Re. : Research in Decision Making

Answers to the Questionnaire.

Sir,

I, Prof. P.C. Pardeshi, have been working as a Sr. Lecturer in Commerce in Ness Wadia College of Commerce. I have registered myself for Ph.D. Degree in the Faculty of Commerce, under the guidance of Dr. M. C. Dixit. We have selected quite an interesting topic viz.: "The Role Of Inductive And Deductive Reasoning In The Process Of Decision-Making by Managers." for the purpose of research. Though it is an academic research, we feel that whatever conclusions we are going to draw, should depend on the practical experience gained in the field of management by senior executives in reputed organisations. This itself is quite logical because judgments leading to knowledge are ultimately based on experience.
Accordingly we have prepared a questionnaire to be sent to prominent executives shouldering major responsibility of decision-making in the management of major industrial units. We are very curious to know how you 'as an executive' take decisions in an atmosphere which is disturbed by Social, Economic and Political challenges. We should also like to know what kind of approach you adopt in taking decision under the pressures and tensions created by problematic situations in your organisation.

We, therefore, request you to fill in the questionnaire and answer the questions. Kindly note that the research work is purely academic and we are not going to disclose in our thesis the names of persons answering the questionnaire. So that it would not create difficulties for them. We, therefore, earnestly request you to provide us with answers based on your invaluable experience in the field of management. Apart from questions asked, you can cite some of the major decisions taken by you in your career.

We hope Sir, that you would grant our request and answer our questionnaire without any reservation.

Yours sincerely,

(Dr. M.C. Dixit)           (P.C. Pardeshi)
QUESTIONNAIRE FOR MANAGERS IN BUSINESS ENTERPRISES
TO STUDY THE IMPACT OF INDUCTIVE & DEDUCTIVE
APPROACHES TO MANAGERIAL DECISION-MAKING IN
BUSINESS ENTERPRISES

_Questionnaire_
_on_
_Decision-making_

- PROF. P. C. PARDHSHI
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1. Name : ____________________________________________

2. Address : ____________________________________________

3. Age : ________________ 4. Nationality : ______________

5. Qualification : ______________________________________

6. Designation/Position held : ____________________________

7. Name of the
   Organisation where
   you are working : ______________________________________

8. Type of goods
   produced in
   your industry : ________________________________________

9. Experience (No. of years)____________________________

10. Area of
decision-making : ______________________________________
Ques.1 : How many types of decisions are required to take in your organisation?

Ques.2 : How do you take/make decisions?

Ques.3 : Which qualities, knowledge and capabilities are required for taking sound decisions?

Ques.4 : Which aspects according to you, must be discussed with boss before decision or action?

Ques.5 : Is authority delegated to you, adequate for decision-making?
Ques. 6: "'Own reasoning' is the best course of decisions." Do you agree with this statement?

Ques. 7: "Careful observation and analysis are useful in logical reasoning." Do you agree with this statement?

Ques. 8: Do you apply/employ specific techniques for evolving decision-making skill?

Ques. 9: Which operations do you feel important for active thinking?

Ques. 10: In order to become a successful decision-maker do you think that knowledge of techniques of investigation is essential? Why?
Ques.11 : How will you justify flexibility in decisions?

Ques.12 : Your decisions are profit and output oriented or you give importance to human attitudes as well as social & moral values?

Ques.13 : "Most management decisions are taken today on an adhoc basis." Do you agree with this statement? Why?

Ques.14 : Do you believe in Committee decisions?

Ques.15 : Is there any relationship between experience and decisions?
Ques. 16: In addition to other factors the ideas, views, opinions, suggestions, feelings, attitudes, reactions, responses of the colleagues workers or subordinates or lower level management people must be taken into consideration while taking the decisions? Please comment on this statement.

Ques. 17: Explain the role of consultant (his opinions and recommendations) in decision-making. Which care must be taken before accepting their opinions and recommendations?

Ques. 18: Does your family background affect the decisions?
Ques. 19: To what extent your decisions are influenced by political decisions?

Ques. 20: Consultation or logical reasoning, which according to you is important? Do you fully agree with the opinion of the consultants?

Ques. 21: Will you suggest an ideal method for taking decision, for an industry like yours?

Ques. 22: Do you believe that a manager should have knowledge of logic or inductive and deductive approaches to decision-making?
Ques.23: Do you refer to others' decisions wherever you take decisions?

Ques.24: Do you apply following techniques while taking decisions:

a) Statistical techniques
   e.g. i) Ratio analysis
        ii) Statistical Quality Control
        iii) Work sampling
        iv) Theory of attributes

b) Programming techniques
   e.g. i) Linear Programming
        ii) Critical Path Analysis
        iii) PERT
        iv) Econometrics
        v) Queueing Theory etc.

c) Computers

25. How many times are you required to change or modify your decisions?
Ques.26 : Do you think that for improving logical thinking management education is necessary?

Ques.27 : How often do you receive co-operation from your colleagues in decision-making work? What is their contribution?

Ques.28 : How prolonged should be the process of search for alternative courses of action?

Ques.29 : When should a manager rely on his intuition in making a decision and when should he try to become very explicit and experimental about it?
Ques.30: Illustrate some of the critical decision-making decisions.

Ques.31: How many superiors honoured your decisions?

Ques.32: How many times your decisions were turned down by management and by labourers?

Ques.33: Do you think that a radical change is necessary in the decision-making theory as advocated in management literature? and in view of new challenges created after 1970.

Ques.34: State how far Government policy, labour leadership has influenced and facilitated your decision-making?

Ques.35: Do you get any legal support for your decisions?
Ques. 36: How many times your decisions have led to controversy?

Ques. 37: State whether you have come across a critical situation in which decision could not be taken.

Ques. 38: Do you agree with the view that computer-generated information and demands in decision-making have created new pressures? Why?

Ques. 39: What are the costs of decision-making:

i) Monetary costs

ii) Real costs in terms of loss of health/loss of peace of mind.

iii) Loss in terms of nuisance and non-cooperation.
Ques.40 : State How far: ________________________________________

1. Inter personal comparisons ______________________________________

2. Favouritism ____________________________________________________

3. Opinions (Subjective) ____________________________________________

4. Prejudices ______________________________________________________

5. Wrong inter-pretations ____________________________________________

6. Biased mind have affected and influenced your judgements? _______________

Ques.41 : What is your opinion about Indian Managers' ability to take decisions at crucial stages? ____________________________________________

Ques.42 : Cite your own experiences about your failure and success in decision-making. ____________________________________________
Ques.43: "The capacity to reason systematically is unquestionably a basic necessity for any executive who hopes to execute well". Please comment on this statement.

Ques.44: Do you think that in order to take a good decision, an executive requires uncommon determination, uncommon talent, uncommon creativity, uncommon persistence, uncommon mobility of resources, and uncommon performance? Why?

Ques.45: While making decision do you welcome different opinions? Does your decision based on the assessment of different opinions?
Ques.46: "Creativity is one of the most essential requirements for taking decisions. It is a power that goes beyond logical ability, in what at times seems almost initiative leaps, to encompass both generalisation and particularisation." Please comment on this statement.

Ques.47: While taking decision do you make any special arrangement for its implementation?

Ques.48: Do you make evaluation of decisions taken by you? How?
Ques. 49: What is your opinion about 'not to take a decision in certain situations'?

Ques. 50: "The most constructive executive personality is, not the happy-go-lucy, joking, backslapping, he is the one who can produce rational decisions with his dedication and confidence". How will you justify this statement?

Ques. 51: Can you avoid decisions by postponing the same?

Ques. 52: 'Decision taken or declared at the last moment is the best decision' What is your opinion on this statement?
Ques.53: Mention the category of decisions you have taken so far:

1. Ad hoc-extempore
2. emergency
3. contrived
4. biased
5. unbiased
6. formal
7. informal
8. as a member of the committee
9. with or without authority
10. successful
11. unsuccessful

Ques.54: What is your opinion about delegation of decision-making?

Ques.55: Please comment on "Decision-making by executives in India".

N.B. Please attach additional sheets, if necessary.