. Here eight questions dealing with participative style numbering 1.8, 1.11, 3.19, 3.20, 3.21, 4.2, 4.9 and 4.13 in the questionnaire were evaluated, and scoring was in the range of 0 to 16.

Third scale was concerned with entrepreneurial decision style. Here question No.3.3, 3.4, 3.9, 3.23, 4.5, 4.11, 4.12, 4.15, 4.17, 5.1 and 5.4 were taken for the exhaustive study about entrepreneurship style and scoring was in the range of 0 to 22.

The last scale was about perceived organisational effectiveness. Under this scale six questions numbering 3.1, 3.2, 3.7, 3.8, 3.10 and 3.26 from the questionnaire were analysed and scoring ranged from 0 to 12 point.

3.6 Samples:

The sample for the study consisted of executives of representative organisations from public as well as private sector engaged in manufacturing and marketing of products in Himachal Pradesh. The researcher personally visited these organisations for data collection. A sample of the two hundred seventy two individuals working at decision making positions in the selected organisations was contacted for administrating questionnaire in order to understand their decision making styles and perceptions.
about organisational effectiveness. An attempt was made to
give representations to the individuals of different age
groups, number of years in the organisation, number of years
in the current position and status in the organisation.
Public as well as private organisations in Himachal Pradesh
were contacted and requests were made to the Directors,
Managing Directors, General Managers, Personnel Managers and
other Officers to furnish information regarding decision
making policy generally they adopted, and the ultimate
effect of their decisions on the effectiveness of the
organisation. About four hundred questionnaire were
distributed among all managers and executives of twelve
organisations in both the sectors. All twelve organisations
responded with complete information about financial reports
of successive three years. Finally for making comparative
study between public and private sector with regard to then
decision style and effectiveness, we selected six public
sector organisations and six private sector organisations.
The selected organisations were ranked according to their
employment size. Out of four hundred questionnaire
distributed among decision makers two hundred and seventy
two were received with complete information.

3.7 Profile of organisations under study

To study and compare decision-making styles and
organisational effectiveness in public as well as private
sector undertakings in Himachal Pradesh, six public sector undertakings and same number of private sector organisations functioning in Himachal Pradesh have been chosen. The brief description of each organisation follows as under:-

I) The Himachal Pradesh State Civil Supplies Corporation Ltd. :-

This corporation was established under Companies Act 1956. The authorised and paid-up capital was Rs. 400.00 lakh and Rs. 344.00 lakh respectively in 1994-95. This State Government undertaking is involved in trade activities which includes i) Public distribution system of controlled items such as levy sugar, wheat-atta, rice, edible oils, cloth etc. and non controlled items such as cement, pulses, cloth, vegetable ghee / oil, tea leaves etc. (ii) The supply of medicines to Himachal Pradesh Government institutions.

(II) The Himachal Pradesh State Cooperative Marketing Consumers' Federation Ltd. :-

This organisation is popularly known as Him-Fed. It was registered on 30th June, 1952 under Indian Cooperative Society Act 1912 and subsequently brought under Himachal Pradesh Cooperative Society Act 1968. The authorised and paid up capital in 1994-95 was 10.00 crores and 6.98 crores respectively. Its trading activities
includes distribution of fertilizers, insecticides, pesticides and seeds through cooperative societies etc. It is having eleven area offices situated at Shimla, Mandi, Bilaspur, Nagrota Bagwan, Hamirpur, Solan, Chamba, Nahan, Delhi, Kullu and Una. Through its office at Delhi Him-Fed is marketing apples and vegetables.

(III) Agro-Industrial Packaging India Ltd. :-

This organisation is incorporated on 9th Feb, 1987. The main objectives of this organisation is carry on the business of manufacturers, suppliers, designers, consultants, sellers, buyers, dealers in all kinds of corrugated packing and packaging material and to develop an integrated carton project for the manufacturers of corrugated paper board / cartons. It has authorised and paid up capital of 20 crores and 16.25 crores in 1994-95, respectively. This organisation has been partially meeting the packing requirement of fruits in Himachal Pradesh and at present it is supplying cartons to D.C.M., Dabour India Ltd., Pepsi foods, B.P.L., Sanyo, Akai and Onida.

(IV) Himachal Pradesh Horticultural Produce Marketing and Processing Corporation Ltd. :-

This organisation is popularly known as H.P.M.C. It was incorporated in June 1974. This organisation was taken-up primarily with a view to introduce the modern post
harvest management practices of horticultural produce grown in the State and also to curve the profiteering by the private traders by introducing a sense of competition. The H.P.M.C. has installed over 400 juice dispensing machines at important interstate bus terminals, railway stations, airports and busy market places all over India. The important service being rendered by H.P.M.C. is processing of fruits on support prices as per State Government policy.

(V) Himachal Pradesh State Milk Producers Federation Ltd., Shimla:

It was established in 1972. The end products of it are ghee, butter, flavoured milk etc. It has three units situated at Shimla, Mandi and Kangra. Its main purchase is milk and that is done through milk cooperative societies. The total share capital of this organisation was Rs. 2.34 crore in 1994-95.

(VI) Resin and Turpentine Factory :

This factory is being run by Himachal Pradesh State Forest Corporation Ltd. It was established in 1969 having total investment around 30 lakh and average production of last three years was around 27 lakh and that of turpentine more than 7 lakh litres per annum. This factory is operating at Bilaspur.
(VII) Winsome Textile Industry Ltd. :-

It is established in the year 1980. Its products are cotton and blended yarn. Though the installed capacity of it is 24 thousand M.T. The average production is only about 20% of the installed capacity for the last three years. It is situated at Baddi (Solan)

(VIII) Sidharatha Super Spinning Mills Ltd. :-

Its end products are cotton yarn and synthetic yarn. It was established in the year 1982 with total investment 15.79 crore. Its installed capacity is 8 thousand M.T. and the average capacity is about 50% of installed capacity. It is functioning at Nalagarn (Solan)

(IX) Jai Mata Rolled Glass Ltd. :-

This organisation is established in 1981 with total investment of 5.18 crores. Its end products are rolled wire and figured glass. Its installed capacity is 80 lakh sq. metres whereas the average production over the last three years is about 50% of installed capacity. Its authorised and paid-up capital is Rs 1.50 crore and 1.35 crore respectively.

(X) Khanna Watches Private Ltd. :-

It is established in 1977 at Parwanoo (Solan). The
end product is watch cases and the total investment is around 1.90 crore.

(XI) Lakshmi Roller Flour Mills Private Ltd. :-

This organisation is situated at Parwanoo (Solan). Its installed capacity is 18 thousand M.T. whereas the production in the year 1994-95 was 2896.66 M.T. and in the previous year it was 2520.74 M.T. The end products of this organisation are maida, suzee, flour etc. The share capital of this undertaking in 1994-95 amounted to Rs. 11.50 lakh.

(XII) Ready Bakes Private Ltd. :-

The share capital of this undertaking amounted to Rs. 10 lakh in 1994-95. It is producing bakery products. This undertaking is situated at Parwanoo (Solan).

The ranking of these selected organisations is shown in Table 3.2 and Table 3.3.
### Table 3.2: Ranking of selected private organisations.

<table>
<thead>
<tr>
<th>No of organisation</th>
<th>Ownership</th>
<th>Employer (in hundred)</th>
<th>Rank</th>
<th>End product/activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Private</td>
<td>15.72</td>
<td>1</td>
<td>Cotton &amp; Blendyarn.</td>
</tr>
<tr>
<td>2</td>
<td>-do-</td>
<td>12.68</td>
<td>2</td>
<td>Cotton &amp; Synthetic yarn.</td>
</tr>
<tr>
<td>3</td>
<td>-do-</td>
<td>4.95</td>
<td>3</td>
<td>Rolled wire &amp; figured glass</td>
</tr>
<tr>
<td>4</td>
<td>-do-</td>
<td>3.70</td>
<td>4</td>
<td>Wrist watches/wall watches</td>
</tr>
<tr>
<td>5</td>
<td>-do-</td>
<td>1.09</td>
<td>5</td>
<td>Bakery product.</td>
</tr>
<tr>
<td>6</td>
<td>-do-</td>
<td>0.50</td>
<td>6</td>
<td>Flour.</td>
</tr>
</tbody>
</table>
Table 3.3: Ranking of selected Public Organisation

<table>
<thead>
<tr>
<th>No of organisation</th>
<th>Ownership</th>
<th>Employees (in hundred)</th>
<th>Rank</th>
<th>End product/activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Public</td>
<td>3.50</td>
<td>1</td>
<td>Trade activities.</td>
</tr>
<tr>
<td>2.</td>
<td>-do-</td>
<td>3.06</td>
<td>2</td>
<td>Trade activities.</td>
</tr>
<tr>
<td>3.</td>
<td>-do-</td>
<td>2.02</td>
<td>3</td>
<td>Packing case &amp; corrugated sheets.</td>
</tr>
<tr>
<td>4.</td>
<td>-do-</td>
<td>1.50</td>
<td>4</td>
<td>Fruit Processing.</td>
</tr>
<tr>
<td>5.</td>
<td>-do-</td>
<td>1.42</td>
<td>5</td>
<td>Rasin &amp; Turpentine oil</td>
</tr>
<tr>
<td>6.</td>
<td>-do-</td>
<td>1.30</td>
<td>6</td>
<td>Dairy product.</td>
</tr>
</tbody>
</table>
3.8 Technique of Analysis:

The data collected on Decision making style and organisational effectiveness were analysed using the following procedure.

Total data grouped into four scale’s dimension developed by B.L.Maheshwari (1980). A part of data was analysed on the basis of five point scale - strongly agree, agree, don’t know, disagree and strongly disagree. Don’t know was considered as no response. And responses 1,2,4,5 were combined to obtain two indicators i.e., positive and negative score. Analysis of rest of data was undertaken on Frank Heller’s style (1970). After that Mean, standard deviation were computed. And further the mean scores were converted into weighted score on 0 to 1 score. Pearson’s co-efficient correlation was applied for studying the relationship of participative style of decision making and organisational effectiveness and entrepreneurial style of decision making and organisational effectiveness.
Appendix

Questionnaire on Decision-making styles and
Organisational Effectiveness.

Name of the Company ........

We are requesting you to fill in this questionnaire as part of our research study. The study aims at undertaking the manner in which the decisions are made in different organisations and the relationship between the style of making decisions and the effectiveness of the organisation.

The questions have been grouped under six headings: (i) about yourself (ii) your view on certain issues, (iii) the organisation’s effectiveness (iv) the decision-making style in the organisation v) some processes of the organisation and (vi) your opinion on certain topics. Most questions are either provided with a suitable scale on which to base your answers or are given a number of alternative answers and you have to choose one of them. This simplifies the questionnaire so that it would take less time to fill in. Though this has the effect of oversimplifying the ideas and in some cases there may be no alternative answers which express exactly how you feel, we hope you will bear with us, choosing the answers nearest to your feelings.
Please complete the questionnaire without consulting any of your colleagues. Your answers will be kept completely confidential and all informations given to us will be used in such a way as to preserve complete anonymity.

Many thanks for your co-operation.

SECTION 1: Personal

Please provide the following information about yourself

1.1 Title of your present position

1.2 Name of Department/Division/Unit

1.3 Whom do you generally report to
   (please give title of the position of your superior)

1.4 Number of years of service in this Company.

1.5 Number of years of service in the present position.

1.6 Your age:

1.7 Field of your specialization at University or technical institute

1.8 Are you consulted on decisions related to your job? Yes always, sometimes, never

1.9 Is there close and detailed supervision of your work? Yes always, sometimes, never.
1.10 Are you kept informed about matters related to your job?  
Yes, always, sometimes, never.

1.11 Do you get involved in making policy decisions related to your department? Yes, always, sometimes, never.

SECTION II

A series of statements are listed below. We are interested in your opinion about them. There are no right or wrong answers. Please indicate your agreement or disagreement using the scale by checking ( ) the appropriate box.

1 strongly agree
2 agree
3 don't know
4 disagree
5 strongly disagree

2.1 Most people prefer to be directed, wish to avoid responsibility and have relatively little ambition. 1 2 3 4 5

2.2 The use of reward and punishment is the best way to make subordinates work. 1 2 3 4 5

2.3 A good leader should give detailed and complete instructions to his subordinates, rather than give them general directions and depend on their initiative to work out the details. 1 2 3 4 5

2.4 More minds are better than one when it comes to setting company goals. 1 2 3 4 5
2.5 A Boss should give only small amounts of information to his subordinates. 1 2 3 4 5

2.6 A manager exercises authority over his subordinates primarily through control over their career. 1 2 3 4 5

2.7 When the top man takes important decisions by himself, the company does better. 1 2 3 4 5

2.8 Groups rather than individuals make better decisions on complex problems. 1 2 3 4 5

2.9 Subordinates should always be involved in decisions relating to their jobs. 1 2 3 4 5

2.10 People give their best when closely supervised. 1 2 3 4 5

SECTION III

A number of questions on your organisation are given below. Please answer each question. Give your rating on the five points scale below each question. Each number denotes these qualities on very low to very high scale.

1. very low/very bad/very poorly
2. Low/bad/poorly.
3. Just O K
4. High/good/well
5. Very high/very good/very well.

Please check ( ) the appropriate box.
3.1 How good is the quality of your product?

3.2 How efficiently do people do their work?

3.3 How good are people at anticipating problems that may come up in the future?

3.4 How well do people take effective measures to meet the anticipated problem?

3.5 How well informed are the people in your organisation about new development in the relevant fields?

3.6 How well does the organisation adapt to changes in the social, economic and political environment?

3.7 How high is the morale of workers in the organisation?

3.8 How high is the morale of managers in the organisation?

3.9 How well does the organisation handle emergencies?

3.10 How high is the rate of growth of the organisation?

3.11 How well planned are the work assignments in your organisation?

3.12 How well are your systems and procedures geared to achieving company goals?
3.13 How well qualified are people in your organisation to handle the tasks assigned to them? 1 2 3 4 5

3.14 How good are the industrial relations in your organisation? 1 2 3 4 5

3.15 How much are important decisions made at the right level? 1 2 3 4 5

3.16 How high is the quality of decisions made? 1 2 3 4 5

3.17 Degree of effectiveness of decisions on important matters? 1 2 3 4 5

3.18 Degree of acceptance of decisions in the organisation? 1 2 3 4 5

3.19 Degree of delegation of authority in the organisation? 1 2 3 4 5

3.20 Degree to which your superior and other managers interfere in your work 1 2 3 4 5

3.21 Degree to which subordinates are involved in making decisions related to your work 1 2 3 4 5

3.22 Degree to which status and position of a person determine the influence he can exert in decision making 1 2 3 4 5

3.23 Degree to which decision makers are aware of the deficiencies of the organisation 1 2 3 4 5

3.24 How well has the management succeeded in removing the deficiencies of the organisation? 1 2 3 4 5
3.25 Degree to which top management follow the policies they have themselves framed 1 2 3 4 5

3.26 How efficiently does your organisation use the resources (money, equipment, people etc) it has? 1 2 3 4 5

SECTION IV

A number of items intended to determine how decisions are made in your organisation are given below. Each item has three or more statements. Please check that statement which you feel describes your organisation most closely.

4.1 How are decisions on operational matters formally taken and implemented?

( ) Always taken at the top. Detailed plans given to which members of the organisation have to adhere strictly.

( ) General guidelines are framed at the top. Before taking action members have to have action plans checked by top management.

( ) General guidelines decided through consultation with most levels within which members take action.

( ) No guidelines whatsoever; most decisions taken on ad hoc basis.
4.2 On important matters at the unit/corporate level decisions are generally taken.

( ) By the Chief Executive alone.
( ) By the Chief Executive after consultation with top management.
( ) By the top management with the Chief Executives acting as co-ordinator.

4.3 Extent to which decision makers are aware of the problems at lower levels in the organisation.

( ) Generally well aware of all important problems.
( ) Aware of some important problems, un-aware of many others.
( ) Often are un-aware or only partially aware of problems.

4.4 Extent to which technical and professional knowledge is used in decision making.

( ) Used only if available at higher levels.
( ) Much of what is present at higher levels and some of what is available in middle and lower levels is used.
( ) Most of what is available anywhere within the organisation is used.

4.5 Decisions are often based on:

( ) Intuition and experience.
( ) Experience and some statistical data.

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4.6 What role do the staff groups have in decision making?
( ) Staff people make decisions.
( ) Staff groups are only used in an advisory capacity.
( ) Staff groups play almost no role in decision making.

4.7 What is the role of the staff groups in providing information in decision making?
( ) Staff groups are the main source of information.
( ) Information provided by the staff groups considered along with information from other sources.
( ) Information provided by staff groups is seldom used.

4.8 Are decisions are made at the level where the most adequate and accurate information exists?
( ) Generally, Yes.
( ) Sometimes at one level higher than where best information exist.
( ) Usually at levels appreciably higher than where best information exists.

4.9 Are decisions generally made by groups or by individuals alone?
( ) Individuals only.
( ) At times by individuals but often by groups.
( ) Largly by groups.
4.10  The influence and individual can exert in the making of decisions depends on

( ) His professional competence.

( ) Professional competence but more on his personal relationship with the superior

( ) Depends entirely on his personal relationship with his superior.

4.11  Are decision makers able to anticipate and access social, economic, political trends and take requisite action?

( ) Show good anticipation and try to prepare the organisation to meet the trends

( ) Are slow in anticipating and acting

( ) Seldom able to anticipate the trends and take action only when compelled to do so

4.12  How much do decision makers rely on precedents in making decisions?

( ) Generally look for and make decisions in keeping with the precedents

( ) Often make decisions in keeping with precedents but are not constrained by them

( ) Always look for the best alternative and are not inhibited by precedents.
4.13 Manner in which goal are set at different levels in the organisation:

( ) Goals and targets are established by the Chief Executive and the top management and transmitted down the line.

( ) Generally goals are established at the top but people are permitted to comment and make suggestions.

( ) Goals are normally established by groups of managers at different levels.

4.14 Do you get sufficient information to make you aware of problems at lower levels in the organisation.

( ) Generally get adequate and accurate information.

( ) Can get adequate and accurate information if I seek it.

( ) Am not able to get adequate and accurate information.

4.15 When an unforeseen problem arises on which you have to make a decision, do you:

( ) Wait for detailed information before making your decision.

( ) Try to obtain some more information but do not wait long for it.

( ) Make a quick decision based on the information available then and there.

4.16 Do you subordinates like to work:

( ) Individually

( ) As a group with a boss.
4.17 In making decisions, do you:

( ) Generally follow precedents.

( ) Keep precedents in view but do not necessarily follow them.

( ) Do not believe that precedents are of value.

4.18 When informing your subordinates about your decisions on important matters which do you find the most efficient way.

( ) Calling them together and talk to them about it inviting opinions.

( ) Sending them a written note and sometimes discussing it with them informally.

( ) Sending them a note and asking them to act on it.

SECTION V

A number of items intended to determine some of the processes of your organisation are given below. Each item has, in general, three statements. Please check ( ) the statement which you feel describes your organisation most closely.

5.1 Level at which concern for high performance is shown:

( ) High performance goals are pressed by top management but strongly resisted by subordinates.

( ) High performance goals are sought by higher levels but meet with some resistance from lower levels.
High performance goals are actively sought by all levels in the organisation.

5.2 How far is there a tendency to accept, resist or reject goals?

( ) People outwardly accept the goals but inwardly resist them strongly.

( ) People outwardly accept the goals but do not act to achieve them.

( ) Goals are readily accepted and pursued.

5.3 Review and control of performance is generally done by:

( ) Top management alone.

( ) Senior managers at all levels.

( ) All managers at all levels.

5.4 In day-to-day work the organisation stresses:

( ) Following the rules and regulations as closely as possible.

( ) Getting the job done in a manner that does not infringe rules and regulations.

( ) Getting the job done so as to produce results even by infringing rules and regulations.

5.5 Do people at all levels feel inclined to pass on information to relevant person to take decisions?

( ) Generally inclined to do so and continue doing so till necessary action is taken.
5.6 Often problems arise between people in the organisation. How well does the organisation handle them?

( ) Attempts are made to solve problems through discussions with the people concerned and to prevent their recurrence.

( ) Often measures are taken by the superior to solve the problems but no attempts are made to prevent their recurrence.

( ) Problems between people are always ignored as long as they do not seriously affect their work.

5.7 How adequate is the communication system in the organisation?

( ) Only downward communication is adequate.

( ) Both downward and upward communication are adequate.

( ) Vertical communication is adequate but horizontal communication is inadequate.

( ) The communication system is inadequate.
SECTION VI

6.1 Please give your suggestions, if any, for improving the decision making process in your company.

6.2 Please give your suggestions, if any, for improving the working of your company.

6.3 In your opinion what are the reasons for the generally low efficiency of business enterprises in India?