QUESTIONNAIRE

EXECUTIVES

ABOUT YOU

1. Name Mr/Mrs

2. Designation

3. Educational Qualification

4. Age

5. Religion

6. Mother Tongue
7. Number of Years of Managerial Experience

8. Your Dependents

(Fill the number of the correct statement in the box).

PART 'A'

1. Do you have the freedom to take decisions related to your day-to-day activities?
   a. Have complete freedom.
   b. Only on routine matters.
   c. My activities are decided in weekly meetings.
   d. None.

2. How often does your 'boss' ask you about the progress in your work?
   a. Every day
   b. Week ends
   c. Whenever he likes
3. Do you think your efforts have been recognized by your superiors?
   a. Yes
   b. No
   c. Occasionally
   d. I don't think it is important.

4. What is your opinion about the quality of performance of your subordinates?
   a. Excellent
   b. Nothing to complain
   c. Disappointing
   d. Can be improved with some support from the top

5. What is your opinion about your colleague?
   a. They are very friendly and helpful
   b. They are mostly self-interested
c. They do no harm than good.

d. They don't bother about others' problems.

6. How do you rate the behaviour of your boss?

   a. He is a selfish person. It is better to be away from him.

   b. He is a very helpful person, always willing to listen to the problems of others.

   c. Professionally he is an outstanding person and he is found to be going out of his way to help others.

   d. He is unpredictable. Sometimes he is good. But, at times, he is found to be cruel and unreasonable in his dealings.

7. What are the conflicts you normally come across?

   a. Conflicts on resource allocation.

   b. Conflicts due to biased and unfair dealings.

   c. Conflicts due to discrimination in interpersonal relations.
d. Conflicts due to interdepartmental jealousy and unfair competition.

8. Do you think many of the interpersonal conflicts were unnecessary and could be avoided?

9. Which in your view that indicates the best the progressiveness of an organisation?
   a. Healthy internal climate to foster growth of employees.
   b. Scope for creativity and application of new ideas and methods.
   c. Willingness of the people within to take risks, that is, "Venturesome" behaviour of people.
   d. None.

10. Which is the most acceptable system of control?
    a. Self-monitoring
    b. Tight control on all major activities
    c. No control at all
    d. MBO Method
PART 'B'

1. What is the best approach you suggest to establish an informal and friendly interpersonal relationship?
   a. By honest and fair dealings.
   b. Show some concern for people.
   c. Remove the superior or inferior feelings by equality of status in personal dealings, and developing warmth and concern for others, particularly the less privileged.
   d. Introduce a democratic style of leadership.

2. Are most of the managers status conscious? Do they sincerely like to be seen with shop-floor workers?
   a. Yes
   b. No
   c. No comments
   d. In some cases only.

3. Would you and your wife accept an invitation from an office attendant for lunch at his house?
a. Yes
b. My wife may not agree
c. Not advisable, since he is not likely to obey me thereafter
d. I may be ridiculed by others.

3. How do you treat your subordinates visiting you at your residence?
   a. As equals
   b. As welcome guests and would be received with all cordiality
   c. As unwelcome guests
   d. I would try, if possible, not to meet them.

4. Would you recommend a combined canteen for the executives and workers?
   a. It is not possible, no company can afford it.
   b. Executives and workers cannot be treated as birds of the same feathers.
   c. Workers' eating habits are different.
   d. It will affect the discipline.
5. Should the managers visit the houses of their employees?
   a. They must frequently, then only they will know more about the employees.
   b. Only in case of emergencies, say, when there is a calamity or important social function in the house of the employees concerned.
   c. Whenever necessary to knwo more about the employees' background.
   d. None.

PART 'C'

1. Which one of the following dependancy syndromes do you generally find in the Indian organisations?
   a. Superficial exhibition of undue adoration of superiors.
   b. Excessive efforts to please the 'bosses' through 'off-the-job' contacts, gifts and favours.
   c. Efforts to influence the "significant ones" in the organisation through servitude, unethical practices.
and hero-worship.

d. None

2. Do you think that the top heavy management structure is a major hurdle in achieving functional efficiency of the lower-level managers?

   Yes  No

3. What do you feel are the advantages of the multi-level vertical structure of management?

   a. As a result of multi-level verifications and cross checking, errors and lapses in important policy decisions can be minimised.

   b. Many of the executives go scot-free, since the responsibilities for the lapses cannot be pinpointed.

   c. The work-load gets reduced.

   d. There are more people to worry about the organisational objectives.
4. In your opinion which of the following organisation structure is most ideal for an Indian organisation?
   a. Four-tier system comprising the shop floor managers (excluding supervisor), manager of the department concerned (department head), the General Manager and the Managing Director/Chairman.
   b. Three-tier system consisting of shop floor manager, General Manager and the Managing Director/Chairman.
   c. Two-tier system consisting of the departmental head and the Managing Director/Chairman.
   d. None.

5. "The flow of information in a flat organisation is fast and there is greater individual satisfaction". Do you agree?  
   Yes  No

6. In your opinion what is the possibility of introducing a flat organisation structure in India?
   a. The colonial tint in the employer-employee relationship will not permit a flat type of organisation.
b. Flat-type of organisation is only possible when all the people in an organisation are capable and committed. This is not true of Indian organisations.

c. India has a great tradition of the flat type of organisation through the Indian joint family system. It can work wonders in Indian organisations.

d. None.

7. What do you think is the distinct hang over of colonialism prevailing in India?

a. Most of the large companies prefer to have their corporate office away from the production centre, at a salubrious and posh locality.

b. Far-flung reporting relationship, the aloofness and superiority feeling of the top executives.

c. Ill treatment of, and lack of concern for, the employees and neglect of their personal growth.

d. A materialistic or commodity approach in human resource management.
8. Do you think having the corporate office in a comfortable and posh locality, away from the production centre, is justifiable?

a. Yes. The senior executives who take major decisions should have a conducive environment to do their job. They also must be close to the seats of power and other connected organisations.

b. No. The top executives must be available at the place of work. It will create a healthy organisational culture, besides enabling them to be closely associated with day-to-day operational problems and take on-the-spot decisions.

c. Yes. The workers have a tendency to approach the senior executives even on insignificant issues. It will not be in the best interests of the middle and lower level managers.

d. None.

9. Can the Indian concept of "Nishkama Karma" (Performing one's duties without the thought of rewards) be integrated with the functioning of the employees?
a. Present Indian society believes in materialism, devoid of any virtues like truth, honesty, kindness, justice etc. "Nishkama Karma" has no place in such a society.

b. The concept is impossible to practice. None will bother to work unless one gains some satisfaction or benefit from it.

c. The concept does not mean that a person should not enjoy the fruits of his labour. It only means that the person should not be too pre-occupied with the future outcome of his effort for himself or herself, lest the effort itself become ineffective. In an atmosphere of concern, unselfishness, trust, integrity, security feeling etc., it can be integrated with individual activities.

d. None.

10. Managers do not spontaneously like to interact with the shop floor or other lower level employees. They prefer to have separate canteen, separate toilets, separate parking place, separate housing, separate recreation club and so on. What could be the reason for this organisational casteism?
a. They differ in status within the organisation.

b. Workers are not educated and their languages, dressing, and habits are not acceptable to the managers.

c. They come from different caste groups (such as S.C., S.T., Backward Classes etc.) and/or low economic background. Their thinking, needs etc., are different from that of the managers.

d. (b) and (c).

11. Why do the subordinates disobey the managers?

a. Poor inter-relationship due to mutual distrust, misunderstanding and disrespect.

b. Lack of concern for subordinates and their non-involvement in decision making by the managers.

c. Adverse attitude of subordinates towards managers does not allow them to be friendly with the managers. They consider the managers as exploiters.

d. Managers are irrational, unjust and dishonest in most of their dealings with the subordinates.
12. What is the best way open to managers to get more involvement of employees?

a. Democratic leadership style with team spirit which is acceptable to his subordinates.

b. Be very strict, but, help the needy at the right time.

c. See that they are dis-organised and helpless.

d. None.

Date :

Signature

Name