APPENDIX

INFORMATION ABOUT CAREER: PART A

1. Name (Optional) ________________________________

2. Name of Organization (Optional) ________________________________

3. Age _______ Years

4. Total number of years of work _______

5. How many years have you been working in the organization _______

6. Please mention the name and years of organizations where you have worked in the last twenty years.

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<tr>
<th>Name of the organization</th>
<th>Years</th>
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7. Please assess whether your organization is

☐ (a) National with potentials of transfer all over the country

☐ (b) National with potentials of transfer to only cosmopolitan towns

☐ (c) Regional

☐ (d) Local

8. Please indicate the kind of organizations you have worked for:

☐ (a) Government or Public Sector

☐ (b) Family owned (Private Ltd)

☐ (c) Family managed but Public Limited

☐ (d) Organization with foreign equity but Indianized in Management
Part of multi-national organization in terms of policy framework.

Other(s) Please specify

9. Designation: Please identify your level in the management:

(a) Senior Management
(b) Senior-middle management
(c) Middle management
(d) Middle junior management
(e) Junior management
Information about the Social Context: Part B

1. Please check as many of the following statements as are applicable to you.

- (a) My grandfather moved away from a village, small town or a mofussil town to a medium or a large city.
- (b) While my grandfather stayed in the village, small town or a mofussil town, my father moved to a medium or a large city.
- (c) While my grandfather and father stayed in the village, small town or a mofussil town, I moved to a medium or a large city.
- (d) Though my (a) grandfather and (b) father moved away from the village, small town, or a mofussil town their employment required them to stay in small town or mofussil towns.
- (e) For the sake of education I was separated from my parents and lived with relatives (grandfather, uncles, cousins).

YES __________ NO

- (a) Large City
- (b) Medium City
- (c) Small Town
- (d) Big Metropolis

2. Please check as many of the following statements as are applicable to you.

- (a) In my opinion while the living patterns of my family are modernized we observe (a) traditional rituals (b) religious activities and (c) formal customs.
- (b) In my opinion we are modern in patterns of living and though we participate in cultural, religious aspects of life, our practice is to encourage modern approach to life to the new generation.
(c) Though I do not live in a joint family we have very close relationship. Members of the family visit each other frequently.

(d) We do not live in a joint family. Our major contact is through post and telephones. Our meetings are on family occasions.

(e) We do not live in a joint family and we have occasional contacts only.

(f) I live in a joint family.

3. Please indicate in percentages terms the distribution of your time over a typical week on the following activities.

<table>
<thead>
<tr>
<th>a) Work related activities</th>
<th>b) Family Affairs (Shopping, helping children, maintenance problems, medical attention and such others)</th>
<th>c) Socializing (Clubs, cards, visiting friends, entertaining friends)</th>
<th>d) Reading (other than work related material)</th>
<th>e) Outdoor Sports</th>
<th>f) Recreation (Cinema, Picnics Theatre)</th>
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SOCIAL OCCUPATIONAL BACKGROUND: PART C

1. Please check as many of the following as are applicable to you.

   a) My grandfather
      (a) Followed the traditional occupation of the family and/or caste.
      (b) Broke away and went into new profession through education

   b) My father
      (a) Followed the traditional occupation of the family and/or castes
      (b) Continued in the line of profession of my grandfather.
      (c) Broke away and went into new profession through education

   c) Self (I)
      (a) Followed the traditional occupation of the family and/or caste.
      (b) Continued in the line of profession of my father
      (c) Broke away and went into new profession through education

2. If you can remember — please check one or more of the following as applicable to your wife's family:

   a) My wife's grandfather
      (a) Followed the traditional occupation of the family and/or caste
      (b) Broke away and went into new profession through education
b) My wife's father

- Followed the traditional occupation of the family and/or caste
- Broke away and went into a new profession through education

3. I come from a traditional middle-class family from a semi-urban area whose occupation is mainly

- Trade
- Service

4. I come from a family largely residing in the urban area and whose occupation is mainly

- Large business
- Administrative Services
- Professional
- Military Service
- Industry

5. I come from a family which has been traditionally

- Zemindars
- Average farmers
6. Please check Yes (only) those statements which you feel apply to VCU.

□ Yes 1. Most of my family members are (a) Professionally trained and in employment

□ Yes 2. Professionally trained and working independently.

□ Yes 3. Are educated and working in administrations or business houses

□ Yes 4. A fair number of my family members are in business and trade

□ Yes 5. Twenty percent or more of my cousins are foreign trained.
SOCIAL EDUCATIONAL BACKGROUND: PART D

1. Please indicate below the level of education that your grandfather, father, yourself and your wife completed.

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<tr>
<th>Level of Education</th>
<th>Grandfather</th>
<th>Father</th>
<th>Mother</th>
<th>Self</th>
<th>Wife</th>
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<tr>
<td>a. Below High School</td>
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<td>b. Matriculate and above</td>
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<td>c. Graduate</td>
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<td>d. Post-Graduate</td>
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- a. General
- b. Technical/Professional
- a. General
- b. Technical/Professional
2. If you took all the Kinship System (By kinship it is meant uncles, aunts, brothers and cousins) of your (a) Paternal and (b) Maternal side and assess them for the level of education would you say that:

(a) Paternal side   (b) Maternal side

☐ ☐ a) My kinship system is highly educated. Most of them are graduate and above.

☐ ☐ b) My kinship system have medium level of education. Most of them are above high school and some are graduates.

☐ ☐ c) My kinship system have average level of education. Most of them are high school or less than high school

3. Major part of my high school education has been at

☐ (a) Public School
☐ (b) Missionary Schools
☐ (c) Prerier School with English Medium
☐ (d) Prerier School with Provincial Language
☐ (e) Government, Municipal and such schools
4. Major part of my graduate education (PUC to BA, B.Com., B.E., B.Sc) has been at

☐ (a) I - T or such other premier institutions
☐ (b) Missionary Colleges
☐ (c) Local but premier institutions
☐ (d) Local and Average
☐ (e) Polytechnics
EMERGENCE OF WORK IDENTITY

Inside this booklet are one hundred and forty four (144) statements. These statements are chosen from a wide range of statements that two hundred and fifty (250) managers have made about their experiences of being managers in different organizations. In essence these statements reflect their feelings, opinions, beliefs, perceptions and attitudes toward the role of a manager in an organization and organization processes.

Please read each statement carefully and indicate your degree of agreement or disagreement by encircling the appropriate number at the left of each item on the following scale:

5 - I strongly agree with the statement
4 - I agree with the statement
3 - I neither agree nor disagree. The statement is open.
2 - I disagree with the statement
1 - I strongly disagree with the statement

Do not omit any item.

(Circle one number for each statement using the above scale)

1. I make most of the day-to-day decisions regarding operational issues of the task.
2. Ambiguities in the task situations should be clarified and solved by the superiors.
3. Superiors tend to call their subordinates to give instructions, check on the work done and only give information that they think the subordinates need to know.
4. People who are socially moving and skilful tend to move faster in the organization.
(5-Strongly agree, 4-agree, 3-neither agree nor disagree, 2-disagree, 1-strongly disagree).

5 4 3 2 1  5. My role in the organization is to do my assigned task and leave others to do theirs.

5 4 3 2 1  6. Unless one has right connections in the organization, it is difficult to influence decisions.

5 4 3 2 1  7. For an organization to be efficient the superior should make sure that his authority is clearly understood by the subordinates.

5 4 3 2 1  8. Managers in an organization rarely get ideas and opinions from the colleagues about the issues and problems of the task.

5 4 3 2 1  9. Those individuals who do their tasks quietly and obediently are more often valued and rewarded than those who seek discussion.

5 4 3 2 1  10. I like to get to know all my subordinates and encourage them to seek my advice in task and if they prefer in personal problems.

5 4 3 2 1  11. Most organizations are characterised by large scale competitiveness for status resulting in interpersonal hostility.

5 4 3 2 1  12. For an organization to be efficient the superior should keep the subordinates guessing as to where they stand in his opinion.

5 4 3 2 1  13. Meetings tend to be dominated by underlying expectation of no confrontation but being nice and agreeable.
(5-Strongly agree, 4-agree, 3-neither agree nor disagree, 2-disagree, 1-strongly disagree).

14. Organizations often tend to promote paternal authority and a process of patronage to get work done.

15. I see my role as executing the orders competently and bring the problems to the notice of the superiors.

16. People who personalize and display personal loyalties to superiors tend to flourish in task situations.

17. It is always smoother to work with people whom you know, and/or are related outside the task situation.

18. The best policy to survive and grow in an organization is to do the allotted task and minimise disagreements with the superior.

19. As a matter of practice all information to subordinates flow down selectively. Direct briefings are short and infrequent.

20. Generally the information, ideas and views of the colleagues are likely to be biased, and not very helpful in decision making.

21. For an organization to be efficient the superiors should not tolerate too much independence in subordinates.

22. Smooth and efficient function of an organization is ensured when inter-departmental issues are resolved through proper channels.

23. An opportunity to personalize relationships with superiors and subordinates gives a manager not only security but also confidence about his personal capabilities.
(5-Strongly agree, 4-agree, 3-neither agree nor disagree, 2-disagree, 1-strongly disagree).

24. Merit is more easily recognized if one's socio-cultural background is similar with the superior.

25. Strict supervision and constant vigilance ensure that people work.

26. I like to keep my social and task relations separate. As such I often discourage my own relations and relatives of my friends from working with or for me.

27. Managers must give only that information to the subordinates which is relevant to his task alone.

28. Superiors are more concerned with what the subordinates achieve than how they achieve.

29. Some organizations use discrimination and deprivation as sources of motivation for hard work.

30. Besides task relationships, cultivating social and personal relationships with the right people provides opportunities for influencing organizational decision.

31. The superior's presence is necessary to keep people on toes. In his absence the subordinates tend to be lackadaisical.

32. Managers in the organization foster and create a climate of free and frank communication among colleagues.

33. In the eyes of the superior subordinates rarely utilise their full potentials.

34. The superiors tend to reward people who agree with them and punish those who confront and disagree with them.
(5—Strongly agree, 4—agree, 3—neither agree nor disagree, 2—disagree, 1—strongly disagree).

5 4 3 2 1  35. Lot of grumbling takes place, but no one really tells the superior what they are feeling in the organization.

5 4 3 2 1  36. Organizations have highly individualistic and competent managers who display a healthy contempt for views and judgements of colleagues.

5 4 3 2 1  37. Organizations where superiors use subordinates as their sounding board for ideas would be considered odd.

5 4 3 2 1  38. It is difficult to order about a person whom one has known in social situation as equal.

5 4 3 2 1  39. Decisions about policy matters are the concerns of the superior. My role is to provide information.

5 4 3 2 1  40. Specialization with superiors is attempted by subordinates to get ahead of colleagues.

5 4 3 2 1  41. I am more concerned how my work looks to my superiors than to my professional colleagues.

5 4 3 2 1  42. In order to be efficient a manager has to be self reliant.

5 4 3 2 1  43. Smooth and efficient functioning of an organization is disturbed when inter-departmental issues are attempted to be resolved without the intervention of the superiors.

5 4 3 2 1  44. The superiors prefer that their subordinates make only recommendations while they make the decisions.

5 4 3 2 1  45. I believe it is very difficult for colleagues to come up with a joint decision.
(5-Strongly agree, 4-agree, 3-neither agree nor disagree, 2-disagree, 1-strongly disagree).

5 4 3 2 1 46. I like that my subordinates check with me before they initiate any action.

5 4 3 2 1 47. Subordinates' tends to communicate only that which the superior wants to hear. The rest is filtered out.

5 4 3 2 1 48. Birds of the same feather flock together.

5 4 3 2 1 49. If one has personal relations with people in power one can ensure better rewards than his colleagues.

5 4 3 2 1 50. Deliberations on decisions normally take place only between close knot groups which are often based on similarity of socio-cultural background.

5 4 3 2 1 51. Unless required formally, colleagues do not on their own provide critical information to each other.

5 4 3 2 1 52. Our department is so organized that each does his task and reports to the superior directly, need to relate to each other has been minimized for efficiency.

5 4 3 2 1 53. Superiors in an organization tend to extend patronage to linguially and ethnically related people more quickly.

5 4 3 2 1 54. Superiors tend to discourage discussion on task related issues and expect obedience most of the time.

5 4 3 2 1 55. Doing one's job well is all that is important. Company culture and superior's style need not influence performance.

5 4 3 2 1 56. Smooth and efficient functioning of an organization is ensured when decisions are left to a set of people rather than one individual.
(5-Strongly agree, 4-agree, 3-neither agree nor disagree, 2-disagree, 1-strongly disagree).

5 4 3 2 1 57. People at the same level across departments meet frequently and discuss and exchange information on work related problems.

5 4 3 2 1 58. Superiors are constantly in touch and watch the subordinates' output and performance.

5 4 3 2 1 59. Among the subordinates of equal merit people with the same social origin will often get advantage.

5 4 3 2 1 60. Superiors in my organization delegate task authority to their subordinates but have a tendency to keep control of the decision making process.

5 4 3 2 1 61. Individualistic views of people in power determine the course of action of organization.

5 4 3 2 1 62. Superiors find it easier to work with and through small set of close and loyal subordinates.

5 4 3 2 1 63. A subordinate who tries to show his innovativeness will only create problems for himself.

5 4 3 2 1 64. Organizations which reward social skills in their employees tend to create rivalry amongst colleagues.

5 4 3 2 1 65. Experiences of superior are best guides for making decisions over technical matters.

5 4 3 2 1 66. Organization processes which tend to foster building up of small cliques exercising more powers are usual.
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<tr>
<td>67. A person with higher education or higher social status generally resists the opinions and judgements of his superiors.</td>
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<td>68. Conflict rather than cooperation is more frequent among colleagues.</td>
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<td>69. Prior discussions and soundings at lower level about policy matters rarely take place. Policies are laid and come down as instructions.</td>
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<td>70. In taking critical decisions managers generally consult their colleagues on their own initiative.</td>
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<td>71. In the ultimate analysis achieving the target and good control of subordinates' system is what counts in evaluation.</td>
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<td>72. People who are related to power centres often get by with minimum of work.</td>
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<td>73. I like to be consulted by my subordinates about day-to-day tasks of the organization.</td>
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<td>74. In an efficient organization subordinates and superiors feel responsible to initiate and communicate relevant information to the people concerned.</td>
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<td>75. Superiors tend to reward those who come up with innovative though different ideas regarding the task.</td>
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<td>76. The superiors can tolerate some degree of incompetence from people whom they consider loyal.</td>
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<td>77. Inspite of management, informal groups based on lingual, ethnic and other non task aspect develop and interfere with formal communications.</td>
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5 4 3 2 1 78. Colleagues are constantly in touch and watch the output and performance of each other.

5 4 3 2 1 79. The superior tends to extend his role as a father figure, to satisfy the emotional needs, and be counsellor to the subordinates from similar social background.

5 4 3 2 1 80. Differences over significant issues are ironed out through discussions and further collection of data to get agreement from all concerned.

5 4 3 2 1 81. My organisation discourages informal relations across hierarchy.

5 4 3 2 1 82. Attempts to extend collaboration in the task across departments without specific clearance from the superior usually earn a bad mark.

5 4 3 2 1 83. Colleagues are very protective and secretive about the information they have and its sources.

5 4 3 2 1 84. Senior Managers tend to make up their own minds and rely on their own judgement rather than consult others.

5 4 3 2 1 85. People who have been long in service in the organization carry more weight with the management in decision making than new but professionally trained managers.

5 4 3 2 1 86. Once the task related decisions are made with my subordinates I don't check and supervise on the task.

5 4 3 2 1 87. Managers tend to discourage building informal relations with colleagues.

5 4 3 2 1 88. Without involving oneself in the task actively one cannot expect satisfaction and hoped for result from the colleagues.
(5—Strongly agree, 4—agree, 3—neither agree nor disagree, 2—disagree, 1—strongly disagree).  

5 4 3 2 1 89. The superiors reward subordinates' personal loyalty, obedience and adherence while working with them.

5 4 3 2 1 90. Meetings at the same level across departments are frequently held but decisions usually get made by the superior.

5 4 3 2 1 91. Opinions of significant people and sense of closeness with them is important to keep people motivated.

5 4 3 2 1 92. Control of resources, and the authority to reward and punish tend to put the superior in the parental role.

5 4 3 2 1 93. Top management should rightly be the only source of legitimate information.

5 4 3 2 1 94. Good behaviour and social skills are more often rewarded than competence and task skills in an organization.

5 4 3 2 1 95. It is necessary to be vigilant about one's colleagues' increasing influences with the management.

5 4 3 2 1 96. Management seems to ignore task considerations when confronted with the demands of the social system of belonging.

5 4 3 2 1 97. The status and power of one's parental family can play a significant part in how you are perceived in your organization.

5 4 3 2 1 98. Most people need strict supervision in order to remain efficient and effective.

5 4 3 2 1 99. I believe in active participation with my superiors in major decision making with regard to my organizational tasks.
(5-Strongly agree, 4-agree, 3-neither agree nor disagree, 
2-disagree, 1-strongly disagree).

5 4 3 2 1 100. The superior must be kept informed of 
everything to ensure confidence.

5 4 3 2 1 101. Official meetings between the top manage­ 
ment to discuss and settle problem issues 
arising at the task of the lower personnel 
is the best method in order to avoid con­ 
flicts.

5 4 3 2 1 102. Usually there is no hearing against a bad 
report by the superior.

5 4 3 2 1 103. People who seek superior's advice and 
obtain clearance are seen as reliable and 
dependable people.

5 4 3 2 1 104. The presence of direct and distant rela­ 
tions of the management makes the task of 
middle management difficult.

5 4 3 2 1 105. Display of pride in belonging to an orga­ 
nization and staunch loyalty ensures 
recognition.

5 4 3 2 1 106. Superiors prefer hard driving individuals 
who breakthrough difficulties and get the 
assigned tasks done.

5 4 3 2 1 107. Joint responsibility is nobody's responsi­ 
bility.

5 4 3 2 1 108. I believe in being a hard task master. I 
spare neither myself nor my subordinates.

5 4 3 2 1 109. I believe that inter-departmental memos 
work better to get action and implement 
decisions as against direct interaction.

5 4 3 2 1 110. It is essential to keep track of the moods 
of the superior in order to be able to do 
the task well.
(5—Strongly agree, 4—agree, 3—neither agree nor disagree, 2—disagree, 1—strongly disagree)

5 4 3 2 1 111. A meeting with the superior and the colleagues at the beginning of the day increases my efficiency.

5 4 3 2 1 112. People of the similar social origin tend to work more cooperatively. I, as such, try to keep my group as homogenous as possible.

5 4 3 2 1 113. I believe senior managers tend to use subordinates for sounding out their ideas and discuss some major problems of decision making.

5 4 3 2 1 114. Organization tends to go haywire when the authority is invested with a group of peers.

5 4 3 2 1 115. Back clapping in the open and back biting behind is a frequent behaviour among colleagues.

5 4 3 2 1 116. Managers tend to build a kitchen cabinet. Those involved in it get to know critical matters first.

5 4 3 2 1 117. If a subordinate has innovative ideas he should work through his superior and give credit to his suggestions in order to get anywhere in the organization.

5 4 3 2 1 118. Colleagues at the same level in an organization are more often prone to compete and undercut each other.

5 4 3 2 1 119. Adequate and competent subordinates who do not make themselves visible to the superior are often taken for granted.

5 4 3 2 1 120. I believe the managers should be left to do the internal tasks while the superiors should concentrate on the goals of the organization.
(5-Strongly agree, 4-agree, 3-neither agree nor disagree,
2-disagree, 1-strongly disagree)

5 4 3 2 1 121. Some individuals feel and rightly so that they work harder but their colleagues get the reward.

5 4 3 2 1 122. Whom you are associated with and whom you are seen with may influence your progress in the organization.

5 4 3 2 1 123. Organizations which overload their managers with communication tend to increase their dysfunctionality.

5 4 3 2 1 124. I find that my presence in a task situation makes people apply themselves to tasks more energetically.

5 4 3 2 1 125. Most managers tend to go ahead with implementing decisions which do not have majority agreement.

5 4 3 2 1 126. Doing one's job well is all that is important in company culture and the superiors' styles need not influence performance.

5 4 3 2 1 127. Loyalty and association to a superior under the cloud endangers one's own prospects in the organization.

5 4 3 2 1 128. I get exasperated when I have to consult others before taking action.

5 4 3 2 1 129. Managers in my organization have a healthy suspicion of information readily available from colleagues.

5 4 3 2 1 130. Merit besides, inclusion in critical decision making policies depend on social linkages.

5 4 3 2 1 131. The best way to succeed in the organization is to make yourself as indispensable as possible by bringing your best competence and mastering the task.
(5-Strongly agree, 4-agree, 3-neither agree nor disagree, 2-disagree, 1-strongly disagree).

5 4 3 2 1 132. Informal discussions about work related difficulties and problems with superiors and colleagues is a common practice in the organization.

5 4 3 2 1 133. Superiors generally tend to discourage the subordinates to make inter-departmental negotiations and decisions.

5 4 3 2 1 134. Negotiations which are arrived at peer level without the presence of the superior cannot get implemented in the organization.

5 4 3 2 1 135. Social origin often determines the quality and effectiveness of managerial leadership.

5 4 3 2 1 136. I believe that decisions in organization are often made on personal beliefs of the superior rather than situational factors.

5 4 3 2 1 137. I make my advice and judgement available to my subordinates in matters of dispute and disagreement.

5 4 3 2 1 138. Promotion is strictly by rules. The superior's opinion does not have overriding influence.

5 4 3 2 1 139. You have to belong to the in-group to receive significant behind the scene information.

5 4 3 2 1 140. Colleagues rarely give genuine appreciation to each other's performance. Whenever it happens it is merely a ritual.

5 4 3 2 1 141. Task and result oriented superiors go strictly by the merit of the subordinates in allotting new work.

5 4 3 2 1 142. The more competent one is the more critical the superior tends to be.

5 4 3 2 1 143. One tends to get to hear more about the inner goings on from people outside the organization than from within the organization.
(5-Strongly agree, 4-agree, 3-neither agree nor disagree, 2-disagree, 1-strongly disagree)

5 4 3 2 1 142. Without explicitly stating so superiors tend to encourage subordinate to evaluate each other negatively.