ANNEXURES
ANNEXURE – I

THE LEADERSHIP STYLES OF INDIAN MANAGERS
(A Case Study of Visakhapatnam Port Trust)
This information is used purely for the purpose of Research

The Questionnaire

Section – I

1. Designation
   (a) Top level
   (b) Middle Level
   (c) Lower level

2. Department and Area
   (a) Operational
   (b) Non-Operational

3. Length of Service

4. Income

5. Age

6. Sex

7. Religion

8. Mother Tongue

9. Educational Qualifications
   a) General
   b) Technical
   c) Professional

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10. What is your academic career
   a) Brilliant
   b) Above Average
   c) Average

11. Have you visited abroad
    Yes / No

12. Education and occupation of your patents
    a) Job
    b) Business
    d) Others

13. Did you participate in the Union Activities/Sports & Cultural Activities

14. Are you a member of any club/Association?

15. Do you believe that some supernatural element controls the Universe? Yes/No

16. Do you think that religion helps in solving your problems? Yes/No

17. Do you perform poojas and prayers?

18. Do you feel that working with your own caste people will reduce a lot of complications? Yes/No
SECTION – II

The following are statements with which some people agree and some others disagree. Read each sentence carefully and select one answer. In order to help you in understanding the rating scale the following explanations are given:

SA : Strongly Agree  SD : Strongly Disagree
MA : Moderately Agree  MD : Moderately Disagree

1. Obedience and respect for : (SA/MA/MD/SD) authority are the most important

2. Science has its place, but there are many things that can never possibly be understood by human mind :

3. Every person should have : complete faith in some supernatural power :

4. Young people sometimes get rebellious ideas, but as they grow up they ought to get over them and settle down :

5. No normal decent person could even think of hurting a close friend or relative :

6. Nobody ever learned anything really important except through suffering :

7. Most of the young people need strict discipline :

8. An insult to our honour should always be punished :
9. Most of our special problems would be solved if we could somehow get rid of the immoral and feeble minded people.

10. When a person has a problem or worry it is best for him not to think about it, but to keep busy with cheerful things.

11. Some people are born with an urge to jump from high places.

12. People can be divided into two distinct classes: the weak and strong.
SECTION - III

Different managers act in different ways and therefore, no right or wrong answers. Nor is this a test. The information you give is purely for research purposes and will be confidential. Your name need not be written.

1. I am easy to understand (  )
   a) Always  b) Often  c) Occasionnally

2. I try out my new ideas (  )
   a) Often  b) Always  c) Occasionally

3. I express appreciation when anyone of the workers does a good job (  )
   a) Always  b) Often  c) Occasionally

4. I help people in the work group with their personal problems (  )
   a) Often  b) Always  c) Very rarely

5. I am friendly and can be easily approached (  )
   a) Always  b) Often  c) Occasionally

6. I get the approval of the working group on important matters (  ) before going ahead
   a) Always  b) Often  c) Occasionally

7. I do personal favours for the people under me (  )
   a) Often  b) Always  c) Occasionally

8. I emphasise meeting of dealings (  )
   a) To some extent  b) A great deal  c) Fairly much
9. I see to it that a worker is rewarded for a job well done ( )
   a) Always   b) Often   c) Occasionally

10. I offer new approaches to problem ( )
    a) Always   b) Fairly often   c) Occasionally

11. I treat all workers under me as my equal ( )
    a) Always   b) Never   c) Occasionally

12. I am willing to make changes ( )
    a) Always   b) Often   c) Occasionally
d) Rarely   e) Never

13. I decide in detail what should be done and how it shall be done ( )
    a) Always   b) Often   c) Very rarely

14. I put suggestions that are made by the people under me into operation ( )
    a) Always   b) Never   c) Occasionally

15. I make those under me feel at easy when talking with me ( )
    a) Always   b) Often   c) Occasionally

16. I emphasise the quality of work ( )
    a) A great deal   b) Fairly much   c) To some extent

17. I ask for sacrifices from my people for the good of the entire department ( )
    a) Often   b) Fairly often   c) Occasionally
d) Once in a while   e) Very rarely
SECTION – IV

1. I encourage overtime work
   a) A great deal  b) Fairly much  c) To some degree
   d) Comparatively little  e) Not at all

2. I back up what people in my work group do
   a) Always  b) Often  c) Occasionally
   d) Rarely  e) Never

3. I criticize poor work
   a) Always  b) Often  c) Occasionally
   d) Rarely  e) Never

4. I demand more than worker can
   a) Often  b) Fairly often  c) Occasionally
   d) Once in a while  e) Very rarely

5. I am slow to accept new ideas
   a) Always  b) Fairly often  c) Occasionally
   d) Rarely  e) Never

6. I resist changes in way of doing things
   a) A great deal  b) Fairly much  c) To some degree
   d) Comparatively little  e) Not at all

7. I assign people under me to particular tasks
   a) Always  b) Fairly often  c) Occasionally
   d) Rarely  e) Never

8. I interest that I am informed on decisions made by people under me
   a) Always  b) Often  c) Occasionally
   d) Rarely  e) Never
SECTION – V
ORGANISATION GOALS

1. What are your organisational goals write your order of preferences:

(a) Employee Welfare & Social Responsibility
(b) Quality of Service
(c) Innovation
(d) Profits
(e) Leadership in Industry

2. In respect to the organisation goals you have stated above, indicate below how far you have been to achieve each of them. In respect of each goal, if you have achieved it more or less completely put a ( ) by the side number 10 below. If the goals has not been achieved at all, put a ( ) by the side of 0. If the achievement is somewhere in between, put a mark ( ) at the appropriate number.

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3. Write your order of preference of prescribed and achieved organisational goals?
4. Give your order of preference of beliefs in rank order

(1) Beliefs in supernatural power
(2) Belief in Tradition & Discipline
(3) Belief in goodness of human nature
(4) Belief in change & openness
(5) Belief in oneself
(6) Belief that nature can be understood

5. What is your order of reference of motivational factors?

(1) Rewards & Appreciation
(2) Recognition
(3) Challenging Work
PERSONAL GOALS

1. What are your personal goals? That is, what are some of the most important things you wish or wishes to accomplish in your life.

   a) 
   b) 
   c) 
   d) 
   e) 

2. In respect to the personal goals you have stated above, indicate below how far you have been to achieve each of them. In respect of each goal, if you have achieved it more or less completely put a(  ) by the side number 10 below. If the goals has not been achieved at all, put a (  ) by the side of 0. If the achievement is some-where in between, put a mark (  ) at the appropriate number.

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Among the following statements, some may coincide with your thinking or with your own description of yourself. If you find that statement describe you accurately or reflects your thinking mark ‘T’ for true against it and if it does not, mark ‘F’ for false against it.

1. Listening to others with genuine interest encourages others to express more freely.

2. Much of your tension and anxiety is reduced if we trust our fellow workers.

3. A good manager must make all the decisions himself.

4. To have good relations one should conceal one’s dislikes or disagreements with fellow workers.

5. Some times the best advice comes from subordinates.

6. Most people like taking responsibility.

7. One’s job is best done by oneself.

8. A cooperative decision leads to better implementation.

9. It is the superior’s duty to see that the whole group is doing what he thinks is best.

10. In the practical world, most people cannot really be trusted.

11. If you don’t watch, your people will invariably take advantage of you.
SECTION – VII
INSTRUCTIONS

Among the following statements, some may coincide with your thinking or with your own description of yourself. If you find that statement describe you accurately or reflects your thinking mark ‘T’ for true against it and if it does not, mark ‘F’ for false against it.

1. I am completely satisfied with what I am doing in my profession. (   )

2. I am always eager to know about new developments (   )

3. If I know that there is risk in implementing a new practice, then I don’t like to try the practice. (   )

4. The traditional ways of your elders always contained a lot of good. (   )

5. Caution is the most important thing when trying a new practice. (   )

6. As soon as I hear something new from somebody, I like to try it. (   )

7. Before I try out a new thing, I usually wait to see what results others have obtained. (   )

8. Launching upon a new practice inevitably carries its own problems. (   )

9. Trying out new methods is really a luxury and very few people can afford it. (   )

10. I try to keep myself up to date on information pertaining to my profession field. (   )

11. These days, there is no end to new techniques coming up. In this circumstances, the best policy is to sit and see. (   )

12. I just do not have the time necessary to meet specialists in my field to discuss new ideas or improvement. (   )

13. It is a most satisfying experience to try out a new idea or practice. (   )
SECTION – VIII
INSTRUCTIONS

The following series of situations that are likely to occur in every day life. The Central person in each situation is faced with a choice between two alternative courses of action which we might call X and Y. Alternative X is more desirable and attractive than alternative Y. but the probability of attaining or achieving X is less than that of attaining or achieving Y. For each situation, you will be asked to indicate the minimum odds of success you would demand before recommendation that the more attractive or desirable alternative X be chosen.

Read each situation carefully before giving your judgment. Try to place yourself in the position of the central person in each of the situations. There are nine situations in all. Please do not omit any of them.

1. Mr. A, an electrical engineer, who is married and one child, has been working for a large electronic company since graduating from college five years ago. He is assured of a lifetime job with a modest, though adequate, salary and liberal pension benefits upon retirement. On the other hand, it is very unlikely that his salary will increase much before he retires. While attending a seminar, Mr. A. is offered a job with a small newly founded company which has a highly uncertain future. The new job would pay more to start with and would offer better opportunities if it survives the competition of the large firms. Imagine that you are advising Mr. A. Listed below are several probabilities or odds of the new company proving financially sound. Please check the lowest probability that you would consider acceptable to make it worthwhile for Mr. A to take the new job.

   The chances are 1 in 10 that the company will prove financially sound. ( )
   The chances are 3 in 10 that the company will prove financially sound. ( )
   The chances are 5 to 10 that the company will prove financially sound. ( )
   The chances are 7 to 10 that the company will prove financially sound. ( )
   The chances are 9 to 10 that the company will prove financially sound. ( )

   Place a check here if you think Mr. A should not take the new job no matter what the probabilities.
2. Mr. B, a 45-year-old accountant, has recently been informed by his doctor that he has developed a severe heart ailment. The disease would be sufficiently serious to force Mr. B to change many of his strongest habits, such as reducing his workload, drastically changing his diet, giving up favorite leisure time pursuits. The doctor suggests that a delicate medical operation could be attempted which, if successful, would completely relieve the heart condition. But its success could not be assured, and in fact, the operation might prove fatal.

Imagine that you are advising Mr. B. Listed below are several probabilities or odds that the operation will prove successful.

Please check the lowest probability that you would consider acceptable for the operation to be performed.

Place a check here if you think Mr. B should not have the ( ) operation no matter what the probabilities.

The chances are 9 to 10 that the operation will be a success. ( )

The chances are 7 in 10 that the operation will be a success. ( )

The chances are 5 in 10 that the operation will be a success. ( )

The chances are 3 in 10 that the operation will be a success. ( )

The chances are 1 in 10 that the operation will be a success. ( )

3. Mr. C, a married man with two children, has a steady job that pays him about Rs.12,000/- per month. He can easily afford the necessities of life, but few of the luxuries. Mr. C's father who died recently, carried a Rs.1,00,000/- Life Insurance Policy. Mr. C would like to invest this money in shares. He is well aware of a well known and secure company that would pay approximately 6% on his investment. On the other hand, Mr. C has heard that the shares of a relative unknown company X might double their present value of a new product currently in production is favourably received by the buying public. However, if the produce is unfavourably received, the shares would decline in values.

Imagine that you are advising Mr. C and listed below are several probabilities or odds that company X shares will double their value.
Please check the lowest probabilities that you would consider acceptance for Mr. C to invest in company X shares.

The chances are 1 in 10 that the shares will double to their values. (  )

The chances are 3 in 10 that the shares will double to their values. (  )

The chances are 5 in 10 that the shares will double to their values. (  )

The chances are 7 in 10 that the shares will double to their values. (  )

The chances are 9 in 10 that the shares will double to their values. (  )

Place a check here if you think Mr. C should not invest in company X shares no matter what the probabilities. (  )