ANNEXURE-I

HUMAN RESOURCE DEVELOPMENT CLIMATE SURVEY-QUESTIONNAIRE

PERSONAL AND PROFESSIONAL DATA

Dear Sir/Madam,

I am extremely happy to let you know that, a research work on “Human Resource Development in universities; A case study of Karnataka University, Dharwad” is undertaken by me (S.P. Toro) for the award of Doctor of Philosophy in Commerce, under the guidance of Dr. H.Y. Kamble, M.Com., Ph.D.

It is my earnest request to you, to spare few minutes to answer the enclosed questionnaire, which would help me a lot in completing my research work. I also assure you that the information will be used strictly for the purpose of my research work and kept confidential.

Your kind and active co-operation will be highly appreciated.

DIRECTIONS:

Please tick (✓) or write a response in the spaces against the questions below:

I: A. PERSONAL PROFILE:

1) NAME :

2) GENDER :
   a) Male □   b) Female □

3) AGE :
   a) Less than 30 years □
   b) 31 to 35 Years □
   c) 36 to 40 years □
   d) 41 to 45 years □
   e) 46 to 50 years □
   f) 51 to 55 years □
   g) 56 to 60 years □

4) MARITAL STATUS : a) Married □     b) Unmarried □

II) PROFESSIONAL DATA :

5) Name of the Department :
6) Academic Designation :
   a) Lecturer □  b) Reader □  c) Professor □

7) Education Qualification :
   a) Post Graduate with NET/SET □
   b) Master of Philosophy (M.Phil) □
   c) Doctorate (Ph.D) □
   d) Post Doctorate □
   e) Other (Specify) □

8) Work Experience (No. of years) :
   a) Teaching........... b) Research...........
   c) Industry (if any)...... d) Other (Specify)

9) For how many years have you been an employee of the KUD?
   a) Below 5 years □  b) 6 to 10 years □
   c) 11 to 15 years □  d) 16 to 20 years □
   e) 21 to 25 years □  f) Above 25 years □

10) If you hold an administrative appointment concurrent with your faculty appointment please indicate your title.
    a) Head of the Department / Chairman □  d) None □
    b) Dean □  e) Both Dean & HOD □
    c) Other specify..............

11) Please indicate if you are any of the member of the following
    a) Executive Syndicate. □
    b) Advisory Board □
    c) OF Board of Studies? (BOS) □
    d) Employee Union □
    e) On board or body of other Universities □
    f) Other (Specify) □
    g) None □
12) Your current Salary in the University:
   a) 10,001 to 14,000 □
   b) 14,001 to 20,000 □
   c) 20,001 to 25,000 □
   d) 25,001 to 30,000 □
   f) 30,001 and above □

13) Do you work in any professional capacity outside the university such as Consultant, guest lecturer etc........?
   a) Yes □
   b) No □

14) How many articles have you published in the last 5 years (2001 to 2006):
   A) National Journals:
      a) 1 to 5 □
      b) 6 to 10 □
      c) 11 to 15 □
      d) 16 to 20 □
      e) 21 to 25 □
      f) Above 25 □
   B) International Journals:
      a) 1 to 5 □
      b) 6 to 10 □
      c) 11 to 15 □
      d) 16 to 20 □
      e) 21 to 25 □
      f) Above 25 □

15) How many books have you authored in the last 5 years (2000 to 2005):
   a) 1 □
   b) 2 □
   c) 3 □
   d) 4 □
   e) 5 □
   f) 6 □
   g) Above 6 □
   h) None □

16-A) How many seminars have you attended in the last 5 years (2000 to 2005):
   a) 1 to 5 □
   b) 6 to 10 □
   c) 11 to 15 □
   d) 16 to 20 □
   e) Above 20 □

B) How many papers have you presented in seminars in the last 5 years (2000 to 2005) (National and International)
   a) 1 to 5 □
   b) 6 to 10 □
   c) 11 to 15 □
   d) 16 to 20 □
   e) 21 & Above □
17-A) How many training and development programs have you attended in the last 5 years (2000 to 2005)?
   a) 1 to 5 □ b) 6 to 10 □ c) 11 to 15 □
   d) 16 to 20 □ e) 21 & Above □

B) What type of training have you attended in the last 5 years (2000 to 2005)
   a) Academic Staff College (within the campus) □
   b) FDP's outside the Campus □
   c) Both □
   d) None □

If none skip to Question no. 18-A

C) What was the period of training programs you have attended in the last 5 years?
   a) Less than one week □
   b) For one week □
   c) Up to one month □
   d) Up to one year □

18-A) Have you ever gone on strike in the last 5 years (2000 to 2005):
   a) Yes □ b) No □

B) If yes, major reasons for dissatisfaction that led you to go on strike?
   a) Scale of payment □
   b) Work load □
   c) Welfare Facilities □
   d) Ill-treatment by Mgt. □
   e) Disconcert of the top Mgt. □
   f) Any other (Specify) .............
PART-I

HUMAN RESOURCE DEVELOPMENT CLIMATE SURVEY- QUESTIONNAIRE

Instructions:

A number of statements are given below related to you / your University. You are requested to read the statements carefully and give your free and frank opinion about the statements by rating your organization on each statement using the following five-point scale, ranging from almost always true to not at all true.

Almost always true Mostly true Sometimes true Rarely true Not at all true
(5) (4) (3) (2) (1)

Select the number of your choice, that you individually feel is right and encircle it.

1) The top administrative officials of the university make maximum efforts to make sure that we enjoy the work.

[ 5, 4, 3, 2, 1 ]

2) Top management of the university believes that human resources are an extremely important resource and they have to be treated more humanely.

[ 5, 4, 3, 2, 1 ]

3) Development of juniors is seen as an important part of his job by the head of the department.

[ 5, 4, 3, 2, 1 ]

4) The existing Human Resource policies in the university facilitate faculty development.

[ 5, 4, 3, 2, 1 ]

5) The top management in the university is willing to invest a considerable part of their time and other resources to ensure the development of faculty.

[ 5, 4, 3, 2, 1 ]

6) The senior faculties in the Department take active interest in their juniors and help them in their job.

[ 5, 4, 3, 2, 1 ]
7) Faculty lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.

[ 5, 4, 3, 2, 1 ]

8) Administrators in the university believe that faculty behaviour can be changed and people can be developed at any stage of their life.

[ 5, 4, 3, 2, 1 ]

9) People in the university and departments are helpful to each other.

[ 5, 4, 3, 2, 1 ]

10) Faculty members in the Department are very informal and do not hesitate to discuss their personal problems with their heads.

[ 5, 4, 3, 2, 1 ]

11) The psychological climate in the university is very conducive to any faculty interested in developing himself by acquiring new knowledge and skills.

[ 5, 4, 3, 2, 1 ]

12) The top management of the university makes efforts to identify and utilize the potential of the faculty.

[ 5, 4, 3, 2, 1 ]

13) There is recognition of faculty scholarly achievements through appreciation by the top management.

[ 5, 4, 3, 2, 1 ]

14) Teaching faculties in the university do not have any fixed mental impressions about each other.

[ 5, 4, 3, 2, 1 ]

15) Performance appraisal reports in the university are based on objective assessment and adequate information and not on favouritism.

[ 5, 4, 3, 2, 1 ]

16) Faculty is encouraged to experiment with new methods of teaching and try out creative ideas for moulding students.

[ 5, 4, 3, 2, 1 ]
17) When any faculty makes a mistake the head of the department treats it with understanding and help him learn from such mistakes rather than punishing him or discouraging him.

[ 5, 4, 3, 2, 1 ]

18) Short-falls of faculty are communicated to them in a non-threatening way.

[ 5, 4, 3, 2, 1 ]

19) Behaviour feedback given to faculty by top management is taken seriously and used for development.

[ 5, 4, 3, 2, 1 ]

20) Junior teaching faculty take pains to find out their strengths and weaknesses by approaching the head of the department or colleagues.

[ 5, 4, 3, 2, 1 ]

21) Faculties sponsored for faculty development programmes take it seriously and try to learn from the programmes they attend.

[ 5, 4, 3, 2, 1 ]

22) Faculties returning from training programmes are given opportunities to try out what they have learnt.

[ 5, 4, 3, 2, 1 ]

23) Faculties are sponsored for F.D.P and training courses on the basis of genuine training needs.

[ 5, 4, 3, 2, 1 ]

24) Faculties in the Department trust each other.

[ 5, 4, 3, 2, 1 ]

25) Faculties are not afraid to express or discuss their feelings with their seniors/departmental heads.

[ 5, 4, 3, 2, 1 ]

26) Faculties are encouraged to take initiative and do things on their own without having to wait for instructions from heads in routine matters.

[ 5, 4, 3, 2, 1 ]
27) Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in our department.

28) Team spirit is of high order in the department.

29) When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.

30) The universities future plans are made known to the faculty members in the department to help them develop for future responsibilities.

31) The university ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes.

32) Job-rotation in our department facilitates employee development.

33) The F.D.P, seminars, conferences and workshops help the faculties to know their hidden talents and thus let them know their capabilities and potentials.

34) The appraisal system provides an opportunity for a discussion between the appraiser and appraise on the expectations, achievements, failures, constraints and improvements required.

35) The appraisal system provides an opportunity for an self-review and reflection.

36) The appraisal system encourages open communication between appraiser-appraise pair through performance review discussion.
37) The appraisal system has scope for correcting the biases of reporting authority through a review process.

38) Performance appraisals are taken seriously by top management and data is used for decisions like deputations, job-enrichment, promotion etc.

39) The appraisal data are used as inputs for recognition and encouragement of high performers and desirable behaviour.

40) Systematic assessment of the faculty self-appraisal is conducted here.

41) Each and every employee is given a chance to suggest his opinion on how to develop the organization.

42) Interaction between faculties of different departments is encouraged.

43) Participative mechanisms like team-work/problem-solving teams are used in our organization.

44) Direct interaction of faculties with top administrators like vice-chancellor and registrar is encouraged.

45) Newsletters, house magazines, suggestion schemes etc exist in our university.

46) I am satisfied with the salary I receive at present.
47) The F.D.P, workshops, conferences, seminars are conducted in a befitting, systematic manner and with adequate resources.

[ 5, 4, 3, 2, 1 ]

48) Employee-management relations climate in the university is conducive to faculty development.

[ 5, 4, 3, 2, 1 ]

49) The existing career advancement schemes, promotion policy and procedures adopted are designed to suit faculty achievement needs.

[ 5, 4, 3, 2, 1 ]

50) Faculties are involved in departmental decision-making process.

[ 5, 4, 3, 2, 1 ]

51) Faculties are given opportunities to debate and determine University personnel policies.

[ 5, 4, 3, 2, 1 ]

52) Adequate welfare facilities are extended.

[ 5, 4, 3, 2, 1 ]

53) I feel I am not achieving my most important goal at work.

[ 5, 4, 3, 2, 1 ]

54) There is very little I can do to bring about better conditions at work.

[ 5, 4, 3, 2, 1 ]

55) I am satisfied with the aspects of guiding doctoral students

[ 5, 4, 3, 2, 1 ]
PART II

QUESTIONNAIRE FOR SURVEY OF ROLE OF A.S.C. IN PROFESSIONAL DEVELOPMENT

DIRECTIONS

1. Please tick (✓) or write a response in the space against the questions below:

2. If you have attended course/ courses conducted by A.S.C in K.U.D begin with question No. 2

3. If you have attended course/ courses conducted by A.S.C other than in K.U.D, answer question No. 1 and continue.

1. Name

2. Course/ Courses attended
   a. Orientation course
   b. Refresher Course
   c. Both

3. Number of Programmes Attended

4. Your opinion regarding the following infrastructure facilities
   (1) Highly unsatisfactory
   (2) Satisfactory
   (3) Not satisfactory

   a) Modern training tools
   b) Library books & Sitting arrangement
   c) Documentation
   d) Modern Training Tools
   e) Computer
   f) All above are satisfactory

5. Library resources of the college is
   a) Adequate
   b) Not so adequate
   c) Not at all adequate

6. I) Are Accommodation facilities available for participate?
   A) Yes
   B) No

   II) Availability of accommodations facility for participants
   a) No facility
   b) Adequate
   c) Inadequate
7. Problems being faced by the participant (Assign weight as Excellent (1), Very good (2), Good (3), Fairly well (4), Not appreciated (5).
   a) Lecture Rooms/ Reading rooms □
   b) Teaching speed □
   c) Use of latest tools □
   d) Facilities □
   e) Reading & Reference material □
   f) Usefulness of contents & methodology □
   g) All the above □

8. Participant's feedback on the programme
   I) Course contents
      a) Much new information gained □
      b) Some new information gained □
      c) Already knew most of it □
   II) Quality of contents
        a) Upto date □
        b) Not so upto date □
        c) Obsolete □
   III) Relevance of contents
        a) Mostly relevant □
        b) Some part relevant □
        c) Most of it not relevant □
   IV) Did the Programme attended by you help you to:
      A) Enrich the teaching competence: a) Yes □
         b) No □
         c) To some extent □
      B) Improve the teaching method: a) Yes □
         b) No □
         c) To some extent □
V) Was the content of the course relevant for:
   A) Change of attitude towards teaching:
      a) Yes
      b) No
      c) To some extent
   B) Enrichment of knowledge:
      a) Yes
      b) No
      c) To some extent

VI) Broadening vision:
   A) All/most lecturers broadened our vision; to a great extent
   B) Same lectures broadened our vision; to some extent
   C) Few lectures broadened our vision; a some extent

VII) Courses/Courses attended:
   Subject wise:
   A) Orientation
   B) Commerce
   C) Chemistry
   D) Economics
   E) Library science
   F) Humanities
   G) Others specify

VIII) Skills to implement:
   A) Learnt many skills that can be implemented in the classroom
   B) Learnt some skills
   C) Learnt a few skills
   D) Learnt skills but they are irrelevant to class-room teaching
   E) All the above

IX) Usability of knowledge gained:
   a) To a great extent
   b) To some extent
   c) To a little extent

X) Was the period of Orientation Course:
   a) Adequate
   b) Not so adequate
   c) Not at all adequate
XI) Was the period of Refresher Course:
   a) Adequate
   b) Not so adequate
   c) Not at all adequate

XII) Were there any problems faced in attending this course:
   a) Deputation leave
   b) Accommodation
   c) Language
   d) Finance
   e) Traveling
   f) Specify if any other problem
   g) None

XIII) Do you think that the problems were unavoidable:
   a) Yes
   b) No
   c) Cannot tell

9. Faculty/resource persons/Experts:
   a) All competent
   b) Some competent
   c) Few competent

10. Teaching methods demonstrated:
    a) Lecturer
    b) Tutorials
    c) Seminars
    d) Group discussion
    e) Practical/field exposures
    f) Projects
    g) Others specify

11. Instructional methods:
    a) All experts used innovative methods
    b) Some experts used innovative methods
    c) Few experts used innovative methods

12. Preparation by the Lecturers/experts:
    a) All experts prepared well
    b) Few experts prepared well

13. Reading material: Provided by
    a) All experts gave synopsis and guide to reading materials
    b) Some experts did so
    c) Few experts did so

14. Opinion regarding existing evolution scheme of awarding the grades:
    a) Excellent
    b) Very Good
    c) Good
    d) Fairly Good
    e) Not Appreciated
15. The existing Evolution Scheme of awarding the grades help:
   a) Increase seriousness among the participants
   b) In assessing one-self in terms of strengths and weaknesses
   c) In overcoming your weakness
   d) Not helped in any way
   e) a and b above

16. Have these courses made a difference in your professional development:
   a) Yes □  b) No □  c) To some extent □

17. Is Refresher course relevant for post-graduate teaching?
   a) Yes □  b) No □  c) To some extent □
   d) Not applicable □

18. Overall opinion about the important parameters (assign weight age)
   a) Excellent (1) b) Moderate (2) c) Good (3) d) Not up to the mark (4)
   1) Course content □
   2) Resource persons □
   3) Infrastructure □
   4) Methodology and teaching □
   5) Course material relevance and provisions □
   6) Organization and management □