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APPENDIX

QUESTIONNAIRE

“Identification of Leaders – A study of FMCG companies in Mumbai region with special reference to Assessment Centre Method”

Sir / Madam,

I am a Ph.D. student of Tilak Maharashtra Vidyapeeth, Pune and conducting a study on the "Identification of Leaders – A study of FMCG companies in Mumbai region with special reference to Assessment Centre Method". As a part of the study, I intend to collect data through a structured questionnaire.

I am happy to inform that you have been identified as one of the valuable respondents and I request your voluntary participation in filling-up the questionnaire and send it to me.

I would be grateful if you would kindly spare some time to answer the questions. I value your time and the contribution you are making towards the success of the study.

Please note that the information you are providing will be strictly kept confidential and will be used only for research purpose without revealing the individual identity of the organization or the respondent.

Kuldeep Singh Soun

Instructions:

Please tick wherever necessary.

PART A

PROFILE OF RESPONDENTS

1. Gender:
 - a. Male
 - b. Female

2. Age:
 - a. 18 years – 25 years
 - b. 26 years – 35 years
 - c. 36 years – 50 years
 - d. 51 years – 60 years

3. Experience
 - a. 1 year – 5 years
 - b. 6 years – 10 years
 - c. 11 years – 20 years
 - d. 20 years to 30 years
 - e. 30 + years

4. Tenure with the current organization
 - a. 0 – 2 years
 - b. 3 – 5 years
 - c. 6 – 10 years
 - d. More than 10 years

5. Education
 - a. Graduate
 - b. Post Graduate
 - c. Professional Degree
 - d. Others

11. What are the leadership training programs currently conducted by your organization?
- a. Assessment Centre
 - b. Coaching & Mentoring
 - c. Job Rotation / Transfers
 - d. B – school Assignment – Executive Leadership Development program
 - e. No leadership training programs are conducted
12. How does your organization ensure active participation in leadership development programs.
- a. Compulsory Participation
 - b. Growth linked to attending the program
 - c. Superiors are responsible to ensure participation
 - d. By spreading awareness on importance of leadership development programs
13. What percent of leaders in your organization are internally sourced?
- a. Less than 25%
 - b. Between 26% to 50%
 - c. Between 51% to 75%
 - d. More than 75%
14. What are the different methods used in your organization to identify leaders internally?
- a. Assessment Centres
 - b. 360 Degree Feedback
 - c. Performance Appraisal
 - d. Leaders are identified informally
 - e. We do not find leaders internally

15. Which is the best option out of the above to identify leaders internally?
- a. Assessment Centres
 - b. 360 Degree Feedback
 - c. Performance Appraisal
 - d. Leaders identified informally
 - e. We do not find leaders internally
16. What are the different methods used in your organization to identify leaders from outside?
- a. Assessment Centres
 - b. Structured Interview process
 - c. Both Assessment Centres as well as Structured Interview process
 - d. We do not hire leaders from outside
17. What is the best method to identify leaders from outside?
- a. Assessment Centres
 - b. Structured Interview process
 - c. Both Assessment Centres as well as Structured Interview process
 - d. We do not hire leaders from outside
18. For what type of leadership positions is the organization forced to look outside the existing workforce?
- a. Top level
 - b. Middle level
19. How is the effectiveness of leadership development programs assessed in your organization?
- a. Feedback
 - b. Assessing the performance after the program
 - c. Follow-up of entire process of the leadership development program
 - d. Through business performance
 - e. We do not assess the effectiveness of leadership development program

6. Out of all employees undergoing Assessment Centre program in your organization, what percentage are identified as leaders for middle level management positions in a year.
- a. 0 – 25 %
 - b. 26 – 50 %
 - c. 51 – 75%
 - d. 76 – 100%
 - e. Not applicable
7. Out of all employees undergoing Assessment Centre program in your organization, what percentage are identified as leaders for junior level management positions in a year.
- a. 0 – 25 %
 - b. 26 – 50 %
 - c. 51 – 75%
 - d. 76 – 100%
 - e. Not applicable
8. How long has your organization used Assessment Centre method?
- a. Less than 2 years
 - b. 2 – 5 years
 - c. 6 – 10 years
 - d. Over 10 years
 - e. Not applicable
9. How satisfied are you with Assessment Centre as a method to identify leaders?
- a. Satisfied
 - b. Dissatisfied
 - c. Not applicable
10. How would your employees rate your organizations Assessment Centre program?
- a. Satisfied
 - b. Dissatisfied
 - c. Not applicable

11. How did you develop the Assessment Centre program for your organization?
- a. Developed using internal resources
 - b. Purchased off the shelf product
 - c. Outside agency
 - d. Not applicable
12. Do you carry out all the activities required to be conducted before the Assessment Centre?
- a. Yes
 - b. No
 - c. Not applicable
13. Do you carry out all the activities required to be conducted during the Assessment Centre?
- a. Yes
 - b. No
 - c. Not applicable
14. Do you carry out all the activities required to be conducted after the Assessment Centre?
- a. Yes
 - b. No
 - c. Not applicable
15. Do you use job simulation while conducting Assessment Centre?
- a. Not at all
 - b. Some times
 - c. Most of the times
 - d. Completely
 - e. Not applicable

16. What in your view is the best job simulation while conducting Assessment Centre?

- a. In-basket exercises
- b. Group discussions
- c. Fact-finding exercises
- d. Business Games
- f. Not applicable

17. What are the advantages of Assessment Centre? Please rank the advantages from 1 to 4 where 1 is the most best and 4 is the last best advantage.

Rank

- a. Fair and accurate way of selecting a candidate. _____
- b. Enhances the knowledge of the participants. _____
- c. Gives opportunity to individuals who are talented. _____
- d. Predict future job performance. _____

18. What are the disadvantages of Assessment Centre? Please rank the disadvantages from 1 to 4 where 1 is the most disadvantage and 4 is the least disadvantage.

Rank

- a. Costly and time consuming. _____
- b. Requires highly skilled observers. _____
- c. De-motivation and loss of confidence for those who receive poor assessment. _____
- d. Even in 3 or 4 days, personal characteristics cannot be measured accurately. _____

24. What measures will you suggest to improve leadership development methods?
- a. Make leadership development an important agenda of board meetings
 - b. Have a written plan to identify leaders
 - c. Define a leader identification model for your organization
 - d. Integrate leadership development programs with organization goals
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