APPENDIX I

DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
PANJAB UNIVERSITY, CHANDIGARH - 160014, INDIA

DR. A.K. SIVASTAVA

Dear Sir/Madam,

FILLING PH.D. RESEARCH QUESTIONNAIRES OF
MR. GABRIEL - AN INTRODUCTION AND APPEAL

It is a great pleasure introducing to you Mr. Gabriel. He is pursuing his Ph.D. programme in Business Management (Personnel Management and Industrial Relations) under my supervision and guidance in the Faculty of Business Management and Commerce of Panjab University, Chandigarh. His topic of research is EXECUTIVE TRAINING AND DEVELOPMENT. Its objective is to study Training and Development practices for top, middle and low level Management Executives or officers who constitute the cream of Industrial Enterprises, as to discover effective means, if any, of improving on-going practices.

In connection with data collection for his Ph.D. Thesis, you are cordially requested to kindly fill up the attached questionnaires and, please, return it urgently to Mr. Gabriel in accordance with mutually agreed time.

It is well noted that your time is very limited and most precious. To have a speedy and timely response the
questionnaire has already been pre-tested. During the pre-test, it was found that it may take you approximately half an hour to complete. However, it may take a longer time in some cases.

Your kind co-operation is called for and would be appreciated please.

Wishing you good luck in your job.

Yours faithfully,

sd/-

( A K SRIVASTAVA )
A Study of Executive Training and Development (ETD)

**Questionnaires for Executives (Officers)**

1.0 General Information

1. Name: 
2. Sex: Male ( ) Female ( )
3. Organization: 
4. Designation: 
5. Dept/Section: 
6. Level of Management you think you belong to:
   - Top ( )
   - Middle ( )
   - Low ( )
7. Educational Qualifications (State your exact qualifications):
   - i. ___________
   - ii. ___________
   - iii. ___________
   - iv. ___________

2.0 Job History (Starting from the first job to the present job)

<table>
<thead>
<tr>
<th>Name of Organization</th>
<th>Year Joined</th>
<th>Year Left</th>
<th>Designation</th>
<th>Joining Year</th>
<th>Designation</th>
<th>Salary at Time of Leaving</th>
<th>Reason for Leaving</th>
</tr>
</thead>
<tbody>
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3.0 Executive Training & Development Policy Environment

1. Are you aware that management holds training and development programmes for executives? 
   - Yes ( )
   - No ( )
2. Have you attended any training and development programmes for executives?
   a) Before joining present company: 
      - Yes ( )
      - No ( )
   b) In your present company: 
      - Yes ( )
      - No ( )
3. List the training programme you have attended during the last 3 years in your present organization and state the duration of each programme starting from the first programme attended onwards.

<table>
<thead>
<tr>
<th>SrNo.</th>
<th>Title of Training Development Programme</th>
<th>Duration in days</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
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<td>2.</td>
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<td>3.</td>
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<td>4.</td>
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<td>5.</td>
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<td>6.</td>
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</tbody>
</table>

Any other please specify

4. Are executives encouraged by management to undergo T&D programmes at company expense? Yes( ) No ( )

5. Does your company have a training manual? Yes( ) No ( )

6. Rank in the spaces provided below the following personnel functions in order of importance to executives:
   a) Wage and Salary Administration ( )
   b) Labour-Management/Industrial relations ( )
   c) Manpower Planning ( )
   d) Recruitment, selection and placement ( )
   e) Performance and potential appraisal ( )
   f) Training and Development ( )

7. Tick your extent of satisfaction/dissatisfaction with T&D policy of your organizations
   a) Extremely satisfied ( )
   b) Satisfied ( )
   c) Average ( )
   d) Dissatisfied ( )
   e) Extremely dissatisfied ( ).
8. Do you think that proper climate exists for executive T&D in your company?
   Yes ( )  No ( )  Undecided ( )

9. Do you feel that top management regards T&D as extremely important for the organization's growth?
   Yes ( )  No ( )  Undecided ( )

10. What, according to you, should be the %age of your organization's annual budget for T&D out of its total annual expenditure budget? Tick as applicable.
    a) 1 - 2% ( )  b) 2 - 3% ( )  d) 4 - 6% ( )
    d) 7 - 10% ( )  e) Above 10%

11. Tick your extent of agreement or disagreement with the following statements:

<table>
<thead>
<tr>
<th>Strongly</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly</th>
</tr>
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<tbody>
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</tbody>
</table>

   i. No T&D programme can be successful without top management support.

   ii. Trade unions should be involved in T&D.

   iii. Human resource development manager should be responsible for T&D.

   iv. Management consultants/faculty members from Depts. of Management in educational institutions of higher learning should be involved in T&D.
12. Tick your opinion from the factors listed below according to the emphasis given to your T&D programme and rank them from 1 - 4 according to the extent of priority given (e.g. if you think that in your organisation generally the first factor has been given the highest priority, rank it as No.1 and so on)

a) Concern for knowledge ( )
b) Concern for skills/techniques ( )
c) Concern for attitudes/behaviour ( )
d) Concern for experience ( )

13. Some of the objectives of T&D are as follows; rank them also according to your priorities while giving the least important objective the least ranks

a) Organisational, national and international integration ( )
b) Ensuring regular mobilisation, utilisation and maintenance of competent executives as to prevent managerial obsolescence ( )
c) Personality development (character or spiritual) of executives by expanding and updating their skills, knowledge, experience, attitudes/behaviour so that they become efficient and effective ( )
d) Achieving healthy and peaceful industrial relations with the aid of executive T&D serving as a problem solving device ( )
e) Enabling the organization to compete effectively in the local, national and international markets ( )
f) To enable the organization reduce ineffective time due to management and within the control of workmen ( )
4.0 PLANNING OF ETD - IDENTIFICATION OF T&D NEEDS

1. Are you aware that management plans ETD with major objectives of identifying T&D needs of executives?
   - Yes ( )  No ( )

2. At what level of ETD planning process have you been involved in the last 3 years? Tick as applicable:
   a) Initial/suggestion/recommendation stage
      - Yes ( )  No ( )
   b) Formulation or design stage (actual identification)
      - Yes ( )  No ( )
   c) Approval stage
      - Yes ( )  No ( )
   d) Implementation stage
      - Yes ( )  No ( )

3. Tick your extent of satisfaction/dissatisfaction with identification of T&D needs scheme in your company.
   a) Extremely satisfied
      - ( )
   b) Satisfied
      - ( )
   c) Average
      - ( )
   d) Dissatisfied
      - ( )
   e) Extremely dissatisfied
      - ( )

4. Training and Development needs for executives should be decentralised instead of centralised.
   - Yes ( )  No ( )

5. What are the criteria for recommending one for ETD programmes? Rank the following options in order of what you think is actual practice, in your organization. (e.g., if "merit" is the most important, rank it as No. 1 and so on.)
   a) Merit (after identification of T&D needs)
      - ( )
   b) Seniority (experience)
      - ( )
c) Political linkage

d) Neatness to the boss

e) Self nomination

f) Top management recommendation/nomination

g) Preference to new or untrained executive

h) Trade Union support

i) May other (please specify)

6. How do you come to know of opportunities for ETD programmes? Tick as many be applicable from below:

   a) Advertisement (through the press and external educational institutions)

   b) Internal communication by Top Management

   c) Information through boss

   d) Personal efforts

   e) Trade union

   f) Friends in the organisation

   g) Any other (please specify)

7. Tick from options given below techniques which your organisation uses in identifying T&L needs of executives (Do not tick those not being used):

   a) Manpower planning, recruitment, selection and placement.

   b) Determining gap between job requirement and job performance

   c) Organization and operational analysis

   d) Performance appraisal and potential appraisal

   e) Training and Development Research (Survey, case-study, interview, observation, questionnaire)

   f) Executive skills inventory

   g) Evaluation reports

   h) Any other (please specify)
5.0 ADMINISTRATION OF LTD

1. Tick how far you are satisfied with the actual implementation of LTD programmes in your organization?

a) Extremely satisfied
b) Satisfied
c) Average
d) Dissatisfied
e) Extremely dissatisfied

2. What should be the qualities of a good trainer? Rank the following qualities in order of importance to your organization?

a) Professional consultant in training and development
b) Co-ordinator of training function with other areas of management
c) Effective motivator, friend, philosopher, guardian
d) Affective teacher (in terms of knowledge/skills)
e) Any other (please specify)
5.3 Which of these techniques mentioned below have been used in your company's STL programmes in the last 3 years and at what level, frequency and where used? See the table below and tick, fill in as applicable:

<table>
<thead>
<tr>
<th>Training technique</th>
<th>Where used</th>
<th>Level of Management used</th>
<th>Frequency of use in 3 years</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>In House</td>
<td>Top</td>
<td>Frequently used</td>
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<tr>
<td></td>
<td>Off House</td>
<td>Midd- Low</td>
<td>Rare</td>
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<td></td>
<td></td>
<td></td>
<td>Not used</td>
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<td></td>
<td></td>
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<td>all used</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>used</td>
</tr>
</tbody>
</table>

Role Playing
Lecture
Business games
Programmed learning
Sensitivity
Case study
Workshop/Mtting
Audio-visual aid
Guidance and Counselling
Under-Study
Any other (Please specify)
1.
2.
3.
5.4 List 3 most important areas/topics/fields in which you feel you would like to be trained (e.g. in technical or administrative/behavioural aspects such as Personnel, Marketing, Finance, Materials functions)

1. 
2. 
3. 

5.5 Please tick your agreement or disagreement with the following statements:

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Undecided</th>
<th>Strongly Disagree</th>
</tr>
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</table>

i. The relationship between trainees and trainers in the ATDPs I attended here were full of mutual confidence.

ii. The trainers and trainees had mutual respect for each other.

iii. The trainees showed self-discipline during the course.

iv. The trainers were courteous and disciplined while conducting the course.

6.0 EVALUATION OF ATD

6.1.1 Tick your extent of agreement or disagreement with the following statements:
1. Top management actively participate in the evaluation of various ETD programmes.

2. Regular feedback is given to us regarding our performance after ETD programmes.

3. We are asked to give a feedback invariably on the ETD programmes we have attended.

4. Our suggestions to improve the quality of ETD programmes are usually neglected.

5. Hardly any outside professional consultant is involved in the evaluation of ETDs.

6. ETDs are conducted more as a fashion exercise here than as systematic exercise.

7. ETDs conducted usually do not have any correspondence to our strengths and weaknesses.

8. Tangible indices have been laid down to assess improvements both in behaviour and skills in evaluating our ETDs.
6.2 Tick your extent of satisfaction or dissatisfaction with the following factors on which you were assessed in your ATDPs.

<table>
<thead>
<tr>
<th>Extent of Satisfaction</th>
<th>Excellent</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
<th>Very Poor</th>
</tr>
</thead>
</table>

a) Evaluation of your own knowledge
b) Evaluation of your own skills/techniques
c) Evaluation of your own attitude/reaction
d) Evaluation of your own experience

6.3 Some of the techniques of evaluation of ATDPs are as follows. Tick only those used in your organisation:

1. Assessment of trainee’s reaction/attitude during training.
2. ATD research, (including survey, questionnaire, observation, interview, case-study).
3. Measuring trainee’s attitude before and after training.
5. Evaluation format/report.
6. Cost-benefit analysis
7. Meetings
8. Discussions
9. Presentation by the executive to the people of his organisation what he has learnt and how he is going to implement them.
10. Quiz
11. Debate
12. Tests/Examinations
13. Assessment of trainee’s skills before & after training
6.4 Tick your extent of satisfaction/dissatisfaction with the following statements. EDTPs have been mainly beneficial because:

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree Average</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
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1. EDTPs have conducted have helped in achieving organizational objectives to a great extent.

2. EDTPs have helped in achieving objectives thereby satisfying many of my personal needs.

3. I have received both financial and non-financial rewards after attending EDTPs.

4. Better security of service is ensured.

5. Ensures career development.

6. There have been distinct improvements in me after attending EDTPs.

7. Those who have been trained have far greater performance and effectiveness than those not trained so far.

8. Enhances development of knowledge, skill, attitude and experience.

9. Those who have attended EDTPs have been promoted at a more faster rate than those untrained.
10. Results in increased output and profitability to the enterprise

11. Improved productivity and production.

12. Results in reduction of scraps, accidents, wastes, errors or breakages.

13. STEPS are a morale booster.

14. Reduce absenteeism, complaints, grievances, obsolescence, training, time, executive turnover, thereby ensuring better industrial relations and improved management practices.

6.5 Tick your extent of agreement or disagreement with the following statements:

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
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</table>

1. I enjoy recreation more than being on this job.

2. My job is extremely challenging.

3. My friends' jobs are better than my present job.

4. I eat, drink and breathe my job.

5. I shall not leave this job even if I am paid more elsewhere.
6. You can hardly be creative in this job.

7. You are not permitted to use your initiative.

6.6 What factors make you satisfied with ETD programmes in your organisation?

1. _____________________________
2. _____________________________
3. _____________________________
4. _____________________________
5. _____________________________
6. _____________________________

6.7 What factors make you dissatisfied with ETD programmes in your organisation?

1. _____________________________
2. _____________________________
3. _____________________________
4. _____________________________
5. _____________________________
6. _____________________________

6.8 What suggestions would you give to improve ETD programmes in your organisation?

1. _____________________________
2. _____________________________
3. _____________________________
4. _____________________________
5. _____________________________
6. _____________________________
7. _____________________________
8. _____________________________
9. _____________________________
10. _____________________________

THANKS