Appendix-I

Farmer & Richman Model

Critical Elements of the Management Process:

Planning and Innovation

1.1 Basic organisational objectives pursued and the form of their operational expression

1.2 Types of plans utilized

1.3 Time horizon of plans and planning

1.4 Degree and extent to which enterprise operations are spelled out in plans (i.e. preprogrammed)

1.5 Flexibility of plans

1.6 Methodologies, techniques and tools used in planning and decision making

1.7 Extent and effectiveness of employee participation in planning

1.8 Managerial behaviour in the planning process

1.9 Degree and extent of information distortion in planning

1.10 Degree and extent to which scientific method is effectively applied by enterprise personnel - both managers and non-managers - in dealing with causation and futurity problems

1.11 Nature, extent, and rate of innovation and risk taking in enterprise operations over a given period of time

1.12 Ease or difficulty of introducing changes and innovation in enterprise operations

Control:
2.1 Types of strategic performance and control standards used in different areas: e.g. production, marketing, finance, personnel

2.2 Types of control techniques used

2.3 Nature and structure of information feedback systems used for control purposes

2.4 Timing and procedures for corrective action

2.5 Degree of looseness or tightness of control over personnel

2.6 Extent and nature of unintended effects resulting from the over-all control system employed

2.7 Effectiveness of the control system in compelling events to conform to plans

Organisation:

3.1 Size of representative enterprise and its major subunits

3.2 Degree of centralization or decentralization of authority

3.3 Degree of work specialization (division of labour)

3.4 Span of control

3.5 Basic departmentation and grouping of activities. Extent and uses of service departments

3.6 Extent and uses of staff generalists and specialists

3.7 Extent and uses of functional authority

3.8 Extent and degree of organisational confusion and friction regarding authority and responsibility relationships
3.9 Extent and uses of committee and group decision making
3.10 Nature, extent, and uses of the informal organisation
3.11 Degree and extent to which the organisation structure (i.e. the formal organisation) is mechanical or flexible with regard to causing and/or adapting to changing conditions

Staffing:
4.1 Methods used in recruiting personnel
4.2 Criteria used in selecting and promoting personnel
4.3 Techniques and criteria used in appraising personnel
4.4 Nature and uses of job descriptions
4.5 Levels of compensation
4.6 Nature, extent, and time absorbed in enterprise training programs and activities
4.7 Extent of informal individual development
4.8 Policies and procedures regarding the layoff and dismissal of personnel
4.9 Ease or difficulty in dismissing personnel no longer required or desired
4.10 Ease or difficulty of obtaining and maintaining personnel of all types with desired skills and abilities

Direction, leadership, and motivation:
5.1 Degree and extent of authoritarian vs. participative management (This relates to autocrats vs. consultative direction)
5.2 Techniques and methods used for motivating managerial
personnel

5.3 Techniques and methods used for motivating non-managerial personnel

5.4 Supervisory techniques used

5.5 Communication structure and techniques

5.6 Degree and extent to which communication is ineffective among personnel of all types

5.7 Ease or difficulty of motivating personnel to perform efficiently, and to improve their performance and abilities over time (irrespective of the types of incentives that may be utilized for this purpose)

5.8 Degree and extent of identification that exists between the interests and objectives of individuals, work groups, departments, and the enterprise as a whole

5.9 Degree and extent of trust and cooperation or conflict and distrust among personnel of all types

5.10 Degree and extent of frustration, absenteeism and turnover among personnel

5.11 Degree and extent of wasteful time and effort, resulting from restrictive work practices, unproductive bargaining, conflicts etc.