NOTES AND REFERENCES

1. It is like defining science, that is, science is what scientists do. It is based upon "operationalism".


25. Gupta Seeta, "Managerial effectiveness - a study of communication styles, credibility and role efficacy", Ibid.


29. Quoted from Intellectual's India by Surinder K. Dutta, which appeared in The Hindustan Times, New Delhi, 18th April, 1993.


11. Hall J, *What makes a manager-good, bad or average*, Ibid.


15. Rattan Neelam, *Executive effectiveness in relation to personality, self perception, achievement and values*, Ibid.


20. Gupta Seeta, Managerial effectiveness - a study of Communication styles, Credibility and Role efficacy, Ibid.

21. Wahi S.P. et. al., in Effective management for national growth, All India Management Association, 14 industrial area, New Delhi.


33. Quinn Robert E, Beyond rational management, ILid.


35. West Joyce Anne, The perceived importance of managerial job dimensions to women middle managers in educational administration and private industry, Ph.d. thesis Saint Louis University, St. Louis, USA (1990).


40. Lamberti Mary J.D., Judgement of Managerial performance in relation to manager's sex and sex role, Boston University, Boston.
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2. These values are taken from tables 5.2 and 5.7. The factor loading of the managerial effectiveness test on the first factor in both the factor analytic study are very close to each other and provide indirect evidence to the validity of the test.

3. Reddin Bill, Managerial styles made effective, Ibid.


8. Culled from different sources.


IV CHAPTER

1. Reddin Bill, Managerial styles made effective, Ibid.

2. Quoted from NMA handbook for managers, Ibid.
1. Syllogic reasoning as given by Aristotle tested the validity of argument. J.S. Mill talked of laws of logic and causation. The latter notion gave rise to the concept of correlation in statistics. Also see the following.


2. (i) Thurstone L.L., Multiple factor analysis, University of Chicago press, Chicago, (1947).


3. It was suggested by Karl Pearson. Charles spearman talked of the concept of tetrads differences. Prof. H.Hotelling developed it. Calculations now need not be done manually because a computer programme is available for extracting factors.

4. This test (scree-test) has been described in detail in "The growth of logical thinking in science" by N.Vaidya, Oxford and IBH publishing company, New Delhi, (1979).

5. Reddin Bill, Managerial styles made effective, Ibid.

6. Gupta Seeta, Managerial effectiveness - a study of communication styles, Credibility and role efficacy, Ibid.

7. Rattan Neelam, Executive effectiveness in relation to Personality, self perception, achievement and values, Ibid.

8. Quoted from A study of schemes of logical thinking among the certain groups of adolescent pupils with special reference to quantitative knowledge, by Kezekia N.E., Ibid.
Also see the following for further elucidation:

(i) Anderson T.W., An introduction to multivariate statistical analysis, John Willy and sons, New York and Singapore. see chapters 11 and 14 on principle component and factor analysis.


VI CHAPTER

1. Quoted from The Hindustan Times, April 18 1993, Ibid.

2. Campbell et. al, Managerial behaviour performance and effectiveness, Ibid.