APPENDIX A

Permission to use Emotional & Social Competence Inventory

Elizabeth Nolan
to:
badri bajaj

08/20/2010 09:33 PM

Dear Badri,

We have received your signed documents and are happy to approve your request. Attached you will find:

1. ESCI 360 Version - This is a copy of the ECI 360 rating booklet. You may print or copy this document as needed for your research.

2. ESCI Self Version - This is a copy of the ECI Self rating booklet. You may print or copy this document as needed for your research.

3. ESCI Scoring Instructions - This document contains the instructions necessary for you to calculate the ESCI scores.

4. ESCI Scoring Key - This contains the scoring key (list of items for each competency and cluster) for the ESCI. Use this document to create variables in your statistical program for each ECI competency and cluster score.

5. The ECI 2.0 Technical Manual and article by Richard Boyatzis discussing the update from the ECI 2.0 to the ESCI.

**Please remember that we will need to access and approve any website where the ESCI is posted in order to ensure that the instrument is accurately represented. We will need to approve this before you give access to participants.**

Please let me know if you have any questions. We look forward to hearing about your research!

Best regards,

Elizabeth
To whom it may concern,

This letter is to grant permission for the above named person to use the following copyright material;

Instrument: *Multifactor Leadership Questionnaire*

Authors: *Bruce Avolio and Bernard Bass*

Copyright: *1995 by Bruce Avolio and Bernard Bass*

for his/her thesis research.

Five sample items from this instrument may be reproduced for inclusion in a proposal, thesis, or dissertation.

The entire instrument may not be included or reproduced at any time in any other published material.

Sincerely,

Robert Most
Mind Garden, Inc.
www.mindgarden.com
Dear Supervisor Participant,

Welcome to this research study. I am doing my Ph. D. at Jaypee Institute of Information Technology, Noida. The purpose of this study is to examine the Relationship between Emotional Intelligence and Leadership in Indian Software Industry. This survey is a part of an academic research and all data will be kept strictly anonymous.

You have been identified as a leader/supervisor by your organization and I would like to invite you to participate in this study. Your participation in this research is voluntary and responses will be anonymous and confidential. The aggregate results of this study may be used in summary reports but your name will not be known or used.

If you chose to participate in the study, you are requested to provide the demographic information needed in the form attached with this letter. Please nominate two subordinates who will rate you on two questionnaires related to your emotional & social competencies (ESCI-Rater Survey) and leadership (MLQ-5x Rater Form).

Emotional & Social Competence Inventory (ESCI) is developed by Prof. Richard Boyatzis and Dr. Daniel Goleman (World Renowned Authors & Experts of Emotional Intelligence). © Boyatzis and Goleman, 2007 and distributed worldwide by Hay Group USA. MLQ survey is published by Mind Garden Inc., MLQ © 1995 Bruce Avolio and Bernard Bass. The statements in the surveys reflect work-related behaviors and relationships.

Thank you for your participation!

Sincerely

Badri Nath
Jaypee Institute of Information Technology, Noida
Dear Supervisor Participant,

Please provide the following information:

Name: -------------------------- Gender: □ Male □ Female

Age: -------------(Years) Educational Qualification: -----------------------

Marital Status: □ Single □ Married □ Other------------

Organization: -----------------------------

Designation: -----------------------------

Experience at the current Position: Years--------Months--------

How many years have you supervised/managed/led at least one or more persons in a supervisory capacity over the duration of your working career: -----------------------------

Total Work Experience: Years--------Months--------

Names of subordinates who will rate you: 1. -------------------------2. -------------------------
Dear Participant,

Welcome to this research study. I am doing my Ph. D. at Jaypee Institute of Information Technology, Noida. The purpose of this study is to examine the Relationship between Emotional Intelligence and Leadership in Indian Software Industry. This survey is a part of an academic research and all data will be kept strictly anonymous.

You have been nominated by your supervisor to rate him/her on two questionnaires related to his/her emotional & social competencies (ESCI-Rater Survey) and leadership (MLQ-5x Rater Form). I would like to invite you to participate in this study. Your participation in this research is voluntary and responses will be anonymous and confidential. The aggregate results of this study may be used in summary reports but your name will not be known or used.

If you chose to participate in the study, you are requested to provide the demographic information needed in the form attached with this letter and rate your supervisor on the above mentioned two questionnaires provided to you.

The statements in the surveys reflect behaviors that you may or you may not have observed in the supervisor you are rating. You will be asked to report on your experiences with this person. Please respond to all items by using scales given to indicate how frequently you have observed each behavior of your supervisor. It should take less than 15 minutes to complete each questionnaire.

Thank you for your participation!

Sincerely,

Badri Nath
Jaypee Institute of Information Technology, Noida
APPENDIX F
Demographic Survey-Subordinate

Dear Participant,

Please provide the following information:

Name: _______________________________  Gender: □ Male  □ Female
Age: ____________________________  Education Qualification: _______________________

Marital Status: □ Single  □ Married  □ Other_________

Organization: _________________________

Name of the supervisor you are rating: _______________________

For how long you have been working with this supervisor: Years-----Months---------

Total Work Experience: Years--------Months-----------------------
LIST OF PUBLICATIONS
