ANNEXURE
QUESTIONNAIRE -
(Women Managers)

I. PERSONAL BACKGROUND

1.1. Name and Address:

1.2. Designation:

1.3. Age:

1.4. Marital Status

(a). Single
(b). Married
(c). Divorced
(d). Widowed

1.5. If you are not single, at what age you were married?

(a) Below 20
(b) 21-25
(c) 26-30
(d) Above 30

1.6. Type of marriage

(a) Arranged
(b) By own choice

1.7. Did in any way you being a manager influenced your marriage proposals/choice of partner?
1.8. (A) Number of children

(a). Nil
(b). 1
(c). 2
(d). 3 and 3+

1.8. (B). Age of children

(a). Below 1
(b). 1 -5
(c). 5 - 10
(d). Above 10

1.9. Who looks after the children? If not self, please indicate the persons who help?

A. (a). Self
   (b). Parents/In-laws
   (c). Husband
   (d). Maid Servant
   (e). Others

B. Explain the nature of help

1.10 If married, which one of the following statements apply to you?

A. (a) Your husband has encouraged your career
   (b) Your husband is not against your working, but does not participate in the domestic work
   (c) Your husband feels that children are more important than your career
   (d) Your husband would like you to stay at home

B. Give reflections on your state of position
1.11. Do you do most of the household work yourself?

A. (a). Yes
(b). No

If yes, how many hours do you spend? Give details

If NO, who does it and what kind of help do you get? Please explain.

1.12. Which of the following responsibilities does your husband share on regular basis?

(a). Taking care of the children
(b). Cooking
(c). Household shopping
(d). Cleaning and washing
(e). Miscellaneous (Specify)
(f). None

II. FAMILY BACKGROUND

2.1 Formal Educational level of your father and mother and Husband if married

<table>
<thead>
<tr>
<th>Mother</th>
<th>Father</th>
<th>Husband</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Profession</td>
<td>(b) Post-graduate</td>
<td>(c) Graduate</td>
</tr>
<tr>
<td>(d) High school</td>
<td>(e) Lower</td>
<td></td>
</tr>
</tbody>
</table>
2.2 Please indicate the occupational status of mother, father and your husband, if married.

III. ACADEMIC CAREER

3.1. Place where you did your schooling

(a) Village
(b) Town
(c) Metropolitan city
(d) Foreign country

3.2. Medium of instruction

3.3. Type of school

(a) Public
(b) Kendriya Vidyalaya
(c) Christian Missionary
(d) Government/semi government
(e) Municipal
(f) Private
(g) Others (specify)

3.4 Nature of the school

(a) All Girls
(b) Co-educational

3.5 Please list your educational qualifications

3.6 When did you first think of management as a career?
3.7. (a) Was a management course your first choice? 
Yes / No

3.7. (b). Why did you choose management as a career? Please explain the reasons.

3.8. Who have influenced you in your choice of management as a career?

3.9. Who were NOT supportive and tried to dissuade you from taking up management career? Why do you think so?

3.10. Did you undergo any training in management apart from your professional degree? Details please

IV. JOB STATUS AND CURRENT WORK

4.1 Position in the organization

(a). Junior level
(b) Middle level
(c) Senior level

4.2 Is this your first job? If not give details of earlier jobs
4.3. Reasons for changing or leaving the job.

4.4. In Which of the following categories does your job best fit in at present?

(a). Desk type
(b). Execution of production / manufacturing
(c) Marketing/sales/distribution/advertising/marketing research
(d). Finance
(e). Personnel/HRD/IR/Administration
(f). Management services/corporate planning
(g). Others (Specify)

4.5 Did you have breaks in your career?
   Yes/No

   If yes, give the reasons

4.6 Reasons for returning back to work after break

4.7 Did you undergo any difficulties after you returned back to work after a break

4.8 Have you ever refused a job offer?
   Yes  No
If yes, give reasons

4.9. Reasons for joining this particular organisation

4.10. Please mention your current salary

4.11 Are you happy with your job? Yes or No  Give reasons

4.12. What is the Primary source of satisfaction in your PERSONAL life

4.13. What is the Primary source of satisfaction in your PROFESSIONAL life

4.14 Whom do you think are more suitable for the management profession?
   (a) Men
   (b) Women
   (c) Both
4.15. What do you think is the Primary reason for the low representation of women in the management profession?

4.16. As a professional, indicate whom would you prefer as your

<table>
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<th>Subordinate</th>
<th>Colleague</th>
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<td>(a) woman</td>
<td></td>
<td></td>
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<tr>
<td>(b) Man</td>
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<tr>
<td>(c) No preference</td>
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</tbody>
</table>

Please give reasons.

4.17 As a managerial professional, would you advise young women or men or both to take up the field?

Yes / No

Please give reasons

V. JOB ASPECTS

5 1 What is your role in the organization?
5.2 Did you face initial problems on joining this job? If yes, give details and please explain how did you overcome the difficulty?

5.3 Define your relation with subordinates / superordinates / colleagues/ customers.

5.4 Do you receive recognition and appreciation for your work from your superiors/subordinates and others?

5.5 Discuss how the decision making process flows in the organisations

5.6 Are you involved in the process of strategic/ important/ crucial decision making in the organisation or you are simply asked to simply implement the decisions already taken? Please elaborate your position.
5.7 How do you handle the crisis situation in the organisation?

5.8 Do you think that you can equally compete with your male colleagues or do you think you are better than them?

5.9 Is there any instance of your superior staff being not satisfied with your work? Please give specific instances and details.

5.10 Is there any instance of your subordinate staff refusing to do the tasks you have assigned them and for what reasons?

5.11 Do you manage conflicts in the organisation? If yes, what kind of conflicts do you manage and how do you manage?
5.12 Discuss the leadership patterning, style and assignments in your organisations.

5.13 Do you participate and influence in the policy framing and strategic management?

5.14 Do you feel free to discuss your professional problems with your colleagues? Please comment

5.15 Do you have freedom in carrying out your duties? Discuss

5.16 What is your view on managerial unions? Please specify
   A  a) Necessary  b) Not necessary  c) No opinion
   B  Give reasons for your stand on this issue
5.17 Do you have any situation of tension/stress in your job? Please explain why?

5.18 Does official commitments lead to tension at home?

5.19 Does tension at home lead to lack of commitment at office?

5.20 Does your family members co-operate in this matter?

5.21 Has tension and stress owing to office work led to any health problems?

5.22 How do you overcome tensions/stress at home/office? Please give details
5.23 Do you have leisure time? Yes/No? If Yes, how do you spend it?

a) Reading
b) T.V. or other audio-visual media
c) Family get together
d) Others

5.24 Do you get enough time to spend with your family? Please give details.

VI. GENDER ASPECTS

6.1. Have you been denied any job-interview on account of your gender? Yes or No? If yes, please specify

6.2 Do you think the present management career is masculine modelled?

6.3 Did you ever feel discriminated because of your gender while you were at work? Please explain
6.5. Are you being taken seriously by male staff in the meetings, conferences because of your gender. Give details of specific instances, if any.

6.6. A) Have you ever been subject to any harassment by your staff/clients on account of gender? Yes/No

A. If Yes, is it
   a) Physical contact and advances
   b) Verbal abuse
   c) A demand or request for sexual favours
   d) Sexually coloured remarks
   e) Any other (specify)

B. Kindly give details

6.7. Are you a tough and assertive woman

6.8. Would you like to have a preferential treatment because of your gender?
6.9. Do you think that women should employ feminine appeal to get the market / secure their position in the organisation/secure power? Please explain.

6.10. Working women often have to deal with sexual advances from men

A) Agree  B) Disagree  C) No opinion

6.11. Did your gender effect your promotion prospects? Please explain.

6.12. Is your organisational structure informal/formal or in-between?

6.13. How many hours do you work per day? Do you have flexibility in working hours?
6.14. Does your job require overtime? If yes, how do you adjust it with your responsibilities at home?

6.15. What are your career plans for future? Would you like to have a career shift in the near future? If yes, why?

6.16 Any other reflection/relevant information is most welcome.
QUESTIONNAIRE - II
(Men Managers)

L PERSONAL BACKGROUND

1.2. Name and Address:

1.3. Designation:

1.4 Age:

1.5. Marital Status

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   (b) You are not against your wife's working, but does not participate in the domestic work  
   (c) You feel that children are more important than your wife's career  
   (d) You would like your wife to stay at home

B. Give reflections on your stared position
1.11. Do you do most of the household work yourself?

A. (a). Yes
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If yes, how many hours do you spend? Give details.

If NO, who does it and what kind of help do you get? Please explain.

1.12. Which of the following responsibilities do you share on regular basis?

(a). Taking care of the children
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II. FAMILY BACKGROUND

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4.14 Whom do you think are more suitable for management profession?
   (a) Men
   (b) Women
   (c) Both
Give reasons either way

4.15. What do you think is the Primary reason for the low representation of women in the management profession?

4.16. As a professional, indicate whom would you prefer as your Supervisor Subordinate Colleague

(a) woman
(b) Man
(c) No preference

Please give reasons

4.17. As a managerial professional whom would you advise young women or men or both to take up the managerial profession? Yes/ No

Please give reasons
V. JOB ASPECTS

5.1 What is your role in the organization?

5.2 Did you face initial problems on joining this job? If yes, give details and please explain how did you overcome the difficulty?

5.3 Define your relation with subordinates/superordinates/colleagues/customers.

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(c) Family get together
(d) Others

5.24 Do you get enough time to spend with your family?
   Please give details.

VI. GENDER ASPECTS

6.1. How do you perceive women coming into the marketplace, especially management profession?

6.2 Do you think the present management career is masculine modelled? Please specify.

6.3 Is there any difference between men and women's performance?
5.16 What is your view on managerial unions? Please specify.
   A. a) Necessary  b) Not necessary  c) No opinion

   B. Give reasons for your stand on this issue

5.17 Do you have any situation of tension/stress in your job? Please explain why?

5.18 Does official commitments lead to tension at home?

5.19 Does tension at home lead to lack of commitment at office?

5.20 Do your family members co-operate in this matter?

5.21 Has tension and stress owing office work led to any health problems?

5.22 How do you overcome tension/stress at home/office? Please give details
6.9 Do you think men make better managers? Explain the reasons.

6.10 Working women often have to deal with sexual advances from men when they work with.

A) Agree B) Disagree C) No opinion.

6.11 Did your gender effect your promotion prospects? Please explain.

6.12 Is your organisational structure informal/formal or in between?

6.13 How many hours do you work per day? Do you have flexibility in working hours?

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