BIBLIOGRAPHY

A. BOOKS


<table>
<thead>
<tr>
<th>No.</th>
<th>Author(s)</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>DAVIS KIPNIS, STUART M. SCHMIDT, CHRIS SWAFFIN SMITH, and IAN WILKINSON</td>
<td>Pattern of Managerial Influence: Shotgun Managers, Tacticians and Bystanders, Organisational Dynamics, winter, 1984.</td>
</tr>
</tbody>
</table>
29. Filly A.C.,
HOUSE R.J. &
KERR, S.
: Managerial Process and Organizational
Behaviour, Glenview, III. : Scott,
Foresman, 1976.

30. FISHBEIN, M (ed)
: Readings in Attitude Theory and
Measurement, John Wiley, New York,
1967.

31. FORD R.C.
ARMANDI B.R.,
HEATON C.P.
: Organisation Theory: An Integrative
Approach, Harper and Organisation

32. FRENCH J.R., and
RAVEN B.H.
: The bases of Social Power, Studies in
Social Power, Univeristy of Michigan
Press, 1959 and B.H. Raven, Perspectives

33. GIBBE. A.
: Leadership: In the Hand Book of Social
Psychology, 2nd Edition, Volume No.4, ed,

34. GIBB, C.A.
: Leadership Selected Reading,
Harmondsworth, Penguin Books,
Middlesex, 1969.

35. GORDEN T.
: Group Centered Leadership, Boston,

36. Dr. GUPTA, J.L.,
: Leadership Styles and Power Sharing in
Business Enterprises, Himalaya Publishing

37. GUPTA, N.S.,
: Organisation Theory and Behaviour,


<table>
<thead>
<tr>
<th>No.</th>
<th>Author(s)</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>52.</td>
<td>MACGREGOR JAMES</td>
<td>Burns in Leadership, Ambika Publication, New Delhi, 1978.</td>
</tr>
<tr>
<td>55.</td>
<td>MATHUR K.C.,</td>
<td>Small Scale Industries in India, Policies, Programmes and Institutional Support-Development Commissioner (SSI), Ministry of Industries, Govt. of India, New Delhi, 1983.</td>
</tr>
</tbody>
</table>
56. Mc GREGOR DOUGLAS

57. Mc GREGOR DOUGLAS

58. MESCON M.H., HAMMOND W.R. BYARS L.L. and FOREST J.R.

59. MINNER JOHN B.

60. MIYOHEI SHINOHARA and DAUGLAS FISHER

61. PERROW C

62. PHILLIP MASON

63. RAMAKANTH, J.

64. RAO V.K.R.V.

65. REDDIN, W.J.


73. SCHEIN H.EDGAR : Organisational Psychology Printice Hall of India, New Delhi, 1979.


78. STODILL R.M. and COONS A.E. : Leader Behaviour its Prescription and Measurement, Columbus, Bureau of Business Research Ohio-State University, 1957.


1. ALBERT S KING: Evolution of Leadership Theory, Vikalpa, Volume 15, No.2, April-June, 1950


42. SINGH R.R and JANAK PANDEY : Socio-Technological Determinants of work values, Indian Journal of Industrial Relations, 1986.


44. STEVEN KERR and JOHN M. JERMIER : Substitutes for Leadership: Their Meaning and Measurement" Organisational


C. REPORTS


7. District Industries Centre, Kurnool: An Industrial Profile, Kurnool district.


D. JOURNALS

1. Academy of Management Review.
4. Business India.
5. Business Review.
10. Indian Journal of Industrial Relations.
11. Indian Manager.
22. Management Today.
27. The Economic Times.
28. Yojana.
LEADERSHIP STYLES IN SMALL SCALE INDUSTRIES
A CASE STUDY OF KURNOOL TOWN
SCHEDULE FOR INDUSTRIAL UNITS

SECTION-I
IDENTIFICATION

1.1 Name of the industrial unit :

1.2 Address of the Unit :

1.3 Year of establishment :

1.4 Form of organisation : Sole / Partnership / Company

1.5 Nature of business :

1.6 Physical background : Fixed location / Shifting

1.7 Ownership of premises : Owned / Rentled / Government

1.8 Nature of premises : Pucca / Catcha / Wooden / Thached

1.9 Scheme prepared by : Bank / Financial Institutions / Private Agency / Self / Friends / Relatives

1.10 Was there any problem in the approval of the Scheme: YES/NO
   If YES, the type of problems:

1.11 Had you applied for a shed in an industrial estate : YES/NO
   If 'NO' the reasons :
   If 'YES' whether obtained : YES/No
   If 'YES' time taken to obtain the shed:
   If 'NO' the reasons for refusal :

1.12 Are you purchased an old establishment : YES/NO
   If 'YES' the reasons for a sale :

1.13 Whether the establishment has any branch : YES/NO
   If 'YES' the number of branches :
SECTION-II

CHARACTERISTICS OF ENTREPRENEUR

2.1 Age :

2.2 Sex : Male / Female

2.3 Marital Status : Married / Unmarried

2.4 Migration status : Immigrant / Native

2.5 If immigrant, Migrated from : Mandal / District / State / Other State

2.6 Family type : Independent / Joint Family

2.7 Family background : Agriculture/Business/Profession/Cooli

2.8 Education :

2.9 Training received if any :

2.10 Number of years of experience in the business :

2.11 Whether the entrepreneur is inherited or promoted new?

2.12 Activity before starting the enterprise:

2.13 Occupation of father :

2.14 What are the motivating factors for starting the Enterprise:

2.15 What are your other activities at present:

2.16 Initiative to start the industry: Self/Father/Friends/Banks/Others if any

2.17 Association with childhood friends: Associated/Not associated

2.18 Membership in any club : Member / Non-member

2.19 Do you belong to a class which enjoys reservation in education or employment : YES / NO

If yes, specify the category :
OTHER INFORMATION

2.20 Capacity utilisation: Installed capacity / utilised capacity

2.21 Causes for under utilisation:
- Lack of demand
- Raw materials
- Labour
- Finance
- Other reasons

2.22 Total investment:

2.23 Sources of funds:
(a) Owned:
(b) Friends and relatives:
(c) Commercial Banks:
(d) Development Banks:
(e) Others, specify:

TOTAL

2.24 Total employment generated:

2.25 How is the industry managed:

2.26 Channels of distribution:
A. On quotation: YES/NO
B. Direct contact: YES/NO
C. Through commission agent: YES/NO
D. Through dealers: YES/NO

2.27 Profit or loss per annum:
SECTION-III
ATTITUDE OF OWNER-MANAGERS

A series of Statements are made below, with a blank space at the end. Please use scale.


1. The average subordinate prefers to be directed, wishes to avoid responsibilities and has relatively little ambition. (   )

2. The average leader prefers to be directed, wishes to avoid responsibility and has relatively little ambition. (   )

3. Leadership skills can be acquired by most managers regardless of their particular inborn traits and abilities (   )

4. Leadership skills can be acquired by many subordinates regardless of their particular inborn traits and abilities. (   )

5. The use of rewards and punishments is not the best way to get the subordinates to do their works. (   )

6. In order to give their best the subordinates' should get detailed and complete instructions rather than one merely get relevant general direction. (   )

7. In a work situation if the subordinates' can not influence the leader, then leader looses some influence on subordinates. (   )

8. A leaders should give his subordinates only that information which is necessary for them to do their immediate tasks. (   )

9. Goal setting, collectively the leader and his group of subordinates, offers advantages that cannot be obtained by individual goal setting. (   )

10. A good leader should give detailed and complete instructions to his subordinates rather than give them merely relevant general directions and depend upon their initiative to work out the details. (   )

11. The leader's authority over subordinates in an organisation is primarily economic. (   )

12. In order to give their best the subordinates should get only that information which is necessary for them to do their immediate tasks.
SECTION -IV

DECISION MAKING BY OWNER-MANAGER

METHOD OF MAKING DECISIONS (LEADERSHIP STYLES)

STYLE I: Benevolent Autocrat
STYLE II: Strict Autocrat
STYLE III: Owner-manager's Prior Consultation.
STYLE IV: Joint Decision Making.
STYLE V: Delegation.

1. DECISIONS RELATING TO PRODUCTION:  STYLES USED
   1. Decision relating to volume of output. ( )
   2. Decision relating to size, location layout of plant. ( )
   3. Decision relating to method of production. ( )
   4. Decision relating to purchase practices and the amount of inventory. ( )
   5. Decision relating to the method of wage payment. ( )

2. DECISIONS CONCERNED WITH TECHNICAL MATTERS:
   6. Decision to change the operating procedure. ( )
   7. Decision to purchase any new equipment. ( )
   8. Decision to hire machinery. ( )
   9. Decision to employ new subordinates to operate the machine. ( )

3. DECISIONS CONCERNED WITH FINANCIAL MATTERS:
   10. Decision to purchase a new machine ( )
   11. Decision to get a loan ( )
   12. Decision to any other financial matter ( )

4. DECISIONS CONCERNED WITH PERSONNEL MATTERS
   13. Decision to promote or punish the worker ( )
   14. Decision to take disciplinary action against employees. ( )
   15. Decision to assign a different job to workers. ( )
   16. Decision to remove the workers. ( )
   17. Decision to pay any compensation. ( )

5. DECISIONS CONCERNED WITH MARKETING MATTERS:
   18. Decision concerned with volume of sales ( )
   19. Decision concerned with Mode of Selling (Cash/Credit) ( )
   20. Decision concerned with the Method of sales promotion ( )
   21. Decision concerned with Remuneration to sales personnel ( )